

Positive impact.

2026 CORPORATE RESPONSIBILITY REPORT



Taking responsibility.

Recognising the role we can play in creating positive change, not only for our own people but for the wider communities and society around us is something we care about.

It's not a new priority or a response to the latest trend but something that has been woven into our business for generations. We understand that success brings responsibility and so you'll find in the pages that follow how and where we're making a difference.



JUSTIN SPENCER
Managing Director

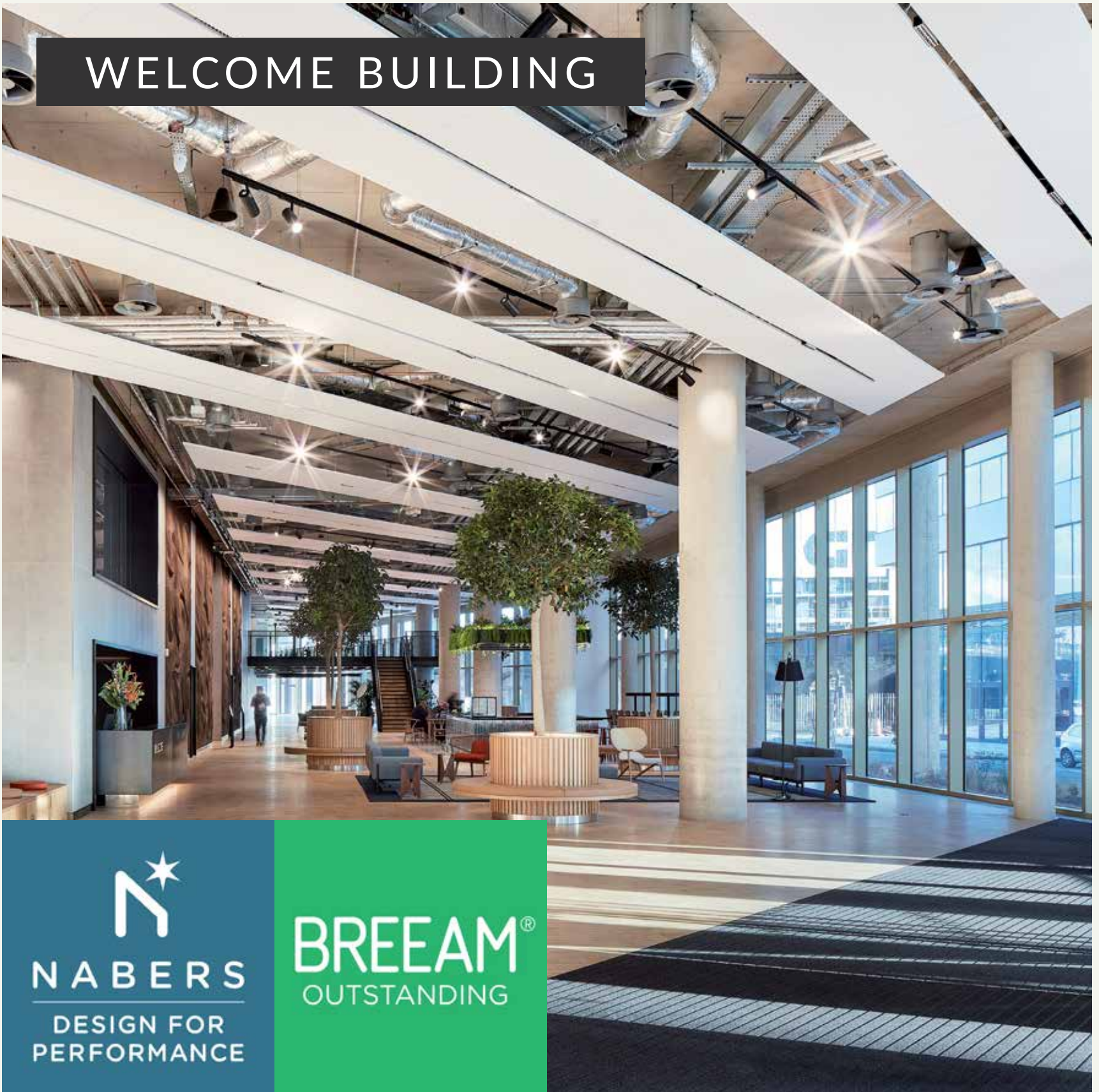
The everyday efforts of more than 1000 colleagues combined with larger investments and strategic initiatives help us improve – supporting our clients and strengthening the communities served by the built environment.

Read on to learn how we're tracking the carbon performance of our projects at all stages, to identify areas to drive improvement. Explore our collaborations with organisations including the UK Green Building Council, the Chartered Institution of Building Services Engineers, The ZERO Institute and others, as we work together to advance decarbonisation, energy efficiency, circular economy principles and climate resilience; and inspire the next generation to do so too.

I'm proud to be part of this business and to share the progress we're making. I hope you enjoy reading about it.



Executive summary.



Planet conscious projects

-  Assessed against 8 net zero metrics
-  Performing best at RIBA stage 4
-  Avoiding fossil fuels strongest performing metric



Creating and sharing value



Delivering social value

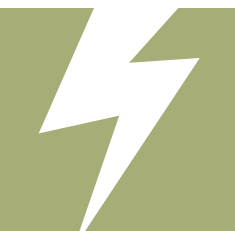
-  67 STEAM activities
-  78 employees volunteered
-  505 hours employee time

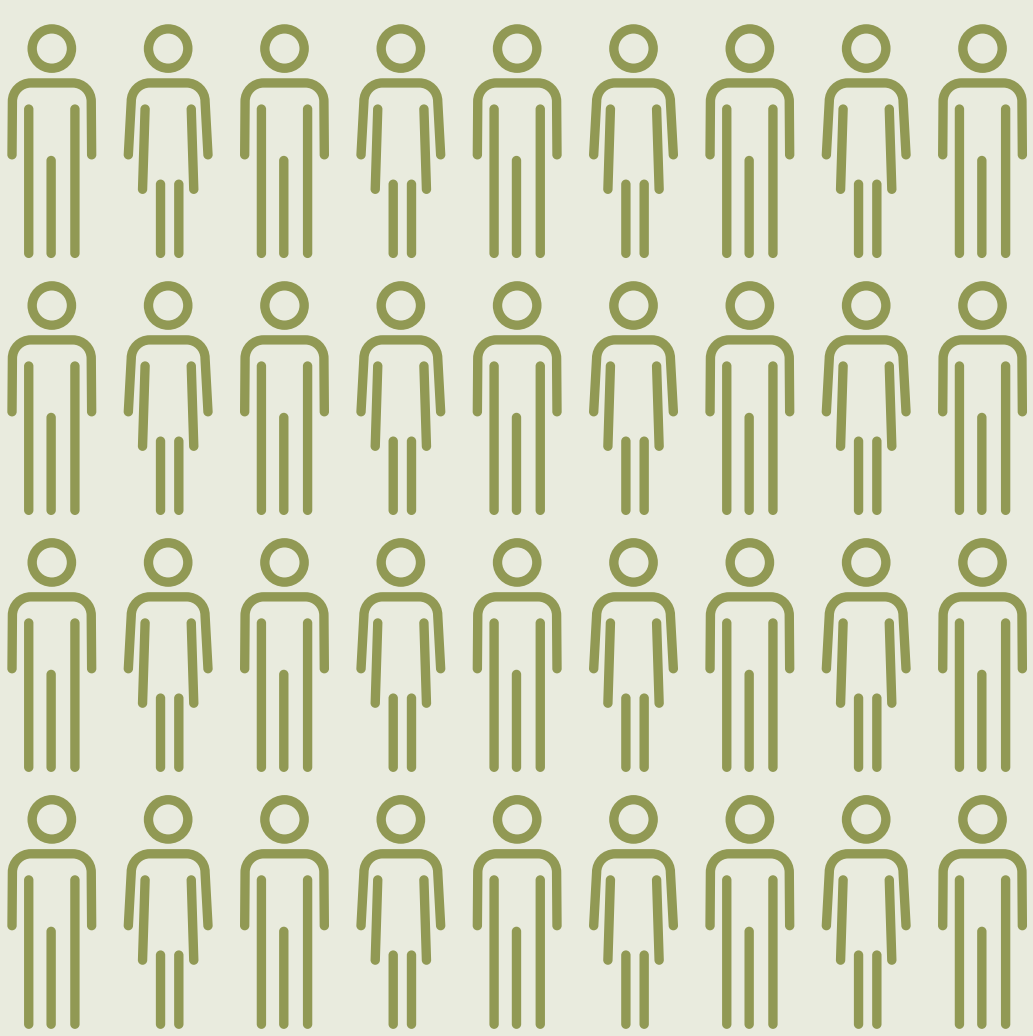
Empowering our people

-  New strategic council and employee forum
-  New inclusivity toolkit
-  Awards shortlist

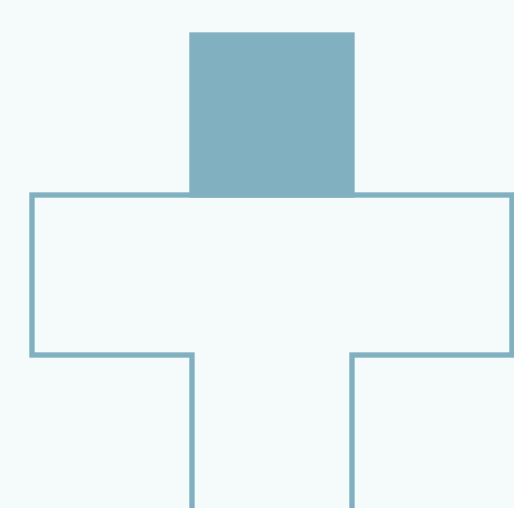


Leading climate responsive operations

-  7.4% reduction in GHG emissions
-  90% electric car fleet



40 Apprenticeship starters



ASPIRATION #1

Championing climate action.

Welcome Building, Bristol

The Welcome Building is a new landmark 19,000m², nine-storey Grade A commercial development located in Bristol's Temple Quarter. Delivered by Trammell Crow Company and Tristan Capital Partners, the project redefines the modern workplace by integrating sustainability, wellbeing and community into a future-ready office environment.

Developed on a previously underutilised site, the project involved a comprehensive redesign of an existing consent to create a more open, engaging and contextually responsive building. The project delivered on the brief to achieve a flexible, energy efficient workplace that responds to evolving occupier expectations while supporting Bristol's ambition to become a net zero carbon city.



WELCOME BUILDING

Achieved an EPC 'A' rating,
BREEAM Outstanding
(top 1% of BREEAM rated buildings)

BREEAM®
OUTSTANDING

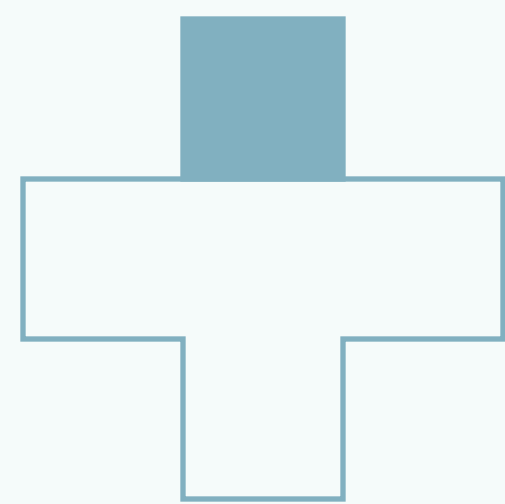
Our MEP and vertical transportation teams contributed to its ultra efficient design, with demand control ventilation, smart system controls, enhanced metering and an impressive solar array.

Engineering innovation underpinned performance outcomes. The building gets 100% of its heating demand from the zero-carbon water source heat pump at the Castle Park Energy Centre, requiring close collaboration between engineers, planners, utility providers and local stakeholders.



Supporting Bristol's ambition to become a net zero carbon city.

Our sustainability consultancy was embedded from inception. The Welcome Building is one of Bristol's largest all-electric office buildings and is net zero carbon in operation. It has achieved an EPC 'A' rating, BREEAM Outstanding (top 1% of BREEAM rated buildings), WELL Platinum certification, and WiredScore Platinum certification, alongside targeting NABERS UK Design for Performance 5-star rating,

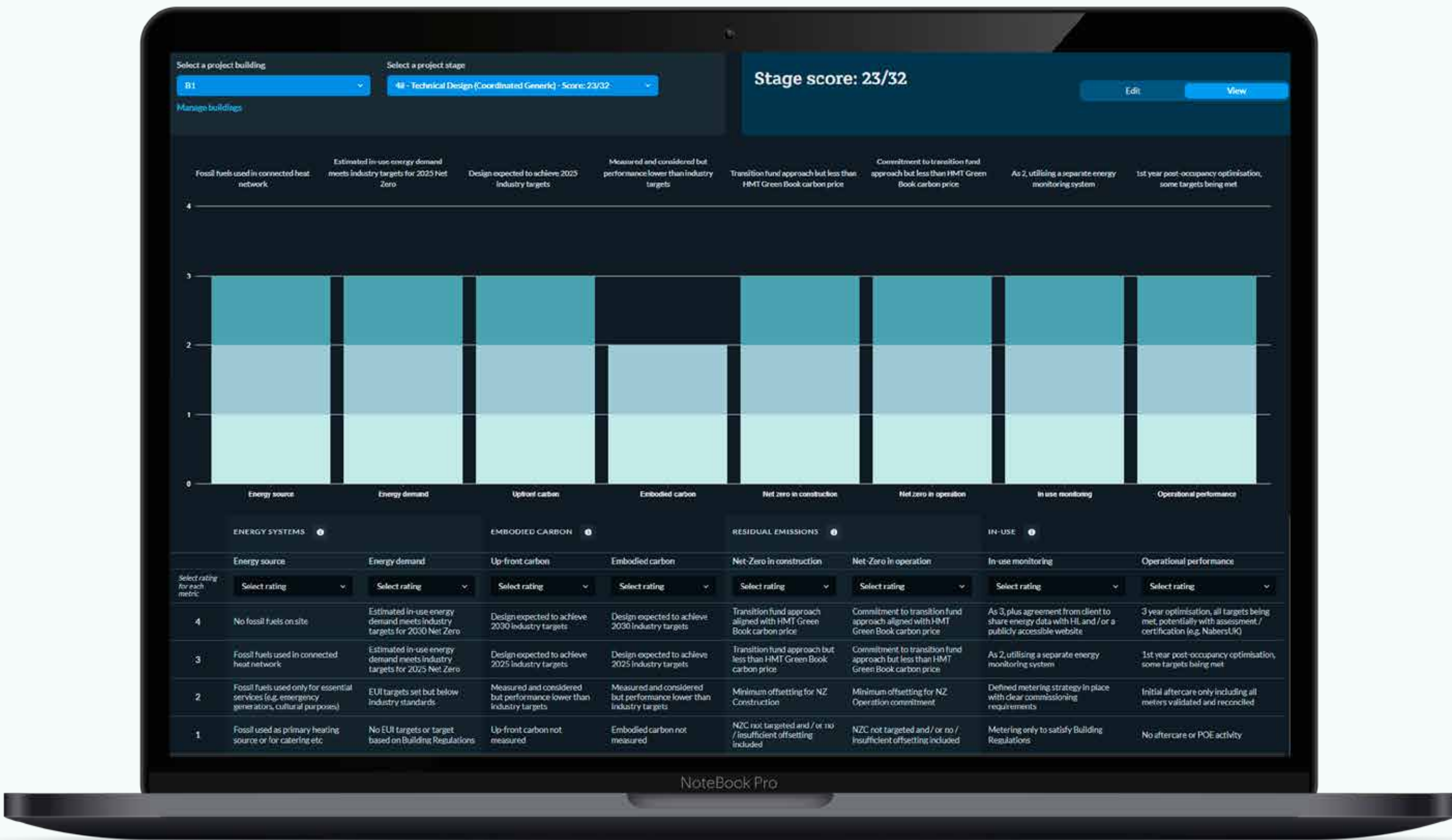


ASPIRATION #1

Championing climate action.

Driving Net Zero in our projects

Our Net Zero Carbon (NZC) Metrics Dashboard continues to gather data on the level of ambition across our design projects, assessing performance against eight net zero metrics throughout the full design and construction lifecycle. The dashboard now enables us to generate meaningful insights into how ambition changes over the life of projects and to identify the critical stages where vigilance is required to ensure outcomes remain on track.



Key insights

We identified several key insights which we will use to better support our engineers, consultants and stakeholders, helping to guard against ambition fade and maintain focus on delivering net zero outcomes. We have found that:



Avoiding Fossil Fuel Use (examining the extent to which fossil fuels are used for heat and other applications) remains the strongest-performing metric overall, reflecting consistently high ambition across projects, with many designs eliminating fossil fuels entirely.



Both the Upfront and Embodied Carbon metrics show spikes during RIBA Stage 6, indicating that construction stage assessments of these impacts often outperform earlier design-stage projections.



Net Zero in Operation is currently the lowest-performing metric, mirroring a long-standing industry-wide trend. This reflects the limited influence professional teams typically have beyond the design and construction stages. We are aiming to advocate for better outcomes for this.

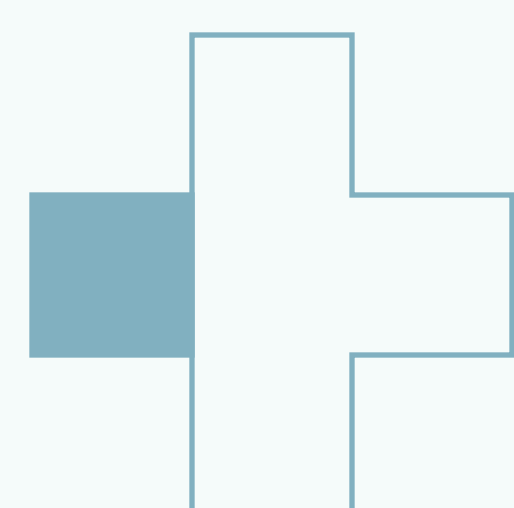


Looking ahead, we recognise that as both we and the wider industry progress towards a low carbon future, things change. In response, we have examined and revised our metrics to reflect the latest industry developments, including the rapid adoption of Design for Performance approaches (such as the voluntary energy rating scheme, NABERS), the emerging UK Net Zero Carbon Building Standard and advances in carbon offsetting methodologies.



Performance across several metrics peaks during the early detailed design stages (RIBA stage 4), before declining in subsequent stages – often falling below the project’s initial ambition.





ASPIRATION #2

Creating and sharing value.

Industry engagement

Through our engagement with industry, we demonstrate leadership by sharing knowledge, advancing best practice, and collaborating with partners to inform policy and higher standards. Examples of our influence include chairing and participating in many committees and working groups in professional institutions and built environment organisations. We also regularly speak at conferences, covering a broad range of topics, from social impact and artificial intelligence to building performance and energy security.



CIBSE

We continue to actively contribute to several groups and committees in the Chartered Institution of Building Services Engineers (CIBSE) including in the HVAC, Homes for the Future, Healthcare, Building Simulation and Sustainability special interest groups. We organise events and share best practice with other designers, contractors, suppliers and consultants. Eimear Moloney has been selected by CIBSE to chair their Knowledge Management Committee.



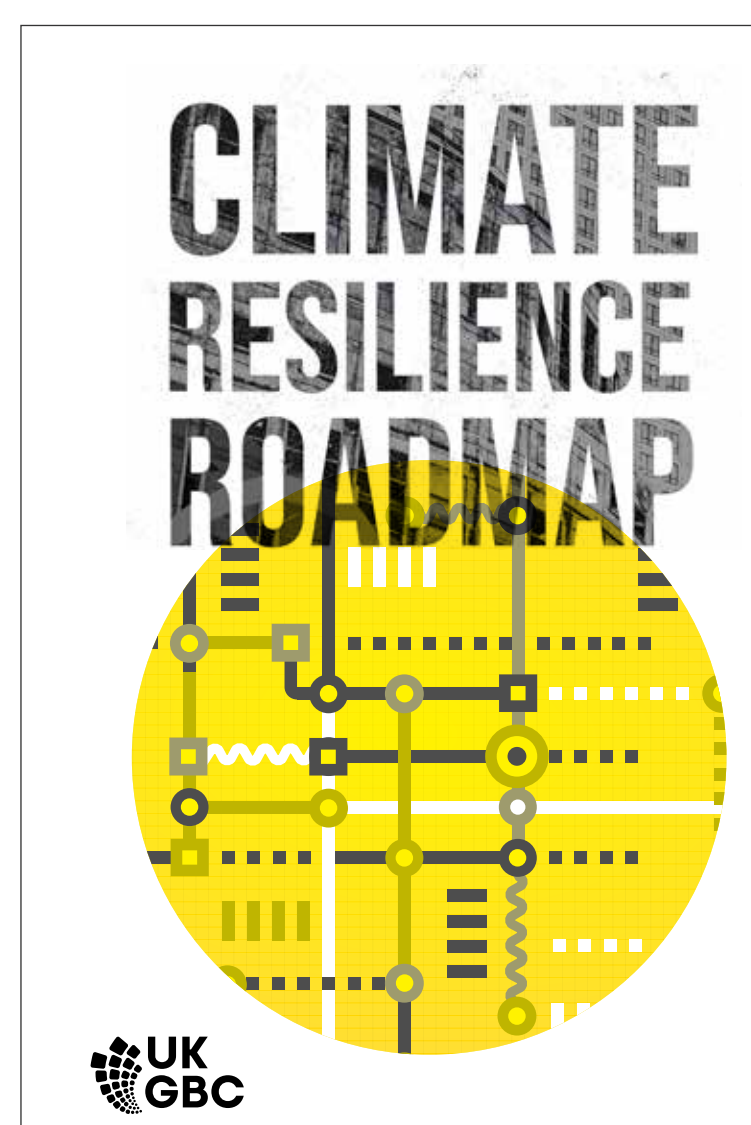
Healthcare and Hospital Design Standards

We contribute to various healthcare and hospital design standards, including inputting to the development of national healthcare technical memoranda, being part of NHS Scotland's Assure Framework and the New Hospital Programme's Strategic Designers Forum. We are also working with Great Ormond Street Hospital, developing digital tools for smarter maintenance backlog eradication.



UK Green Building Council

We are inaugural cornerstone members and long-time organisational partners of UKGBC, which campaigns for a sustainable built environment. Through our engagement we have supported the development of their innovation scaling initiative and the UK Climate Resilience Roadmap. We undertook extensive thermal modelling for this Roadmap to highlight overheating risks in a warming climate.



Association for Consultancy and Engineering

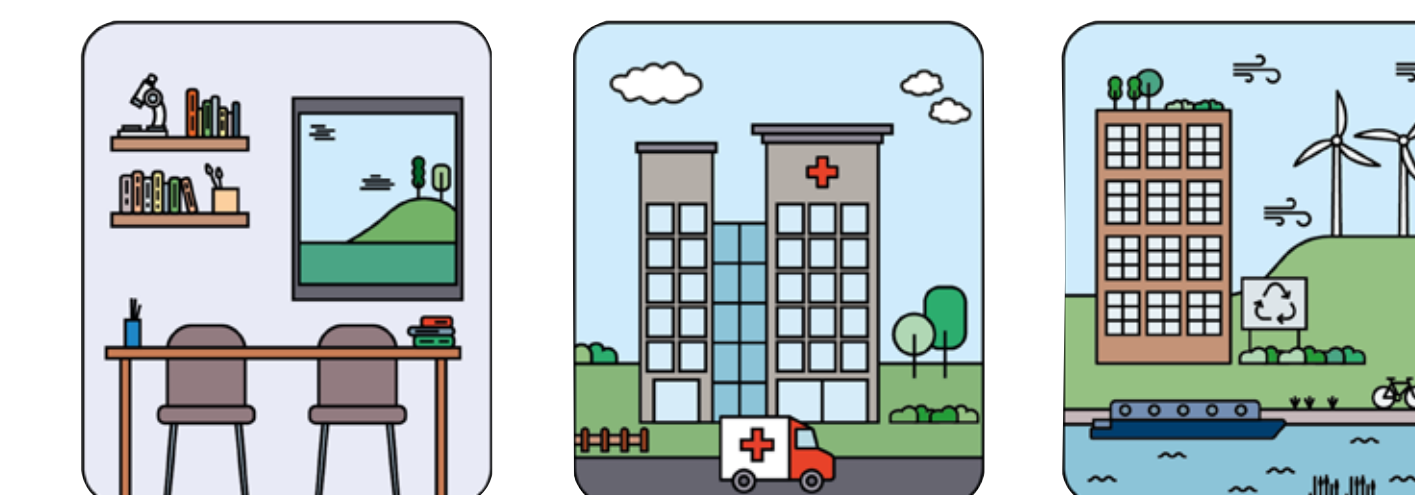
We regularly work with other professionals in ACE groups, to provide feedback to government on policy consultation, infrastructure, and procurement. We have submitted evidence to an All-Party Parliamentary Group on proposals to improve the quality and pace of house building in the UK.



Bringing people together
to shape a better city

New London Architecture

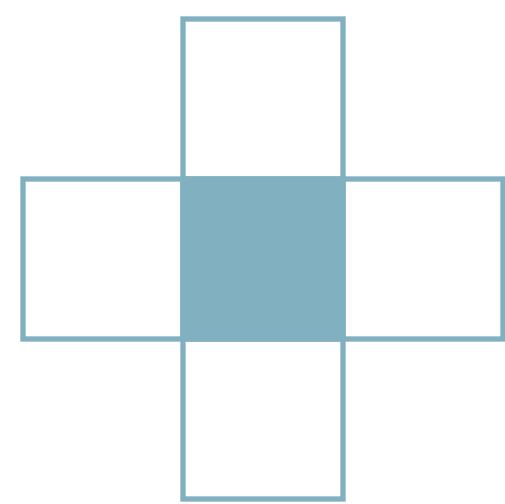
We actively share our expertise on three New London Architecture's expert panels; healthcare and education and net zero carbon.



We collaborate with architects, developers, local authorities, and other client advisors, to made recommendations for improving standards of the quality of the built environment in London.

UK Building Services Engineers Declaration of the Climate and Biodiversity Emergency

We chair the steering group of the UK Building Services Engineers Declaration of the Climate and Biodiversity Emergency, which now has over 130 signatory organisations committing to take positive action to mitigate climate change and protect biodiversity. We continue to coordinate the 'climate and biodiversity emergency' annual conference, allowing consultants to share insights and ideas for accelerating decarbonisation in the built environment, understand the role for nature-based solutions in development and the importance of design considerations for treatment and assessment of spaces.



ASPIRATION #3

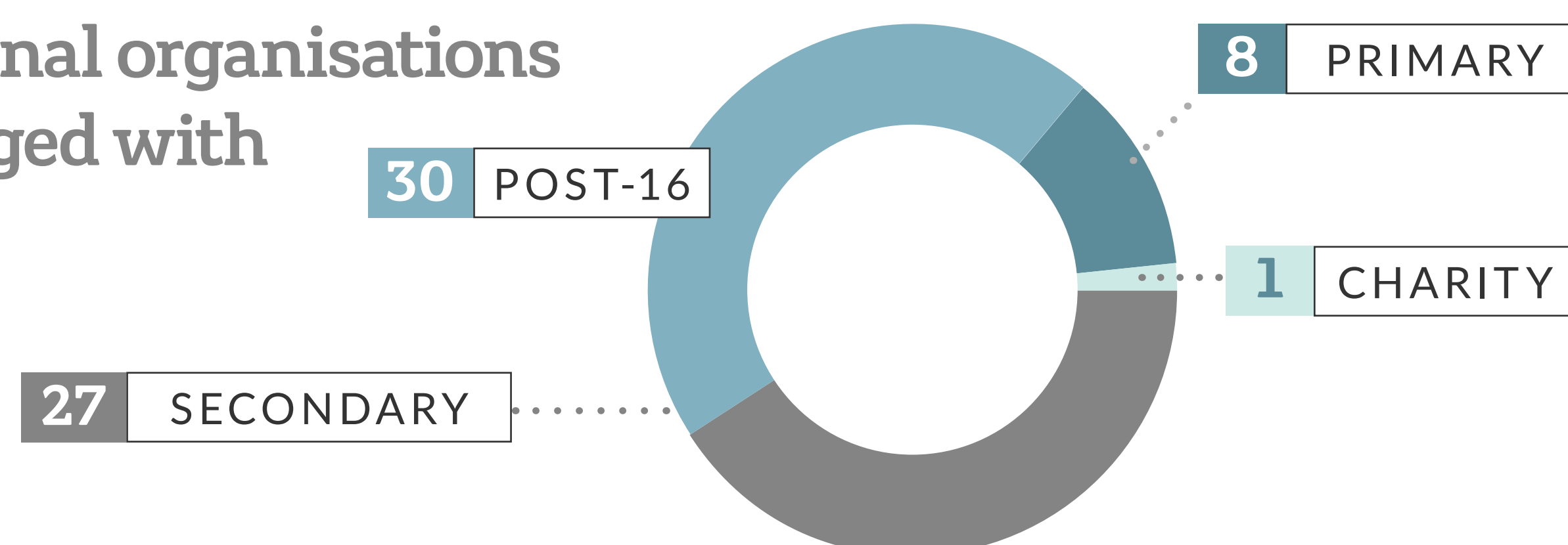
Delivering social value.

STEAM activities

This year, we have continued our strong commitment 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 involvement in STEAM activities not only enriches the communities we serve by providing young people with valuable opportunities for personal development but also empowers our employees to share their expertise and passion for these critical fields.

Throughout the year, we delivered 67 STEAM-focused activities, including support for Impington College's Apprenticeship Careers Fair which was attended by over 900 students from 12 schools and colleges. These initiatives were supported by 78 employees, who collectively contributed a total 505 hours of their time.

Educational organisations we engaged with

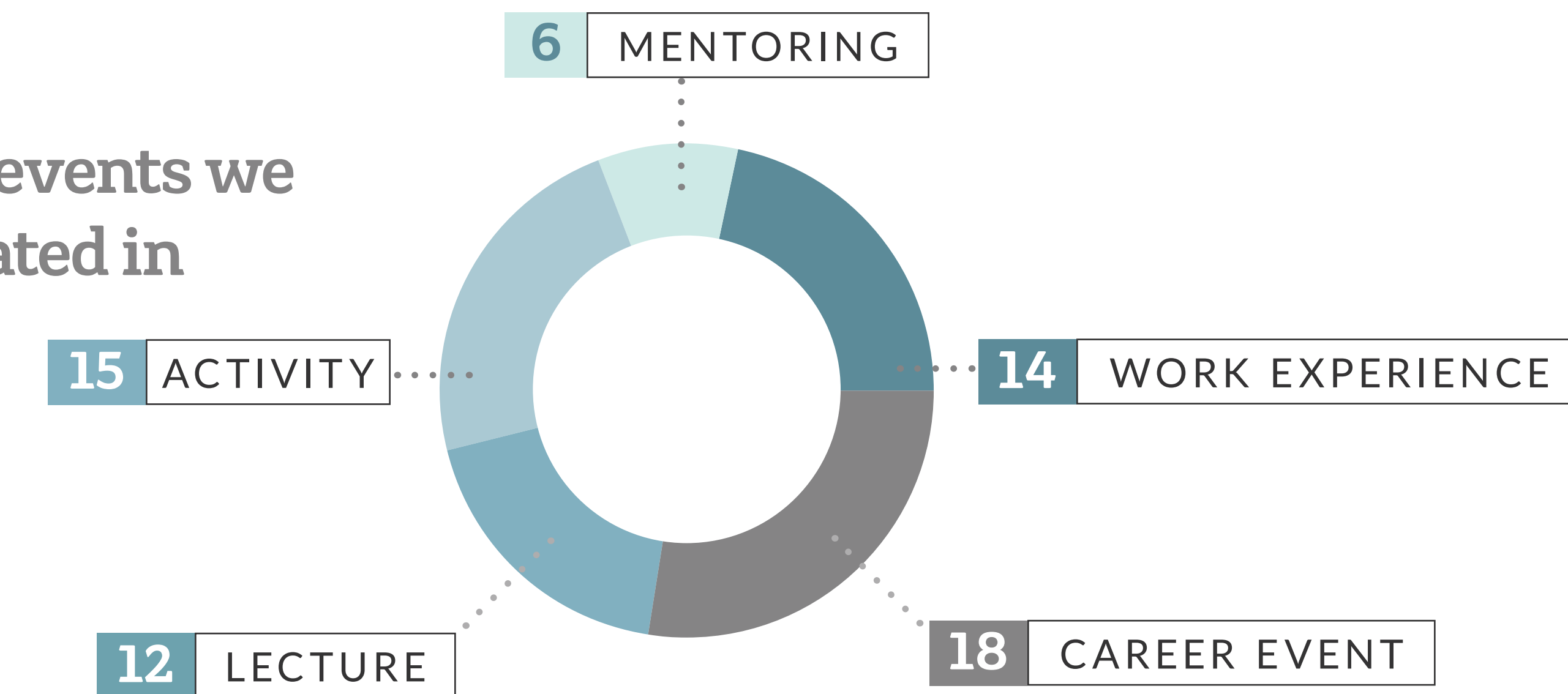


Big Bang Fair

In June 2025, we participated in the Big Bang Fair, the UK's largest STEM event which supports young people in exploring future career pathways. The event welcomed an incredible 20,379 students from 402 schools, with 64% of participating schools meeting key diversity and inclusion benchmarks – highlighting the fair's growing reach and impact.

In partnership with the Institute of Healthcare Engineering and Estate Management (IHEEM), our stand set students activities designed to showcase the essential role of healthcare engineering and the wide range of opportunities within the sector. Through hands-on virtual reality experiences, students gained insight into how innovation is shaping the future of healthcare.

STEAM events we participated in



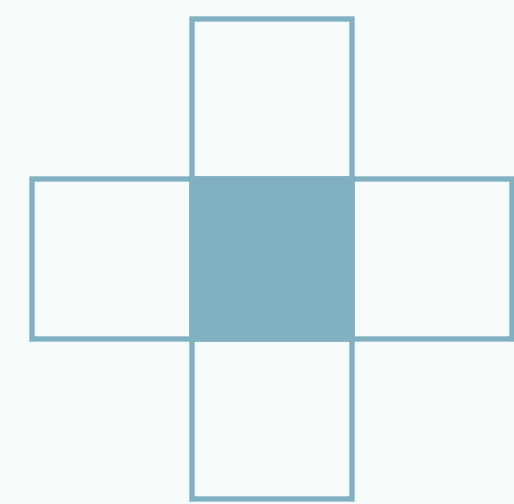
ZERO Institute

This year, our Oxford office developed a special relationship with the ZERO Institute, multi-disciplinary hub for zero-carbon energy research, education and innovation, at the University of Oxford. As part of this collaboration, we participated in a panel, evaluating presentations and providing technical feedback. For students, opportunities like these help them to strengthen design thinking, enhance employability, and foster stronger connections with people and firms that can help support and shape their careers.



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





ASPIRATION #3

Delivering social value.

Delivering social value in our projects

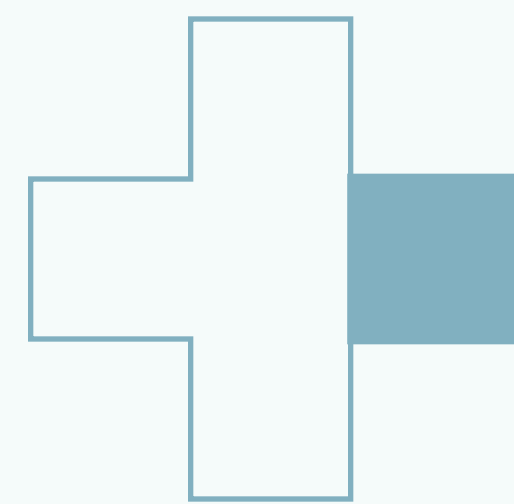
This year, our consultancy drove positive social impact in design and construction projects. One stand out example is our work with Vinci Developments on the delivery of Aintree University Hospital. We produced an Enhanced Local Needs Analysis to support the fulfilment of social value obligations for this contract, in a way that maximised positive impact for the local community. The analysis enabled the development of a detailed understanding of the socio-economic challenges affecting the neighbourhoods surrounding the development, to ensure social value activities are tailored to address these specific needs.

We combined quantitative analysis of publicly available datasets with light-touch community immersion – interviews and workshops with the community – to gain deeper insight into community identity. This approach allowed us to build a comprehensive socio-economic profile of the area – covering health, economic deprivation, youth services and more – while clearly identifying both challenges and opportunities for meaningful intervention.



These insights were translated into a suite of targeted recommendations, ranging from green space enhancements to skills and employment pathways delivered in partnership with local training providers, which responded to the specific needs and aspirations of local residents. By unlocking under-resourced assets and forging strong local partnerships, the resulting strategy provided a clear roadmap for community-led impact and measurable social value outcomes.





ASPIRATION #4

Empowering our people.

Inclusion

In 2025, we refreshed our business strategy to elevate inclusion as a priority area, reinforcing our commitment to building an inclusive, high-performing workplace. This includes removing unfair barriers to opportunity, strengthening meaningful connections across our communities, and empowering every employee to realise their unique potential.

Inclusivity Toolkit

We launched our Inclusivity Toolkit in 2025 to better equip employees with practical guidance and tools to support inclusive practices that enable everyone to participate fully and feel comfortable at work. The toolkit currently includes resources on adjustments and accommodations, neuroinclusion, trans inclusion, management, parental transitions, events, facilities and design, and will continue to evolve and expand.

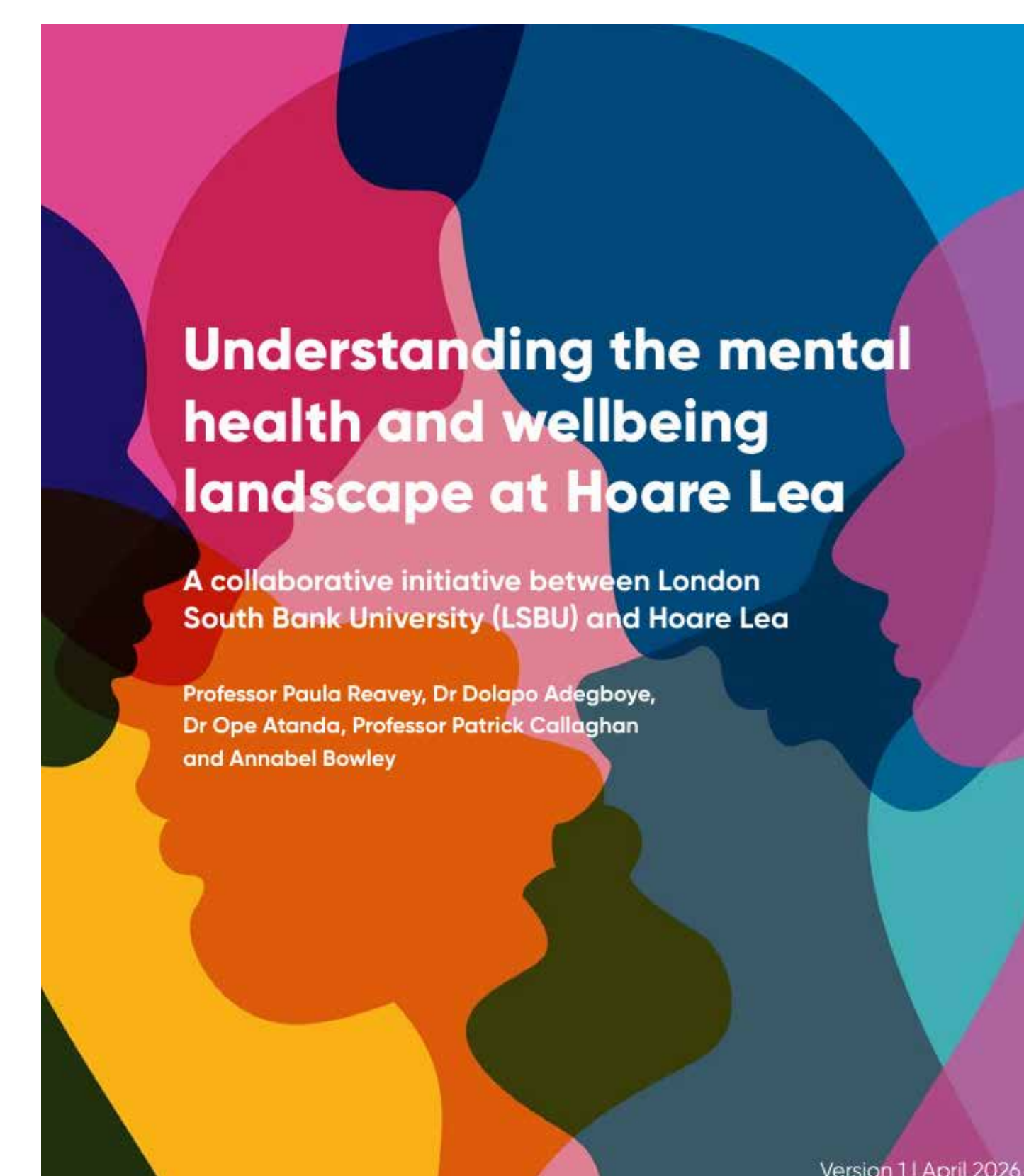


Independent mental health research

In 2025 we commissioned a 12-month mental health research project partnering with a leading research team from the London South Bank University. Across the course of the 12 months the research team conducted comprehensive and multi-modal research so that we could understand our mental health landscape better. Broadly we found that there are four areas where we can focus efforts for improvement. They are:

- Working practices and workload design
- Developing a more inclusive culture
- Clarifying roles and expectations
- Strengthening people management and leadership skills

To move the results from findings to action we have set up a steering group and working groups - calling for volunteers from across our firm to make sure we hear all voices and work with our people to improve our workplace.

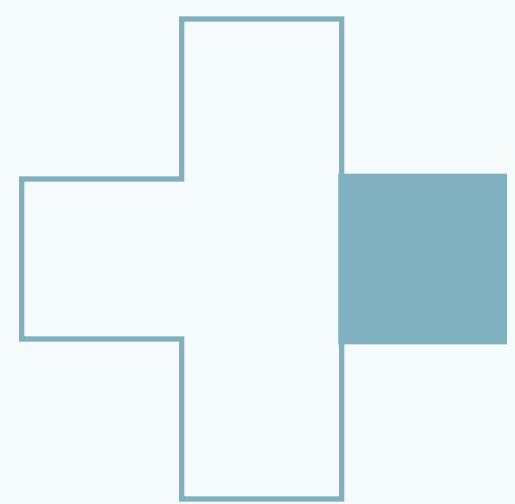


We recognise that a healthy organisation and supportive environment is not separate from good performance but fundamental to it.

We are grateful to everyone who contributed to the research openly and thoughtfully, and to the LSBU team for the care they have taken in producing this work.

Progress indicators

In 2025, we strengthened how we monitor and communicate progress on inclusion by adopting a more holistic reporting approach. This incorporates data on employee representation, engagement survey feedback and recruitment activity. By avoiding reliance on narrow numerical measures alone, we now have an enhanced view which has provided deeper insights into root causes, informing more effective interventions to support inclusion.



ASPIRATION #4

Empowering our people.

Ongoing learning & development with our senior leadership

Throughout 2025 and into 2026 we have intentionally strengthened senior leadership capability with a coordinated programme of assessment, coaching and team development. In Spring 2025 members of the Senior Leadership Team completed a revised 360° leadership assessment—aligned to Hoare Lea values and expected leadership behaviours—followed by personalised debriefs and targeted coaching. This exercise increased self awareness, highlighted leaders' impact on others, and promoted collective accountability through shared learning. From Winter 2025 into Spring 2026 colleagues from across our senior management positions participated in a facilitated leadership development intervention with Mayvin, an external organisation development partner to improve team alignment and effectiveness, broaden firm wide leadership capability, and model a growth mindset. Complementing these programmes, ongoing one to one coaching provides tailored support for leaders at all levels, helping individuals step into new roles, increase resilience and enhance their organisational impact.



Establishing the Strategic Council & Employee Forum

We established a Strategic Council to provide insight, perspective and constructive challenge to the Strategic Leadership Team on key issues, plans and initiatives from all levels of the firm.

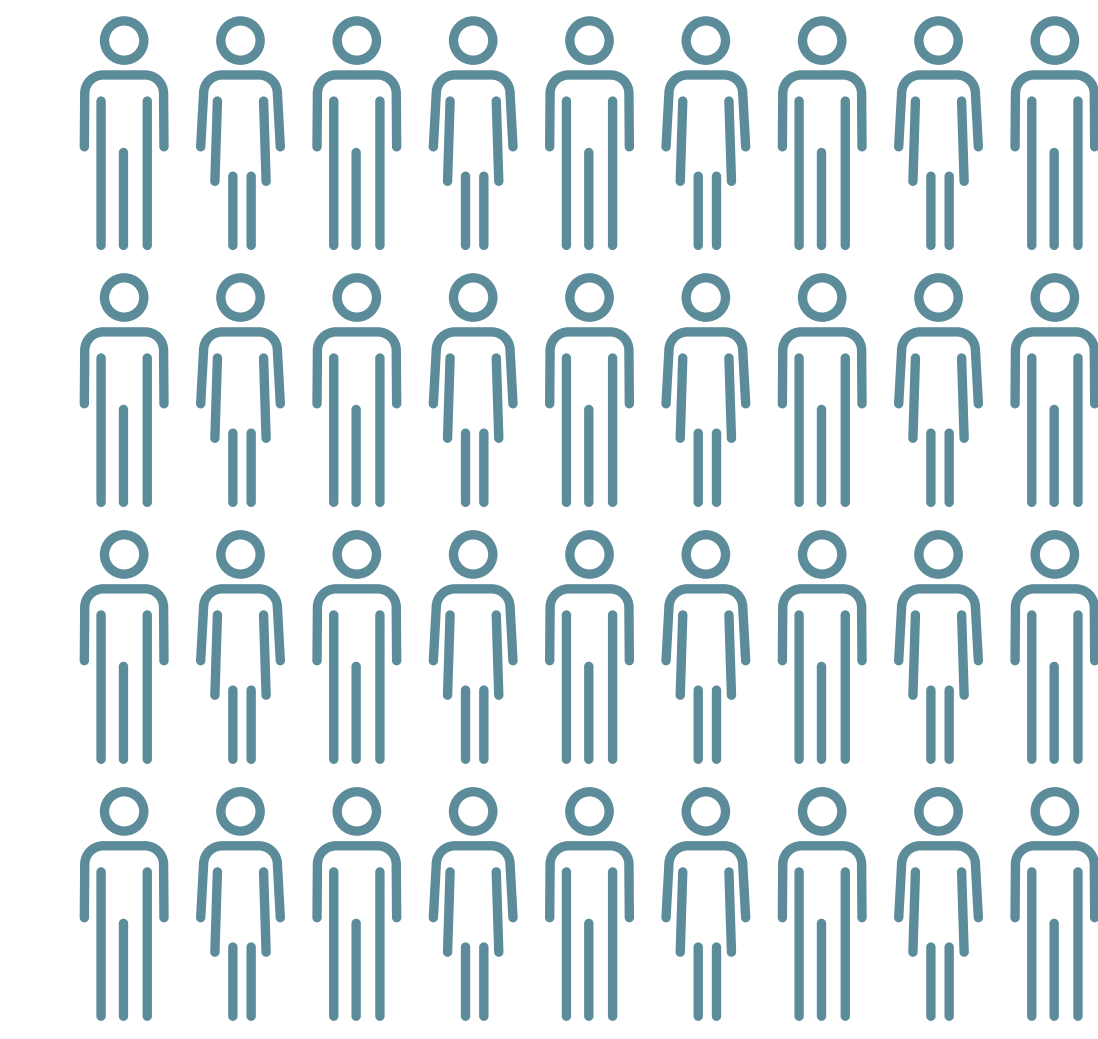
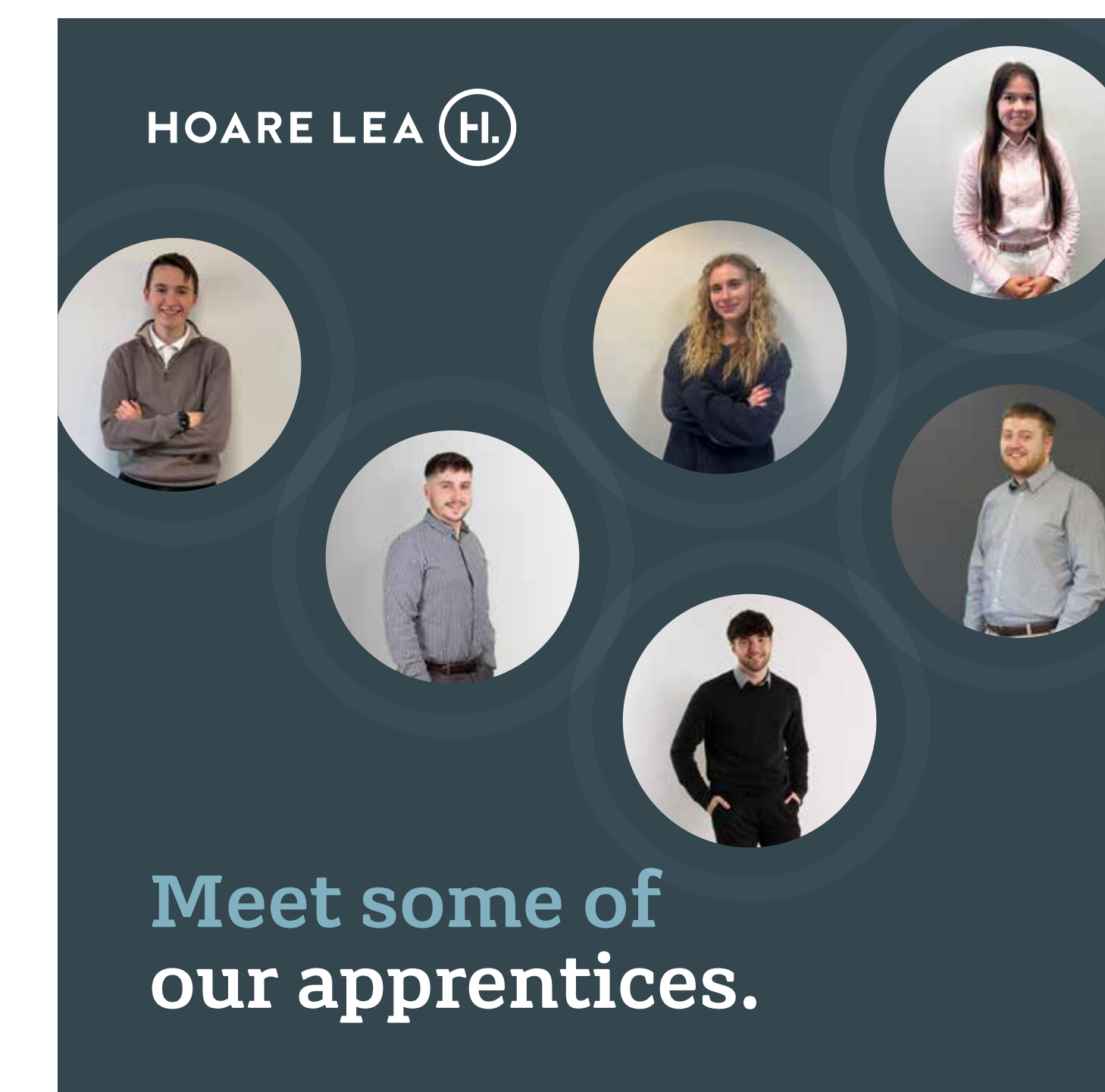
The Strategic Council includes representations from Next Gen, Project Leaders and Team Leaders, each with their regional networks to help collect feedback from a range of perspectives. Over the past 12 months, the Council has brought together diverse viewpoints and experience from across the business, helping to surface emerging themes and inform strategic priorities.

Apprenticeships

We actively promote and support apprenticeship programmes that create meaningful career pathways for both new recruits and existing colleagues. By embedding on-the-job learning, mentoring and tailored training we provide opportunities to enter the business, reskill and progress.

Over the year we welcomed four new early career apprentices based in Oxford, Cambridge, Reading and Bristol studying Building Services Engineering, and five existing apprentices completed their Building Services programmes at Levels 4 and 6. We also welcomed our first apprentice on the Construction Design & Build programme – a more project management focused apprenticeship - as part of our ambition to support more diverse pathways to construction careers.

We are committed to enabling access to opportunities across all our business functions, and this year we supported two colleagues in our Legal team to embark on Level 7 Solicitor Apprenticeships, enabling measured preparation for legal qualification while they continue to gain workplace experience.



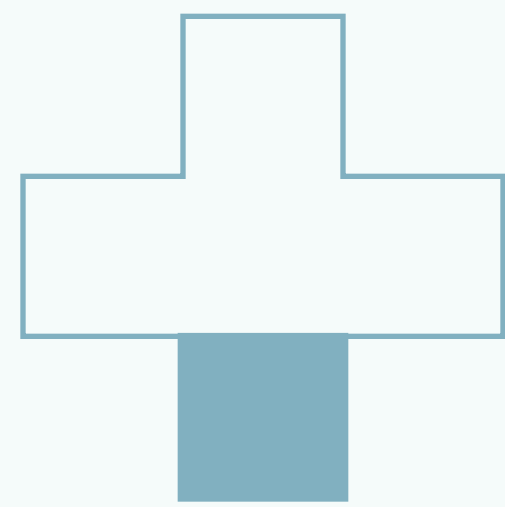
40 NEW starters

Data Academy with Multiverse

Our Multiverse Data Academy continued to deliver targeted technical training and real career progression in 2025. We welcomed 40 new starters across June and December cohorts and celebrated our first graduates from the Data & Insights for Business Decisions L3, Data Fellowship L4 and AI for Business Value L4 programmes. Over the year 30 people have successfully completed their apprenticeships (20 distinctions, 6 merits, 4 passes).

The academy continues to boost data literacy and curiosity across the business, supporting colleagues to apply skills such as data visualisation, Python and statistical analysis to client work and internal improvement, and was shortlisted in the Learning & Development category for the 2026 CIBSE Building Performance Awards.





ASPIRATION #5

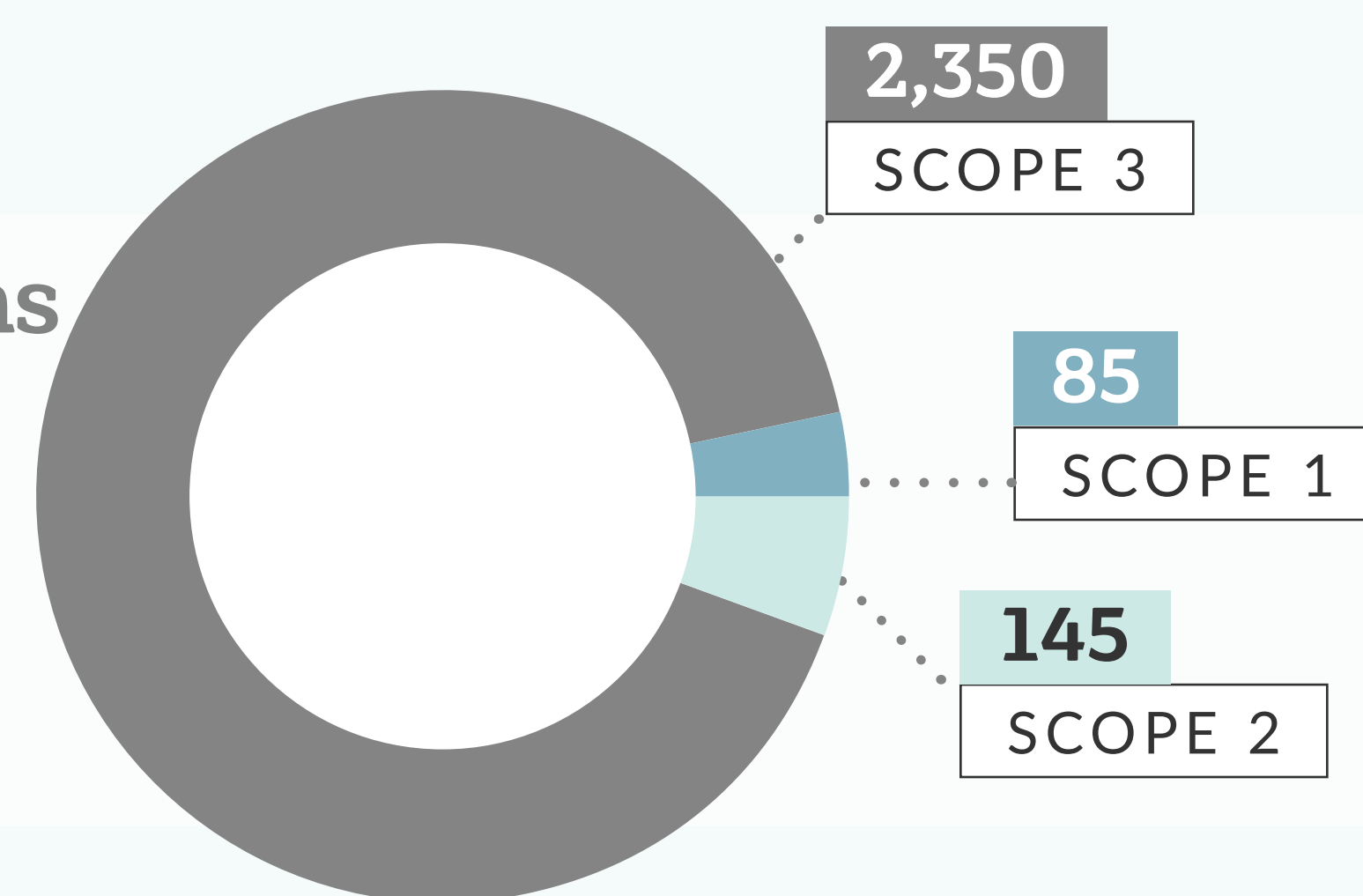
Leading climate-responsive operations.

Decarbonising our everyday actions

Our total Greenhouse Gas (GHG) emissions from business operations decreased by 7.4%, from 2,788 tCO₂e to 2,579 tCO₂e between 2023/24 to 2024/25*, in line with our Science-Based Targets Initiative (SBTi) trajectory. This overall reduction was primarily driven by a 4% decrease in Scope 3 emissions.

Greenhouse Gas Emissions for 2024/25 (tCO₂e)

See tabulated breakdown on next page



*Our carbon reporting period is runs from October–September. This year’s reporting period is October 2024–September 2025.

After an increase in Scope 1 emissions in 2023/24, we achieved a significant reduction of 37% in 2024/25, from 135 tCO₂e to 85 tCO₂e.

Scope 1 emissions relate to our direct emissions from sources we own or control. This reduction was supported by the continued transition of our vehicle fleet, now 90% electric, alongside reduced natural gas consumption across all of our offices.

Our Scope 2 emissions, which include electricity consumption across our offices, increased in 2024/25, primarily due to the inclusion of fleet (EV) emissions, which were omitted from calculations in the previous year.

Despite this, we achieved a 33% reduction in emissions from purchased electricity, driven by the relocation of our Birmingham office in 2025 to an EPC A-rated, fully electric space, alongside the downsizing of our Bristol office. Overall emissions from charging our vehicle fleet have reduced; this area will be a key focus for emissions reduction in the coming year.

Scope 3 emissions are the area where we have achieved the most substantial absolute reductions.

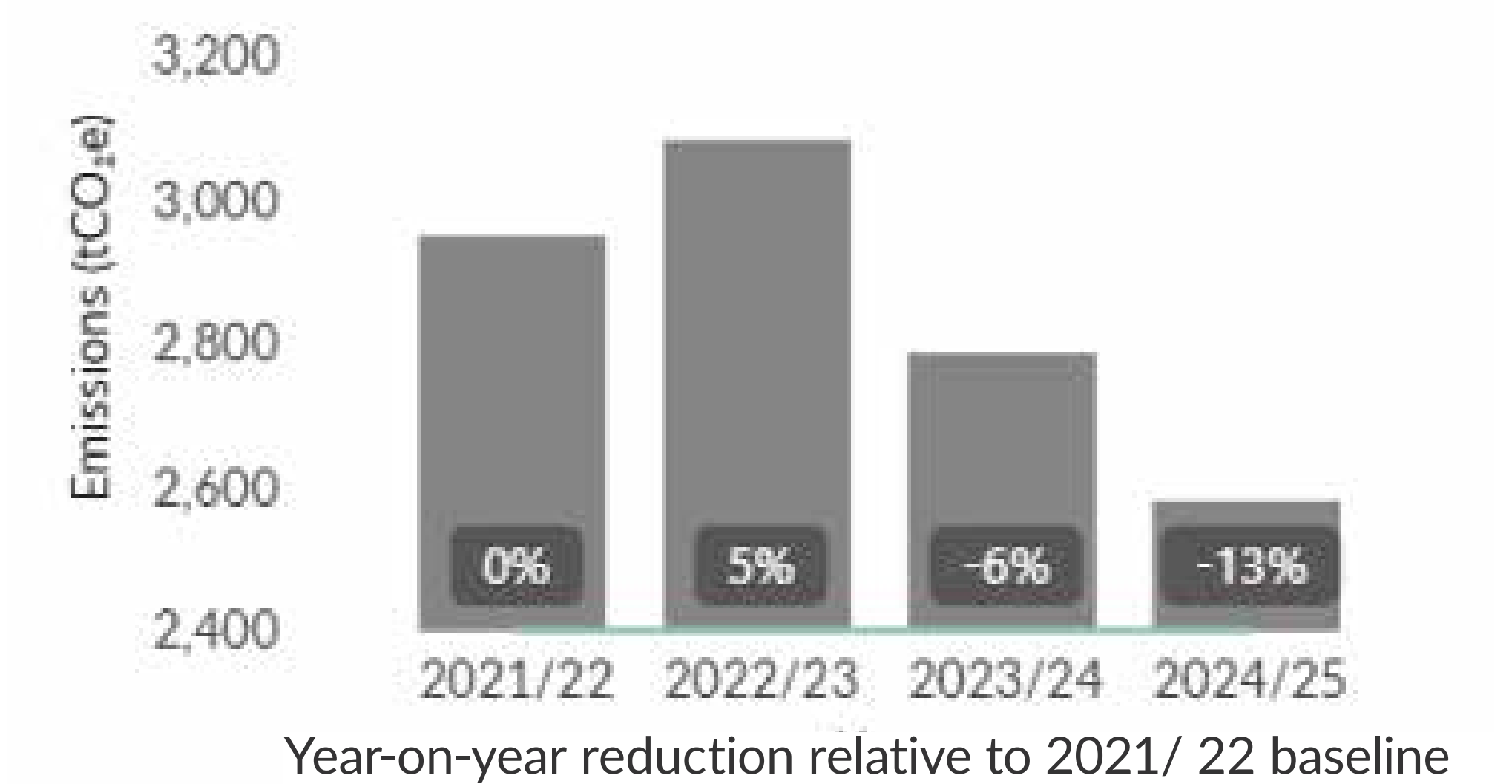
This was driven primary by a 15% reduction in our largest emissions category – goods and services procurement, largely as a result of a 10% decrease in spend. While emissions from commuting have increased, we will continue to work to better understand the drivers and identify actions to reduce them in 2025/26.



We achieved a 33% reduction in emissions from purchased electricity

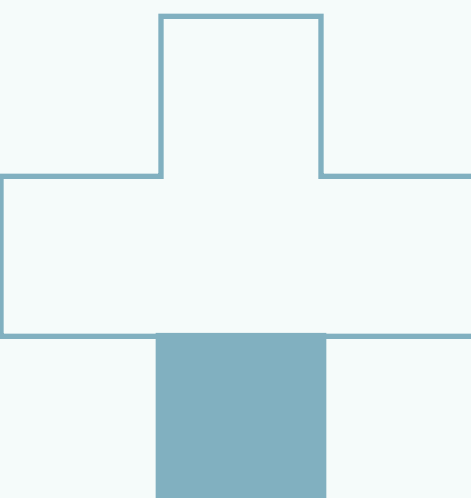
Total annual emissions (tCO₂e)

Annual Emissions



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



ASPIRATION #5

Leading climate-responsive operations.

Our carbon reporting period runs from October-September.
This year's reporting period is October 2024-September 2025.
Figures are rounded to the nearest whole number.

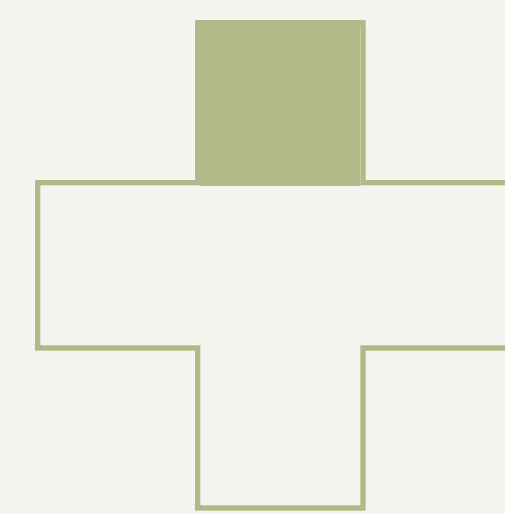
Table 1: Scope 1, 2 & 3 emissions

		21/22 BASE YEAR	23/24 PREVIOUS YEAR	24/25 CURRENT YEAR	Change from PREVIOUS YR
		tCO ₂ e			
Scope 1 Direct sources	Fuel	55	90	54	-40%
	Fleet emissions (petrol and diesel cars)	16	14	2	-86%
	Refrigerants	31	31	29	0%
Total scope 1		102	135	85	-37%
Scope 2 Indirect sources	Electricity	182	181	121	-33%
	Fleet emissions (electric cars)	4	0	11	N/A
	District heat	8	16	13	-19%
Total scope 2		194	214	145	-26%
Scope 3 Upstream & downstream sources	Purchase goods and services	1,639	1,580	1,348	-15%
	Waste	7	2	2	0%
	Fuel (impacts from extraction, transmission)	92	65	57	-12%
	Business travel	280	281	280	0%
	Commuting	637	528	663	+26%
Total scope 3		2,655	2,456	2,350	-4%
Total: All emissions		2,951	2,787	2,579	-7%



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

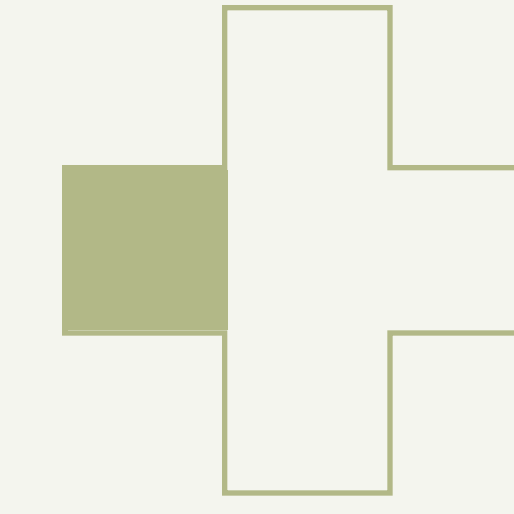
Championing climate change.

Influencing climate resilience in the built environment

Hoare Lea made significant contributions to raising awareness of the need for climate adaptation.

We were a major contributor to the influential UK Green Building Council publication in 2025, the UK Resilience Roadmap. This was the result of a cross-industry collaboration, involving multiple stakeholders. The Roadmap sets out a vision for a climate resilient built environment, sharing clear recommendations for industry and UK government, with advice on practical steps needed to increase the resilience of our buildings. We also contributed to various media outlets, including the BBC, about the findings of our research on overheating risk. As part of our research, we demonstrated simple passive adaptation measures can be used to avoid heat stress in various building types.

Additionally, we created a climate resilience learning module for our engineers to build climate skills and knowledge in early-stage consultancy.



ASPIRATION #2

Creating and sharing value.

Leading on net zero carbon and regenerative communities through industry impact

During 2025 we contributed to the development of the pilot UK Net Zero Carbon Building Standard, in several industry working groups, and tested the net zero metrics with several clients and project teams.

We continued to sponsor and be a key contributor to the UK Green Building Council's 'Advancing Net Zero' programme.

We have been an active contributor to the UKGBC's national Regenerative Places programme, working with industry stakeholders to create a practical framework for regeneration. The programme aims to identify regenerative approaches to housing and retrofit that can help create healthier communities, restore nature and generate long-term social value.

We tested and gave feedback to NHS Trusts on the NHS Net Zero Standard, helping to inform practical solutions to net zero hospital pathways.

Data-driven innovation

During 2025 we continued to develop and apply machine learning tools to accelerate design guidance and advice. One of these examples is our 'Kaleidoscope' façade analysis tool which provides easy to communicate advice on façade options to optimise outcomes from an energy and daylight perspective.

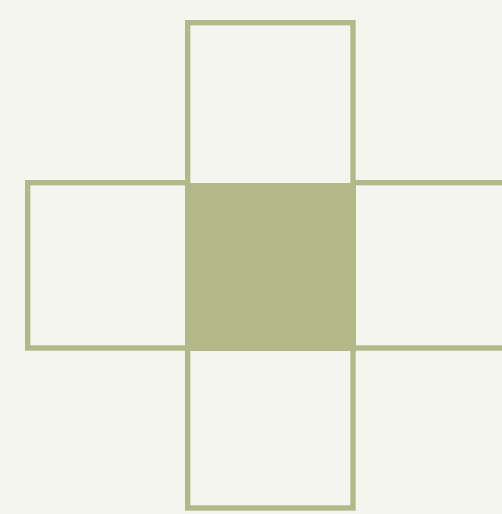
Supporting skills development using AI

We are progressing a roadmap for adoption of AI assistants to augment our technical expertise, improve productivity and support career development.

During 2025 we initiated several task forces to develop tools to assist in the preparation of engineering schematics and advance the application of Building Information Modelling (BIM) to improve efficiency and building performance outcomes.



Moving forward.



ASPIRATION #3

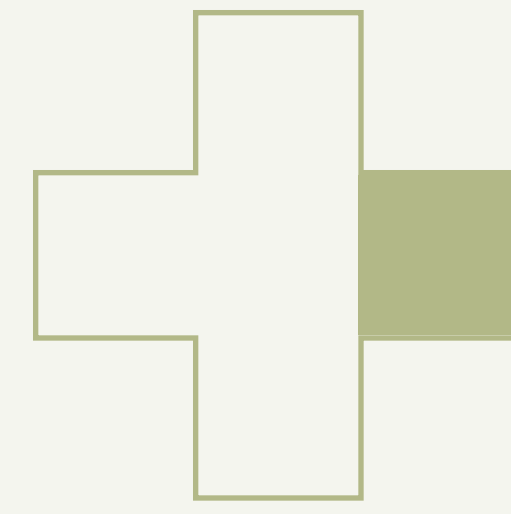
Delivering social value.

Advocating and leading community engagement in development

During 2025 we enhanced our delivery of social value by increasing levels of community engagement and building user co-design in the projects we worked on. This included taking a more 'soft landings' approach to development, particularly in the healthcare sector.

Our Societal Insights team were invited to speak at the annual Community Psychology Festival about their work on coproduction, embodied justice and regenerating communities through social value. We shared how we are able to bring together local authorities, developers and architects, working closely with communities, to cocreate spaces and places that are the anchor for improving relationships and connection. This has a positive impact on people's health and happiness.

Globally, we have continued our relationship with the humanitarian architecture charity, Article 25, supporting them to design infrastructure and sustainable buildings in places that need them most. This includes the delivery of a school in Tanzania and hospital in Nepal.



ASPIRATION #4

Empowering our people.

Empowering our Strategic Council

The Strategic Council was successfully established to be an employee advisory group, providing a broad range of viewpoints to our Strategic Leadership Team. It acts as a sounding board to provide feedback from next gen, project leader and team leader representatives, thus enhancing inclusion and employee engagement in the development of the firm.

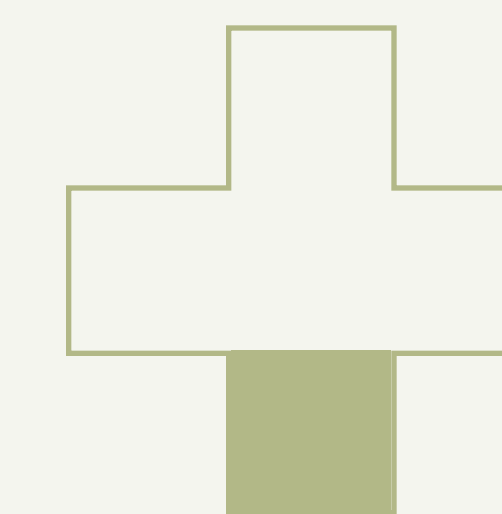
Inclusivity action plans

Every office now has a dedicated inclusivity action plan, coordinated and progressed by diverse local working groups. This approach is helping us ensure that our inclusion strategy translates into practical, locally relevant actions that reflect the needs, opportunities and experiences of each office location. The plans support our wider strategic goals of increasing participation, strengthening connection and empowering colleagues to shape a more inclusive workplace culture.

Our local action plans are structured to help support accountability, with actions linked to owners, timelines, resources, potential barriers and desired outcomes. Current areas of focus include promoting more inclusive events, accessible spaces, embracing flexible working, developing a feedback culture, and inclusive decision-making practices. As this work develops, we will continue to share learning across offices, monitor progress and support local ownership so that inclusion becomes increasingly embedded in everyday working practices.

Line manager training

During 2025, we continued to support line managers with dedicated line manager training, focused on helping managers better understand their role in supporting people, performance and development. The training covered practical responsibilities such as effective one-to-ones, setting clear expectations, supporting onboarding, giving feedback, having constructive conversations and knowing when to seek further support. This helped provide a more consistent foundation for line management practice and supported better employee experiences across the firm.



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 progress 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 next 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.

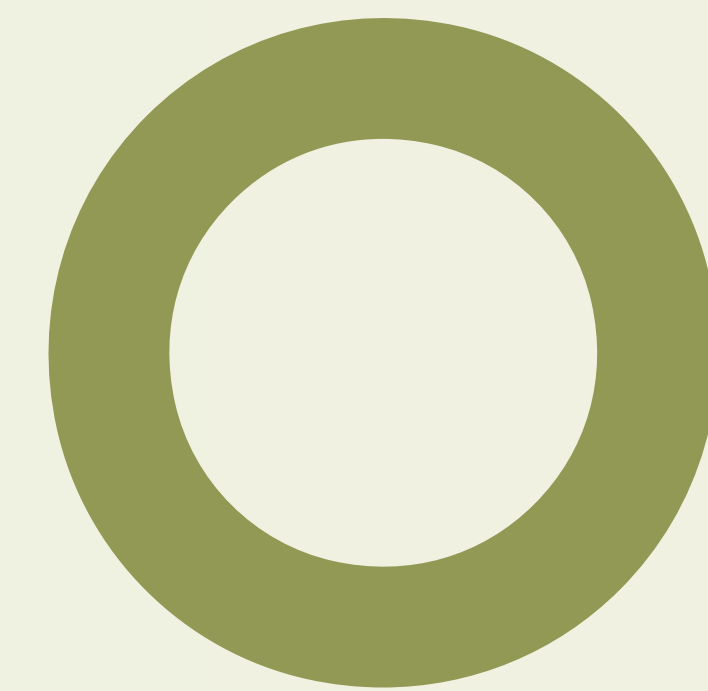


Corporate responsibility reporting standards have continued to evolve, and we want to remain aligned with best practice.

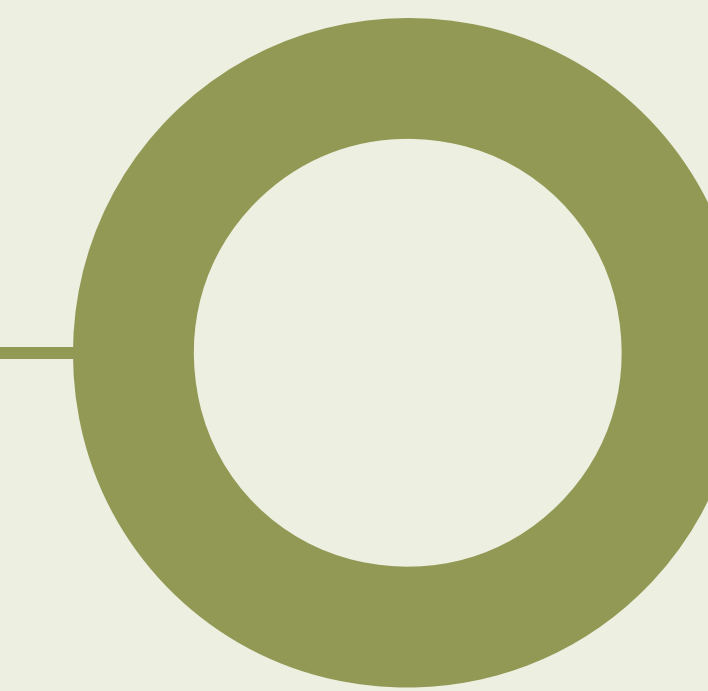
Taking responsibility.

How our corporate responsibility continues to evolve

Some of you may notice this year's report looks a little different from previous years. This year we have reflected on our corporate responsibility framework and the subsequent three years of reporting. We have learned so much since the framework's introduction and recognise the sustained effort so many colleagues have made to progress our shared outcomes. As a result, this year's report takes a more qualitative approach: it highlights the best work being done across the firm that maps to the framework's outcomes, while capturing lessons that will inform our next phase.



PEOPLE



PLANET

Building on what we have learned, we are refining our existing corporate responsibility framework and strategy to ensure clear alignment with our business strategy.

This will allow us to focus on, and better evidence our performance toward, impact across our social and environmental priorities, guided by our North Star of "people and planet". We now have a better understanding of the data available, where our impact lies, and how to drive it forward. We will be applying lessons to become more strategic about our future focus and efforts. The approach is in collaboration with the Strategic Leadership Team and the Strategic Council, and to ensure our colleagues at all levels in the firm can engage with our corporate responsibility goals.