

BURO HAPPOLD

Global Sustainability Report



2023

Contents

1	Introduction	3	5	Society	28
	Foreword	4		Why must we deliver positive outcomes for society?	29
	Executive summary	5		Our approach	30
	Our commitments	6		Our progress and impact	30
	Key achievements in 2023	7		Case studies	31
2	Climate	8	6	Resilience	34
	Why must we decarbonise?	9		What is climate resilience and adaptation?	35
	Net zero routemap	10		A key balance	36
	Case studies	12		Our approach	36
				Our progress and impact	37
				Case studies	38
3	Resources	16	7	ESG	41
	The circular economy	17		Why is ESG work important in the built environment?	42
	Waste materials and management	18		ESG services	43
	Water resource management	19		Case studies	44
	Case studies	20			
4	Nature	23	8	Our company	48
	Nature in the built environment	24		Our values	49
	Our approach	25		Equity and inclusion	50
	Legislation, governance and best practice	26		Decarbonising our own operations	51
	Our progress and impact	26		The Buro Happold net zero routemap	54
	Case studies	27		Climate Emergency and Sustainability Hub	55
				Featherstone Building	55
				An outside perspective	56
				Organisational profile	57
				Economic Performance	58

1 | Introduction

This sustainability report has been published at a critical time, both for our industry and the wider world. It is structured around our responses to interlinked crises across climate, nature, resources and resilience, and their impact on society. We've addressed each of these themes in turn, including the challenges they present and the solutions we deliver.

Foreword

Oliver Plunkett

CEO, Buro Happold

Sustainability is an intrinsic part of who we are as Buro Happold. 2023 has seen real momentum for us and our impact with clients and collaborators; embedding sustainability as business as usual.

Our founder Professor Sir Ted Happold wrote in 1987 that engineering was “an art grounded in social responsibility”. We have developed that into the reality of what needs to happen to develop built environments that are better for people, places and planet, and to create a more equitable world.

This Global Sustainability Report reflects on the key areas in which we have the greatest impact: climate, nature, resources, resilience, society and ESG advisory. It not only charts our progress and leadership against these critical areas but, importantly, holds us to account in terms of how we operate and the work we deliver.

A real source of power is in our transdisciplinary work. The capabilities and knowledge we have across multiple specialisms, sectors and geographies set us apart, and mean we are ideally and expertly placed to confront both the challenges faced by our clients and the complex and intertwined built environment challenges created by the climate emergency.

I believe this report highlights the opportunities we see, the responsibility we feel, and should energise and underline the imperative for each of us as we continue to build momentum and impact.



IMAGE: Buro Happold

Watch Oliver and Duncan Price introducing our sustainability report.

Executive summary

Duncan Price

Sustainability/Climate Global Lead



Sustainability is a core Buro Happold value, both in how we operate and in the projects we deliver. We strongly believe in the power and influence we have across our industry.

This year's Global Sustainability Report is an opportunity to reflect on how Buro Happold's work supports our clients to address the most significant sustainability challenges the world faces today. The report is structured around our responses to interlinked crises across climate, nature, resources and resilience, and their impact on society. We've addressed each of these themes in turn, including the challenges they present and the solutions we deliver for our clients, supporting them to build a sustainable future that is better for people, places and planet.

This report is published at a critical time, both for Buro Happold and our clients, and for the wider world. On climate change, COP28 has concluded, and it has created a necessary sense of urgency if critical emissions targets are to be met. Now that nine years have passed since the ratification of the Paris Agreement, and there are six to go until the key date

of 2030, actions for decarbonisation are now more important than ever. We have both a responsibility and a desire to play our part. Through amplifying our voice, bringing and sharing our expertise and finding solutions, we intend to shift the market to a more sustainable future where we can all benefit.

While decarbonisation and climate change is a key focus, we continue to deliver world-leading work and offer genuine impact across our global practice via a wide range of disciplines and projects that consider sustainability challenges as holistically as possible. This includes work on resource efficiency and circularity, the biodiversity crisis and nature outcomes through our ecology and biodiversity teams, societal outcomes and wellbeing, and climate resilience and adaptation. Our ability to work in a multidisciplinary and transdisciplinary manner is a key strength in delivering sustainability outcomes for our clients.

Our commitments

This Global Sustainability Report describes the progress we have made, the key sustainability areas in which we have influence and the impact we are making through the projects we work on.

We are tackling challenges head on: the launch this year of our net zero routemap lays out a framework to deliver two of our core sustainability targets in an area where we have real influence: by 2030 our goal is to design all new build projects to be net zero carbon in operation, and to reduce the embodied carbon intensity of all new buildings, major retrofits and infrastructure projects by 50% from a 2020 baseline. We believe we have a responsibility to shift from sustainability goal setting and planning, into action and implementation. Our routemap to net zero is part of the way in which we will do this.

Increasingly we are delivering advisory services in support of our clients' need to plan, manage and report on their sustainability risks and impacts including where driven by pressures from investors, tenants, customers and employees on the reporting and disclosing of environmental, social and governance (ESG) performance.

Our approach to ESG advisory is as a continuous cycle of innovation, underpinned by our powerful blend of consultancy and technical expertise.

As well as delivering positive sustainability outcomes for our clients, we also hold ourselves to high standards in terms of the setting of stretching sustainability goals for our own practice. In 2023, we achieved validation of our updated decarbonisation targets by the Science Based Targets Initiative (SBTi) and we are working hard to turn this ambition into action across a growing global business. This includes a focus on controlling our business travel emissions and engaging with our suppliers to encourage and support them to set their own science-based targets.

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In 2023, we achieved validation of our updated net zero decarbonisation targets by the Science Based Targets Initiative (SBTi) and we are working hard to turn this ambition into action across a growing global business.

Key achievements in 2023

We have delivered over
£40M
 of sustainability, environment and climate change consultancy work across our global team*

Since **2020**, we have reduced our Scope 1 and 2 emissions by
40%

We achieved validation from the Science Based Targets Initiative (SBTi), for our decarbonisation targets. Science-based targets enable us to work towards our long-term goal to achieve
NET ZERO
 operational greenhouse gas (GHG) emissions by
2045

We launched our
NET ZERO ROUTEMAP
 our pathway to meeting two critical climate targets

By **2030**, our goal is to design all new build projects to be
NET ZERO CARBON
 in operation

We have delivered
£4.5M
 ESG work across our global team*

We have contributed to the development of the new
UK NET ZERO CARBON
[Buildings Standard](#)

By **2030**, our goal is to reduce the embodied carbon intensity of all new buildings, major retrofits and infrastructure projects by
50%
 from a 2020 baseline

* Figures represent FY22-23 project revenue attributable to sustainability, net zero carbon, and ESG advisory.



2 | Climate

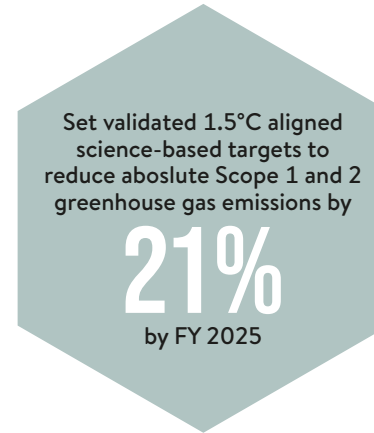
Addressing the climate crisis is a fundamental responsibility for those of us in the built environment. A critical area is decarbonisation. In 2023, Buro Happold launched our routemap to net zero: a framework that will support two of our core decarbonisation targets.

Why must we decarbonise?

[The evidence for changes to the climate is clear.](#) The impacts are increasingly visible and damaging – 2023 was another year of extreme weather events, with devastating impacts on human and environmental systems, structures and infrastructure. The common factor in all of these events? The heating of the Earth [caused by high levels of greenhouse gas \(GHG\) emissions.](#)

Decarbonisation is critical if we are to effectively fight the climate emergency. And time is running out; the [Paris Agreement](#) of 2015 – the international treaty to limit global warming to 1.5°C above pre-industrial levels – [is at risk.](#) There is no time left to waste in reducing emissions.

The built environment is responsible for a high level of carbon emissions – a [2022 UNEP report](#) found that the sector accounted for around 37 per cent of energy and process-related CO₂ equivalent emissions in 2021. Through our influence on both in-use operational emissions and embodied carbon in our projects, Buro Happold has a responsibility to make a change. In our work, we must support the buildings decarbonisation challenge, helping to ultimately reduce the likelihood, severity and frequency of the extreme weather events that can be damaging and dangerous to human life, nature, eco-systems, property and infrastructure. There is power in the choices we make. This year, we launched our most clear commitment to decarbonisation yet: our routemap to net zero.



Barren landscape in, Portugal following forest fires in August 2023.



Net zero routemap:

providing solutions through innovative design and advice – and clear action to deliver change.

Our net zero routemap is a clear indication of how Buro Happold will deliver for people, places and planet.

The routemap lays out a framework that will support two of our core climate targets, which are: by 2030, to design all new build projects to be net zero carbon in operation. Also by 2030, our goal is to reduce the embodied carbon intensity of all new buildings, major retrofits and infrastructure projects by 50% from a 2020 baseline.

Clients, occupiers, asset owners and investors are now pushing for change, and we must respond. This is a journey that we will make in partnership with our collaborators. To enact the necessary decarbonisation work on buildings, infrastructure and energy supplies, we must offer innovative design, sustainable material choices and clear action to amend working

practices to deliver change. These elements are fundamental parts of our routemap to net zero. The routemap formalises existing processes and introduces new ones, demonstrating our commitment to the positive impact we can have on the environments and buildings that are within our sphere of influence.

The routemap is split into three areas: advisory, design and operations. This division of areas is to recognise the complexity of each and to offer bespoke solutions to the wide array of projects (as well as our own operations) that we work on. It also confirms relevant actions outside our day-to-day work, such as our contribution to the [UK Net Zero Carbon Buildings Standard](#).

We launched the routemap in the summer of 2023. Since then, we have:

- Set up a global steering group which operates under the sponsorship of our CEO with regular reporting on progress to our global leadership team
- Nominated lead in each region, and convened regional task groups comprising expertise from across our disciplines and geographies, under the leadership of regional managing directors
- Set up regional groups to work on translating the global routemap targets and KPIs into more detailed measures, and initiated regional/discipline-level action plans to deliver against our routemap commitments
- Developed a bespoke KPI reporting dashboard linked to our project and financial systems to track our progress against the annual routemap goals which have been set through to 2030. We will report our performance in future editions of the Global Sustainability Report
- Commenced on a programme of enhancements to the Buro Happold Building Performance Dashboard: an internal database of real-world building metrics from across our global design practice, through which we will capture comprehensive data on operational and embodied carbon emissions. This will be an invaluable resource both for tracking progress against the routemap and in supporting our clients in setting ambitious but achievable decarbonisation targets.

Science-based targets validation

In 2023, we became one of the first companies to achieve [validation for our decarbonisation targets](#) by the Science Based Targets Initiative (SBTi) under its Corporate Net Zero Standard, widely regarded as the global benchmark for ambitious climate action in the private sector.

We believe strongly in the impact we can have, and we know both clients and current/

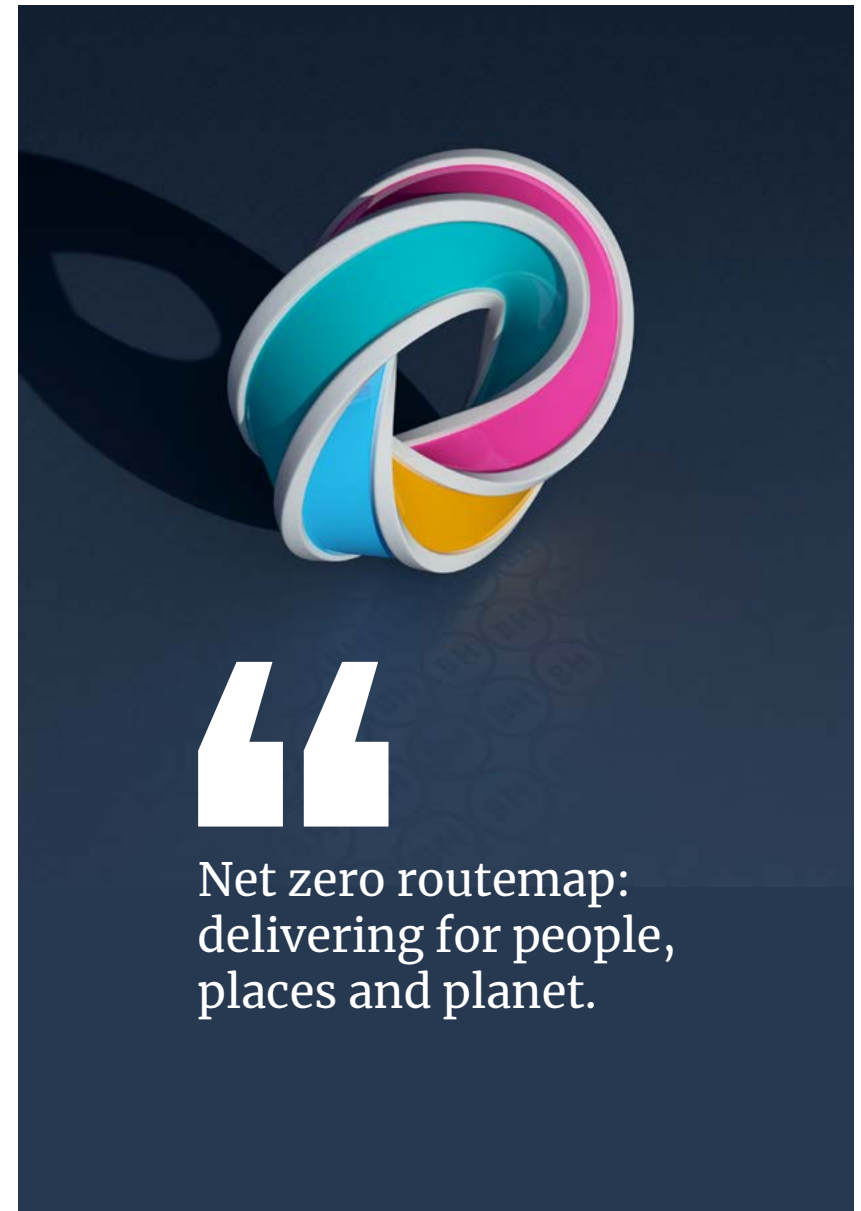
prospective Buro Happold employees look to such commitments and initiatives as evidence of a robust approach to climate action, backed up by science-based stretching goals.

You can read more about our progress against these targets in the [‘Our Company’](#) section of this report.

Influencing positive climate action

Buro Happold supports:

- Fossil to Clean (We Mean Business Coalition)
- The UNFCC Race To Zero
- WorldGBC Net Zero Carbon Buildings Commitment
- The C40 Cities Clean Construction Action Coalition
- Building The Transition (WorldGBC)
- WorldGBC Better Places for People Programme
- The UKGBC’s Whole Life Carbon Roadmap
- The RIBA Built for the Environment report
- Built by Nature
- The World GBC ‘Beyond the Business Case’ report
- CO2nstructZero
- ConcreteZero
- SteelZero
- EP100
- AIA2030
- ‘Built Environment Declares Climate and Biodiversity Emergency’
- UKGBC Advancing Net Zero Programme
- UKGBC Resilience and Nature Programme



Climate case studies

Low carbon innovations shape sustainable solutions
[2 & 3 Angel Square](#)

We built the vision for a greener Hackney
[Hackney Climate Action Plan](#)



How did we create a roadmap for Oakland's low carbon future?

[Oakland Energy Masterplan](#)



A net zero roadmap for a major urban development

[Kings Cross Roadmap to Net Zero](#)



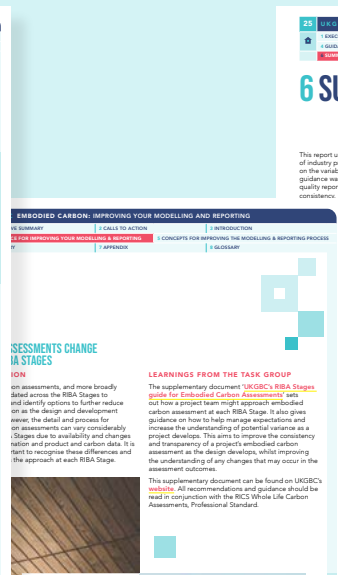
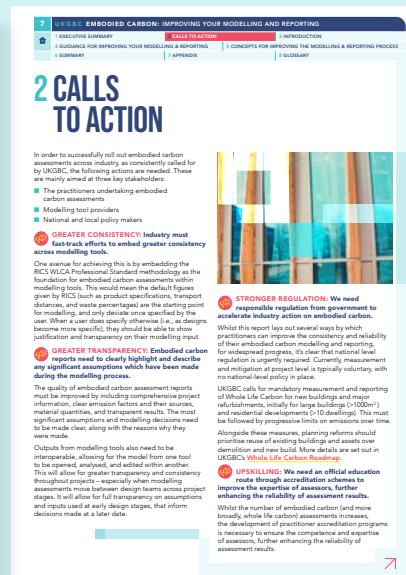
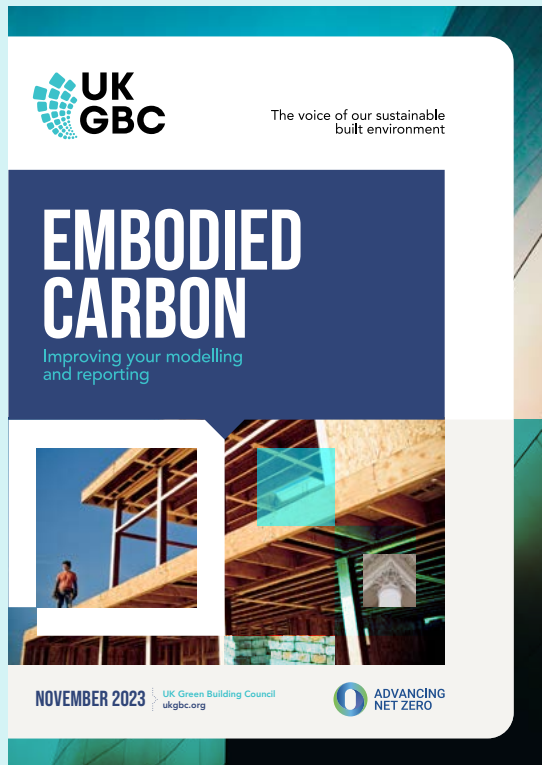
Becoming a towering leader in decarbonisation

[Empire State Realty Trust Deep Energy Retrofits](#)



Improving the transparency of embodied carbon assessments

UKGBC embodied carbon guidance



IMAGES: UK Green Building Council

“

They're a brilliant team of engineers with brilliant experience in carbon neutrality. They really understand the build out of an existing building and that understanding is invaluable.

_____ **Dana Robbins Schneider**

Director of Energy, Sustainability and ESG,
Empire State Realty Trust Inc.



3 | Resources

A radical change of mindset towards the use of resources in the built environment is required if we are to help restore and protect multiple Earth-systems including climate, biodiversity, and water and air quality.

The circular economy

There is a limit to the rate at which natural systems can replenish the world's resources. For too long, attitudes to resource use and consumption have forgotten this.

The management of the resources that we use relies on a complex system. But one thing is clear: in the face of the climate emergency, we must change the way we think of the resources that we have to hand.

One change in thinking that is often talked about is a 'circular economy'. A circular economy reduces natural resource exploitation and reduces waste/pollution, focusing on the recirculation of products and materials. Inherent within it is a reduction of carbon. In keeping materials, products and services in circulation for as long as possible, a circular economy can play a key role in creating a future where climate change and biodiversity loss is diminished and managed, and restoring regenerative natural and social systems is centred as part of the solution.

A circular economy is one of the tools we have in facing up – and finding solutions – to the climate crisis. However, transition to a circular economy is inherently challenging. Resource management has many interweaving threads, and it is critical that the aspired outcome of a circular economy doesn't morph into a system that perpetuates over-consumption under the cover of low-quality recycling. Instead, we must embrace the possibilities it creates across a wide range of sectors, with the understanding that embedding a circular economy strategy ensures our clients stay ahead of a rapidly changing context.

Reducing the amount of materials and rethinking how we approach resource use is critical. How can we ensure genuine



IMAGE: Ford Hall Monaghan Morris

and lasting change in how we deal with 'things' (and how we think about them in the first place) in a way that rebalances our relationship with the planetary systems on which all living things depend?

In this section of Buro Happold's Global Sustainability report, we look at resource use and management through two lenses: waste/materials and water. These are two elements that sit within our sphere of influence, and areas where it is possible to identify significant resource efficiency gains.

The Millennium Mills refurbishment presents a full circular economy story that conserves the life of existing built fabric by ensuring longevity, adaptability, and reusability as part of a new chapter.

Waste and materials management

We need a radical rethink

We are still driven by consumption, but we can't buy or build our way out of the resource exhaustion emergency we are now in. A radical rethink of how we view physical items and materials is required. Every project we work on that has a physical component or operational demand comes at a cost to natural resources. We must accept that reality. So, how can we – and our clients, collaborators and supply chain partners – ensure that the work we do manages use of resources in the most efficient and innovative manner?

The built environment uses an extraordinarily large amount of resources and materials. Their costs continue to rise, as does their scarcity, with associated risks to supply chains. We should also consider sustainability by design: what can be designed out at the outset? Is there a valid reason for creating something? Can we achieve the desired outcome in a different way?

For a development project of any kind, initial reduction or removal of the need for materials from the outset is something we strive for. If we reduce initial extraction, and then prioritise materials that come from reused or recycled sources, we can reduce virgin material consumption. This also reduces carbon emissions associated with resource extraction, pollution, as well as lessening impacts on natural resources, biodiversity, land, water and air quality, and even social inequality (who deals with waste, and what countries feel the brunt of it, is an important conversation to have).

Using a circular economy mindset and reducing demand for materials in construction and operations is an important way to frame conversations with clients and something that is of increasing importance. Our waste experts work with design teams to cultivate a circular economy approach, especially at initial design stages. The biggest impacts will come from intervention at these early stages, so critical questions must be asked early on, in order to get the best material outcomes.



For a development project of any kind, initial reduction or removal of the need for materials from the outset is something we strive for.

Our waste management strategies

Waste does not appear in a vacuum, but is part of a bigger picture, with a distinct and impactful life cycle. Our waste management strategy services bring our expertise to clients who wish to deliver the most efficient and sustainable management of their waste. Here, it is of critical importance to gain an accurate and comprehensive understanding of the picture presented by each client. Often clients know they have a problem with how waste is managed, but they don't know how to approach it in an efficient and sustainable way. It is our role to enable clients to think about how to make a change at the very start of a project pipeline.

Our view as a waste team has evolved in recent years and conversations with clients increasingly are less about time and space needed for waste management, but about how it can be done sustainably. How long it may take to service a particular building or space remains important, but the impact of the waste strategy is as important. These include the potential impacts on natural resources, biodiversity, land, and water and air quality. This shift in mindset has brought us in closer contact with other teams across Buro Happold; transdisciplinary work is central to our practice. This includes people movement, transport/mobility, inclusive design and the wider sustainability team.

We are designing for behaviour, which is inherently difficult. The principle of rethinking both waste and the big picture of the material choices we make (and how they are all managed) applies here too. We are in the middle of a shift of mindset – especially evident over the last year – towards clients accepting that there is no simple solution. Embracing clients' individual circumstances and constraints, accepting complexity, and offering diverse and bespoke solutions is where we bring value. Waste should increasingly be considered as a material that has to be assessed and valued as we do for other materials.

Water resource management

Water is finite, can be the cause of tensions and conflict, and is something that our societies are entirely dependent upon. It has always been the most precious resource on the planet. It is long past time that this was recognised. Without effective water management (especially in the face of the climate emergency), no-one can thrive. In some cases, they can't survive.



The bigger the scale of the project, the greater the positive impact we can have.

Our approach

We know that, within wider sustainability conversations, water must be considered as a critical piece of the puzzle. It permeates many levels of engineering and when we consider climate threats, water is very often at the heart of those threats (such as floods and droughts).

Our drought resilient strategies (encompassing maximum efficient use of water, protection and regeneration of water resources and resilient security of supply) are grounded in a catchment-based approach and a holistic assessment of the whole natural and man-made water cycle. The first stage in any resource appraisal should assess what the need for water is, if a process can be done differently and how we can promote sustainability by design. We don't just design for drought resilience but promote the circular economy of water to achieve zero new water (also considered as 'water neutrality'). We know that approaches to water neutrality will soon be changing, including from a legislative perspective, and are in the process of developing our service offer to reflect this. It is important that we future-proof the strategies we implement for our clients and allow for the impact of climate change on water resources.

Within water resource management, there is a natural cross-over with our approach to flood risk management. We don't just aim for a reduction of flood risk but for a net improvement, where each development unlocks the opportunity to improve flood risk resilience for a wider community, city or region. As we continue to deliver development solutions, we can continue to seize opportunities to reduce flood risk and balance water resource.

Opportunities and changes

There are also many opportunities for the efficient and effective management of water as the climate crisis deepens. Maximum use of blackwater recycling (including use for irrigation), more native planting and smart technologies for irrigation at depth, and protecting and restoring groundwater resources are areas that are opportunities for us, and the clients we serve.

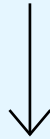
One area that has changed in recent years is a renewed focus on the importance of building helpful data sets of the water footprint of all stages of a project. Consideration of water use on a development project is not enough; we also look at the water required in the production of materials, products and systems required to plan, design, build and operate a site.

The bigger the scale of the project, the greater the positive impact we can have. We continue to work in a transdisciplinary way across the practice, working with project teams to campaign for the importance of making space for water at all stages. Education is at the heart of what we do: if we can change mindsets and attitudes to water, then we can support the delivery of positive outcomes and the prioritisation of water's importance in our collective consciousness. The move towards Buro Happold offering advisory services, launched this year, is important because it means we have influence in defining and shaping projects at an early stage, increasing our ability to deliver sustainable, long-term and resilient solutions.

Resources case studies

How did we manage
water on a complex
and iconic site?

[Queen Elizabeth Olympic Park water
resources and flood risk management](#)



Our role in regenerating a
former London powerhouse

[Lots Road Power Station Development](#)



Masterplanning: Buro Happold's role in uniting a community

[02 Centre Masterplan, Finchley Road](#)



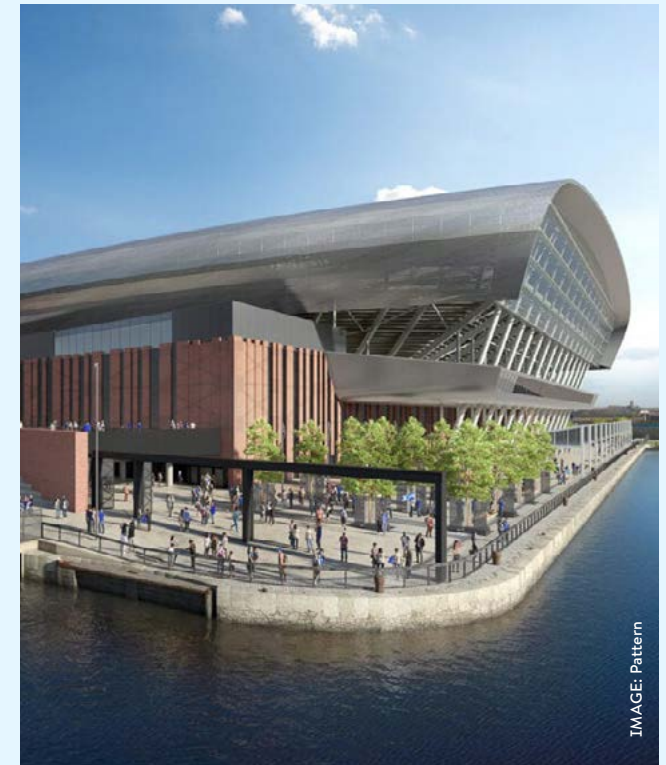
Sustainability consulting for the regeneration of a formerly derelict site

[Millennium Mills](#)



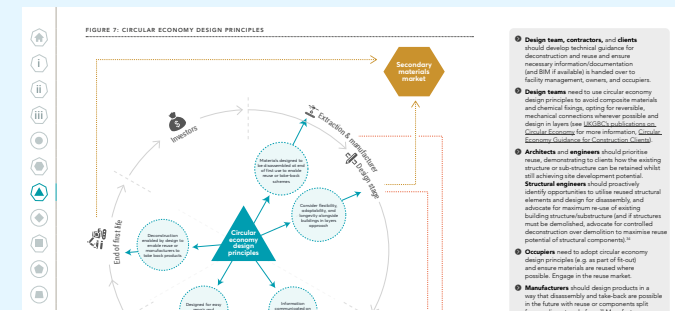
Everton FC: pitch perfect

[Everton FC: Bramley-Moore Dock stadium
\(The People's Project\)](#)



What are the key system enablers for a circular economy?

[A toolkit that examines the barriers to a circular economy, and present eight key enablers to overcome them](#)



What drives our linear economy?

Our current economic model is based on the business-as-usual assumption of the infinite availability of resources and labour that support a linear economy. The table below summarises some of the main drivers behind this.

Input & production	Use	Output/ End of life
<ul style="list-style-type: none"> ● Cheap and widely available primary materials ● Industries and networks built around primary raw materials, which makes it reliable and easy to specify ● Cheap/exploited labour ● Globalised, interdependent markets ● Lack of accountability 	<ul style="list-style-type: none"> ● Products and materials are made as disposable and/or treated as disposable ● Lacking a culture of repair and maintenance ● Culture of convenience ● Desire for new trumps desire to restore and reuse ● Lacking reuse (material; secondary raw material) and recycling infrastructure (along with a lack of space, knowledge of what is needed, and skills to run these places) ● Market pricing of new versus refurbished/ reused material 	<ul style="list-style-type: none"> ● Waste production is not very well monitored or regulated ● Disposing of end-of-life materials is still seen as a viable option ● Legal barriers preventing easy reuse of certain materials ● Land in cities is expensive and low-value activities (composting, waste management, repair) cannot be afforded on that land ● Cost/perceived cost to reuse ● Lack of viable alternatives to the current waste system

11 - SYSTEM ENABLERS FOR A CIRCULAR ECONOMY | UKGBC - TOGETHER FOR A BETTER BUILT ENVIRONMENT

C - TOGETHER FOR A BETTER BUILT ENVIRONMENT

4 | Nature

The climate crisis is intertwined with another crisis: biodiversity. We deliver outcomes in our work that are nature-positive, through the expertise of our ecology and biodiversity specialists.





Nature in the built environment

We must continue to protect and enhance our natural environment through the work we do and in the places on which we have an impact.

As professionals in the built environment, we have a responsibility to ensure that our work results in a net-positive outcome, creating a greener and more resilient future. The work of our ecology and biodiversity management team is central to this aim.

Flourishing ecosystems allow the services on which humans and wildlife depend, to flourish too. Air purification, carbon sequestration, the provision of food and of clean water, pollination and climate regulation... these critical services are only possible when nature is supported and prioritised. We must restore, repair and conserve these systems, because human health and natural environmental success are interlinked.

Twin crises

The climate crisis is inherently intertwined with a biodiversity crisis. One does not exist without the other. In 2019, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the UN unit that works on issues of biodiversity and ecosystem services, called the decline in nature **“unprecedented”**. And that decline is speeding up. Two of the UN’s Sustainable Development Goals (goals **14** and **15**) focus on the critical nature of life below water and life on land, indicating their importance. There is no hiding that the impact we all have on ecosystems, habitats and biodiversity as the climate crisis worsens is one that requires urgent attention.

Red Sea Project, Red Sea Coast, Saudi Arabia. The Red Sea and Hijaz Mountains are home to an abundance of flora and fauna, including rare species such as dugongs and green and hawksbill turtles. Preservation of these habitats is central to the success of this project, as is our client’s aim to set new standards in sustainable development and safeguard this beautiful destination for the future.

The focus our work has on positive ecology and biodiversity outcomes is indicative of how Buro Happold can travel beyond carbon consideration alone. Decarbonisation has our relentless focus, but we are able to consider the wider picture holistically and how a wide range of interventions are required in order to deliver the kind of impacts our environments – both built and natural environments – need. We recognise that this is a complicated issue, but we believe that increased awareness and action through our work, as we continue to integrate ecology and biodiversity into our thinking and working practices, will pay necessary dividends.

Habitat loss – such as forests, plains, swamps and coastal habitats such as areas of seagrass and mangroves – is not only damaging to species, but a loss of opportunity for the other services those habitats provide, such as carbon sequestration and human health and wellbeing. When considered holistically, multiple benefits are derived from the protection and restoration of habitats, to support positive outcomes across a number of areas at once in the face of the climate crisis.

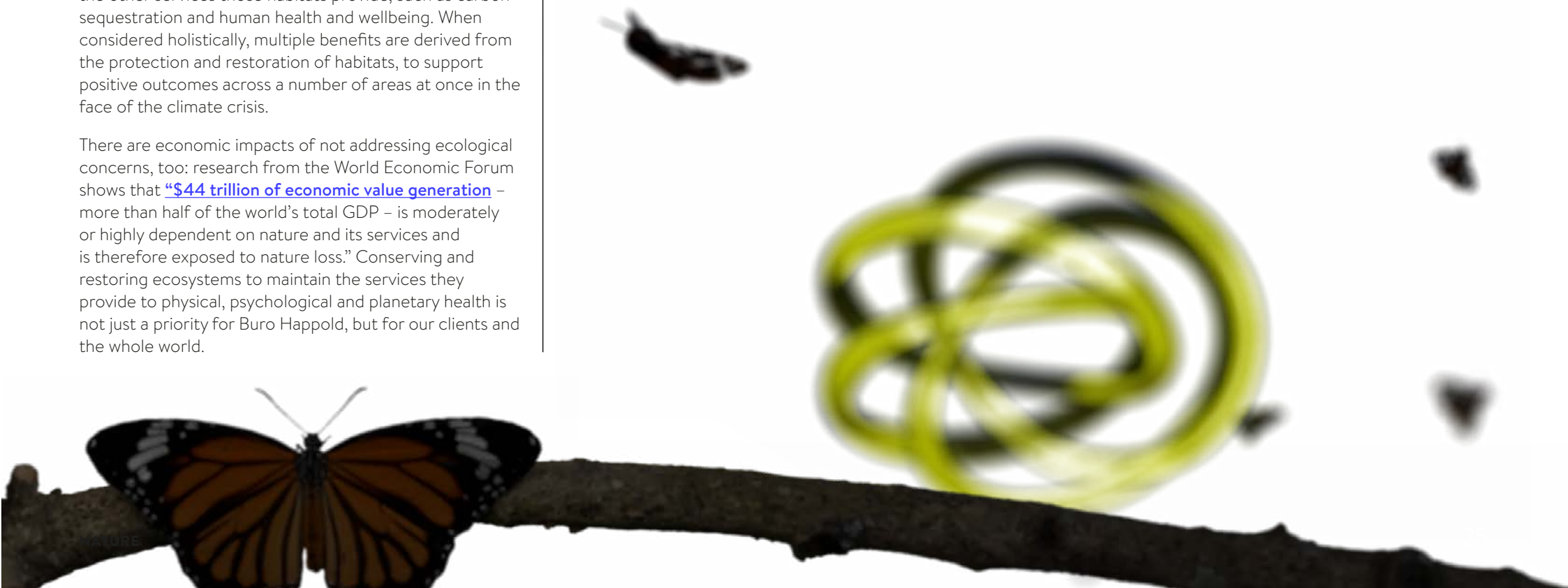
There are economic impacts of not addressing ecological concerns, too: research from the World Economic Forum shows that [“\\$44 trillion of economic value generation](#) – more than half of the world’s total GDP – is moderately or highly dependent on nature and its services and is therefore exposed to nature loss.” Conserving and restoring ecosystems to maintain the services they provide to physical, psychological and planetary health is not just a priority for Buro Happold, but for our clients and the whole world.

Our approach

Our ecology and biodiversity management team is committed to making inroads across Buro Happold and with our clients, championing the importance of protecting and enhancing our natural environment, because this is fundamental to delivering solutions for a greener, sustainable and more resilient future.

Our approach to winning work across Buro Happold increasingly involves the expertise and knowledge of our ecologists, who have a robust and transparent process in providing their advice and recommendations to decision makers. Increasing understanding, sharing knowledge and collaborating with diverse disciplines across the practice is at the heart of what we do. We believe in the power of

bespoke work, and in building on relationships with clients to understand what they want to achieve in the short, medium and long term, alongside consideration of environmental best practice and the desire to ensure nature positive outcomes. We continue to think beyond ecological impact assessment and mitigation, and simply looking at habitats as they currently stand, and seek to understand the bigger picture. This includes consideration of individual species life cycles, and how impacts (whether negative or positive) will influence the functioning of ecosystems in the long-term. We also develop key performance indicators (KPIs) related to these considerations, and clarify what should be measured, and how, to enable clients to understand – and be able to demonstrate – what success looks like in the long-term.



Legislation, governance and best practice

We help our clients to look at their corporate biodiversity impacts and work with them to maximise opportunities and embed biodiversity improvements across their projects or portfolios. We recognise the importance of demonstrating to our clients the value of this vital work at all stages. Indeed, there is a clear move across corporations and businesses to consider biodiversity and ecology concerns, fuelled by the climate and biodiversity crisis and the global response to this; both in terms of legislation and wider corporate governance considerations. Industry guidance on the evaluation and financial reporting of risks related to nature, from bodies such as [The Taskforce on Nature-related Financial Disclosures \(TNFD\)](#) are playing an increasingly prominent role in companies' environmental, social and governance (ESG) considerations.

Globally, we follow recognised best practice by following the [Mitigation Hierarchy](#). We continue to champion the importance of delivering work that is nature-positive, even when legislation is not in place, and use a combination of best practice methods across our projects. Prioritising biodiversity enhancements and restoration can include ensuring developers properly assess impacts, diversifying how we measure biodiversity change and focusing on multi-dimensional benefits/outcomes, such as nature-based solutions supporting wider climate resilience.



We continue to champion the importance of delivering work that is nature-positive, even when legislation is not in place, and use a combination of best practice methods across our projects.

Our progress and impact

Our work on the [regeneration of Mayfield](#), in Manchester, UK, is a flagship example of what we can offer. It is a formerly derelict part of central Manchester that now hosts the first public park in the city for more than a century. Restoration of the river corridor, encouraging biodiversity and creating attractive wildlife-friendly multi-functional green-space was at the heart of this work. This year, we were proud to be awarded the [Chartered Institute of Ecology and Environmental Management \(CIEEM\) Award for Best Practice – Innovation](#) for our work at Mayfield. We were also shortlisted under the Best Practice Large-Scale Mitigation category. Mayfield won in the category of 'Landscape and Public Realm Project' at the [AJ Architecture Awards 2023](#). These award wins were a significant acknowledgement of our commitment to best practice in ecological

and environmental management. Delivering multi-functional green open space is one of our best tools in fighting the [climate and biodiversity emergencies in urban areas](#).

In the UK, in the last year we have been working with our clients to advise on biodiversity assessments and enhancements across their assets and portfolios. In the Middle East, we are involved in strategic environmental work across the region, identifying priority areas for biodiversity protection and restoration, helping to set meaningful conservation objectives and KPIs and outlining long-term monitoring requirements. This enables effective monitoring and adaptive management to be undertaken.

Nature case studies

Drawing on nature to reimagine city living

[Mayfield Regeneration](#)



Creating a lease of life for former MoD site

[Millbrook Park Phase 6 and 6b](#)



5 | Society

When social value principles are embedded in our work, we can create a more equitable, inclusive and sustainable built environment. This work is often intertwined with other disciplines at Buro Happold, and we work together in a way that improves the quality of people's lives.





Why must we deliver positive outcomes for society?

Buildings and places can influence short-term and long-term health, social and wellbeing outcomes, the quality of people's lives and the equitable distribution of impact. And in the face of the climate and biodiversity crises, these challenges are amplified. So, how can we ensure that the outcomes and impacts we deliver are positive ones?

We have many experts within Buro Happold's sustainability and physics teams, all with different focuses, offering different skillsets and outputs. This includes health, wellbeing and equity: the human, social side of a successful built environment. Buro Happold has a constantly expanding inclusive design team, focusing on delivering accessible, inclusive and equitable design solutions across the built environment.

A social focus has an inherent intersection with traditional sustainability, and we must identify where our engineers, designers and advisers can embed effective social impact across our work.

The built environment inevitably impacts upon people's lives. It is up to us to facilitate net positive impacts and avoid negative unintended consequences, and it is a responsibility we take seriously. Social considerations go beyond the reduction of harms such as air pollution or a focus on what is wrong about a place (like anti-social behaviour and lack of confidence). We also give equal weight to what is right about a place, such as (despite challenges) strong social cohesion – people pulling together in the face of adversity. We ensure the bar is raised firmly above the 'amelioration of disease' and instead look at assets and the positive effects that can be harnessed and created, aspiring communities to set their sights on enhanced wellbeing and happiness.

Social impact within our projects can actively improve the health, wellbeing, resilience and safety of communities affected. There is a litany of potential socioeconomic impacts, including reducing inequalities in health, education and social justice. Indeed, we can go further when considering the climate and biodiversity crises: social cohesion within communities are pivotal aspects of climate resilience and adaptation strategy, enabling productive solutions to deal with climate threats.



It is up to us to facilitate net positive impacts and avoid negative unintended consequences, and it is a responsibility we take seriously.

Our approach

Our work shapes the built environment to deliver valuable outcomes for people and communities. Our experts focus on the human-centric side of sustainability. It is in bespoke, not simply mandated, offerings that Buro Happold flourishes. When we are proactive and go beyond expectations, and when we consider all elements holistically, we can deliver exceptional solutions.

This work is often intertwined with other disciplines across Buro Happold. Social wellbeing – and, the lack of it – has many different causes, so positive outcomes by their nature require multidisciplinary solutions. This is an area in which Buro Happold excels. Work across disciplines in this area can encompass our transport/mobility, inclusive design, ecology and wider sustainability teams.

Gaining a genuine understanding of the people involved in a project is critical. Understanding what good social impact and outcomes should look like involves drawing on as many data sets as possible, talking to key stakeholders, and then establishing a baseline. Identifying deficits and weaknesses – and strengths – builds up a picture of a community, group or project. It is this which enables a strategic response: areas of potential intervention/ opportunities for improvements, guidance documents, practical tools and necessary target/KPI setting and monitoring. The implementation of these strategies is what creates positive social impact and outcomes. We must always work with people, rather than arbitrarily imposing solutions upon them. Solutions are always science- and evidence based for the best outcomes.

Buro Happold offer a variety of services depending on project requirements, stretching from planning stage assessments (including health impact assessments), building design work (including assessment of design against certification schemes WELL Buildings and WELL

Community Assessment), funding/financial advice, development of project/organisational frameworks, and community engagement/dialogue. Our services are varied, and each offering is successful because of its bespoke nature.

We were programme partners on the [UK Green Building Council \(UKGBC\) Framework for Defining Social Value](#). This established a social value definition of the impact buildings, infrastructure and places have on people. The framework gives guidance on defining social value for built environment projects. There are also international standards for social value which we operate within, including the [Sustainable Financial Disclosure Regulations \(SFDR\)](#), [European Social Impact Investment Taxonomy](#) and the [UK's Social Value Act](#).

Our progress and impact

We always consider how we balance the art of placemaking with more and better science-informed decision making. Understanding what is wrong (such as poor air quality) is critical to ameliorate a problem. But equally important is gaining an understanding of the positive elements that can contribute to wellbeing, such as social cohesion, community work, employment opportunities, transport access and housing provision. Over the last year we have continued to balance pathogenic with salutogenic approaches, by simultaneously drawing on evidence to mitigate disease and unhappiness, while embracing the science of wellbeing. We have focused on the collection of bespoke outcomes or 'holy-grail' data to truly understand what real success looks like. We aim to go beyond output measures to create flourishing, successful lives and lived experiences for those who are touched by our work.

Our experts often work alongside a variety of other teams within the practice to achieve positive social outcomes. For example, our social value experts worked

alongside other Buro Happold specialist sustainability teams to support the development of [Royal London Asset Management \(RLAM\)'s new 'Property Development Sustainability Standards'](#). The social value elements of the standards integrate with energy and carbon, climate resilience and adaptation, resources and biodiversity themes, showing the importance of transdisciplinary collaboration.

Buro Happold experts are regularly called on to advance debate in this sector. A recent Buro Happold [thought leadership article](#) published by the World Green Building Council responds to the question: 'What can environmental justice look like in the built environment?' It looks at the related issues of material demand, the implementation of net zero policies on communities living below the fuel poverty line and principles for engagement with vulnerable communities.



Buro Happold experts are regularly called on to advance debate on social impact.

Society
case studies

How can we support
people in living flourishing,
fulfilling lives?

[Brent Cross Town: Flourishing Index Baseline Report](#)



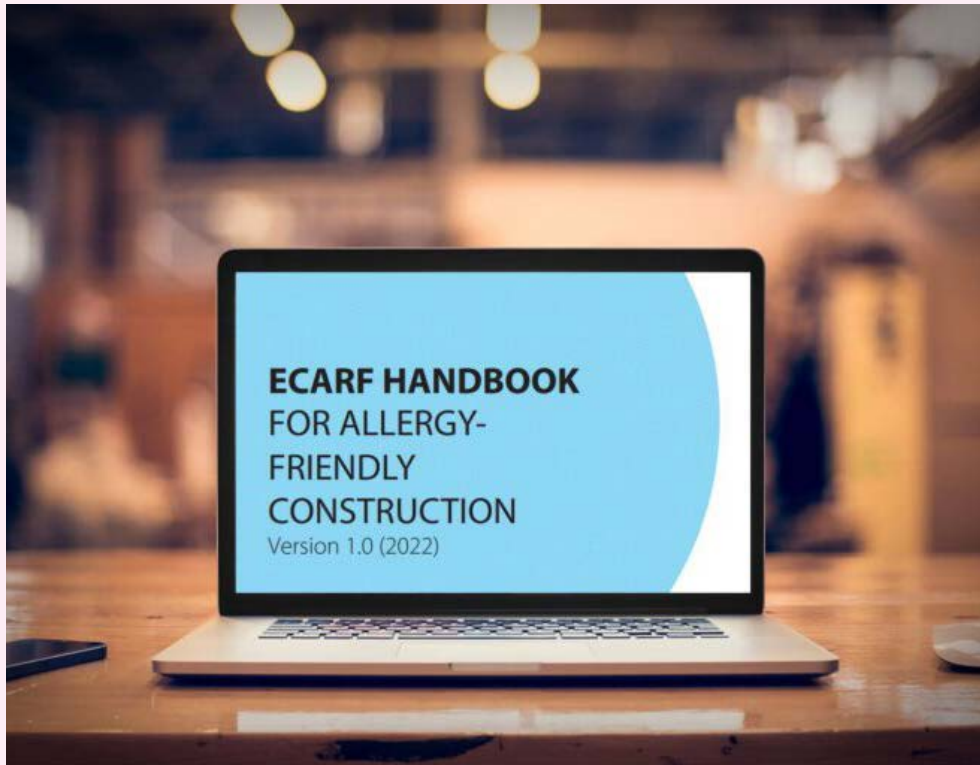
Empowering cities
to improve population
and planetary health

[Complex Urban Systems for Sustainability
and Health \(CUSSH\)](#)



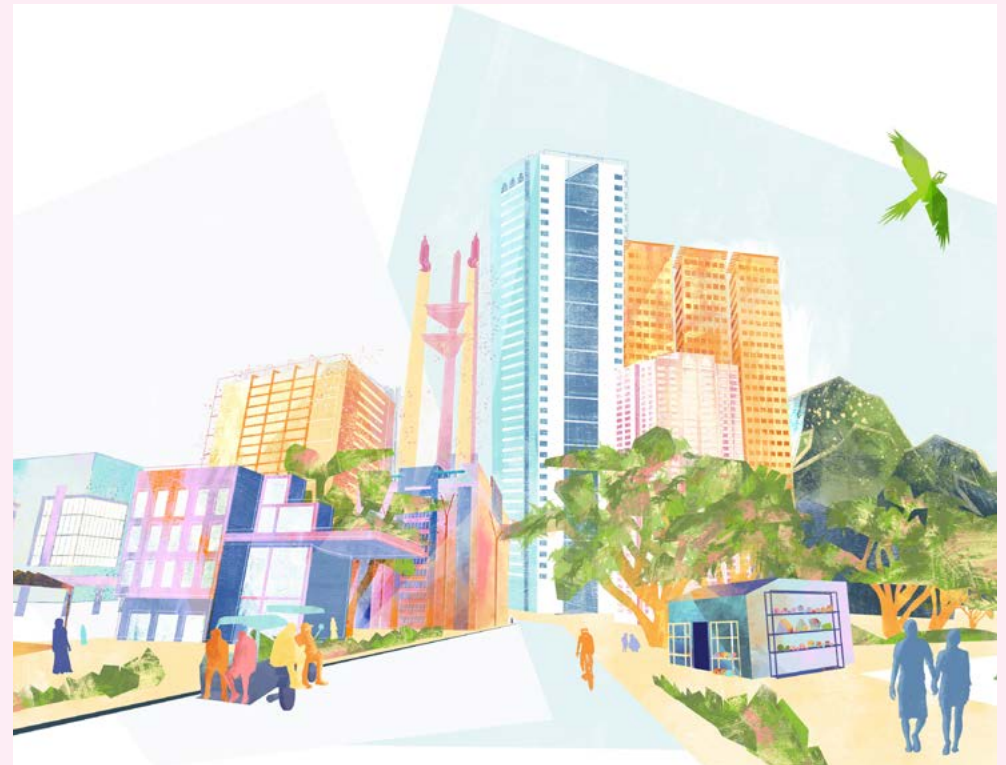
Making the built environment allergy-friendly

[ECARF quality seal for allergy-friendly buildings](#)



Supporting cities in resourcing efficient, net zero construction

[C40 Cities Clean Construction Programme](#)



Prioritising people throughout the building life cycle

[World Green Building Council: 'Social Impact across the Built Environment'](#)



WORLD GREEN BUILDING COUNCIL

Social Impact across the Built Environment

Prioritising people throughout the building life cycle

BETTER PLACES FOR PEOPLE

compliance.¹

Despite this significant development, there remains a notable deficit in prioritising the social aspect of sustainability – or the ‘S’ in ESG – meaning that action to improve the human rights

4 Social Impact across the Built Environment

work-related conflict and ethical leadership.

Aggressive behaviour, bullying and harassment may be symptomatic of a profit-oriented work environment. Employees should ensure the organisational leadership, clients and partners set and set working conditions, appropriate remuneration and wages, protect workers' fundamental rights and remediate in case of abuse, grievance or conflict.² Organisations should be advocating for ethical conduct, emphasising transparency, accountability, and both environmental and social responsibility.

processes of a city must cultivate

governance to law and social objectives in

productivity, which can care to protect the health

to strive for equitable and benefits should include

conflicts and compromised, shareholders.

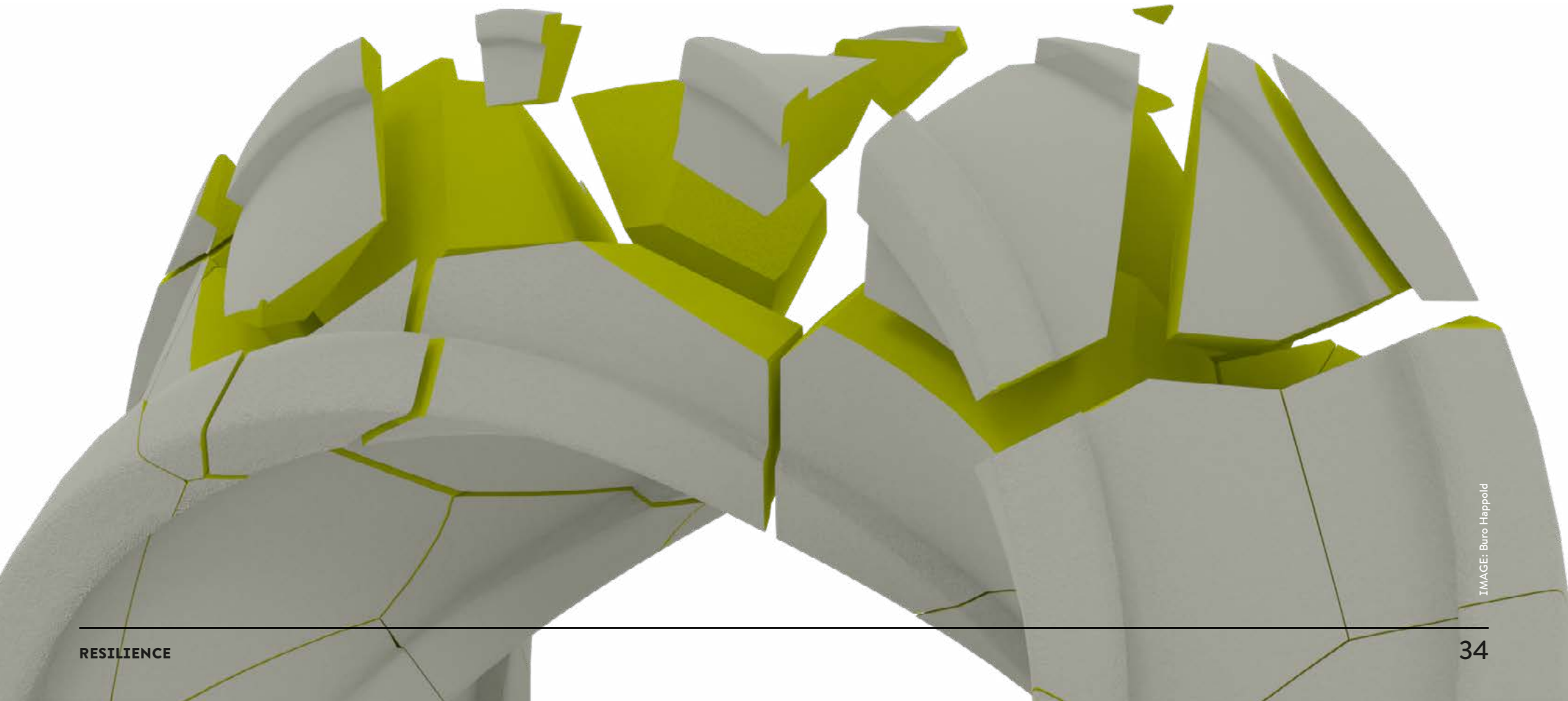
employees and their trade unions to gather feedback on a diverse portfolio of services.

9

IMAGES: World Green Building Council

6 | Resilience

Balanced with necessary mitigation, it is important that sufficient care is paid to climate resilience and adaptation. Resilience and adaptation work recognises the inevitable impacts of the climate emergency – and supports action to make a change.



Resilience

What is climate resilience and adaptation?

Extreme weather events are dangerous for both humans and infrastructure. The climate emergency means they are increasing in both intensity and regularity. As unprecedented climate-induced weather events increase (from heatwaves, to floods, to droughts and to wildfires), our clients look for answers on how to prepare for a changing climate and the impact it may have on their assets, portfolios, communities, projects and buildings. As this urgency intensifies, we must support our clients in the shift from planning to implementation of adaptation and resilience solutions.

Climate adaptation is the change required within processes, systems and infrastructure to live with the climate crisis. Resilience is the capacity to anticipate, withstand and cope with the shocks and

impacts caused by the climate crisis to our social and economic systems. Designing for uncertainty is inherently challenging, but through developing guidance and decision-making frameworks to help prioritise action, and working with clients who are committed to tackling these challenges, Buro Happold is well placed to support change.

As the climate continues to change, there are impacts that stretch beyond the environmental, but become social, economic and political. These include global supply chains, urban infrastructures, water supplies, environmental justice, business continuity and risk, human health and quality of life, and biodiversity/health of ecosystems. Understanding the intersectional nature of climate adaptation is critical to ensure that we build in processes to adapt and become resilient in the face of a changing climate.



We must support our clients in the shift from planning to implementation of adaptation and resilience solutions.

A key balance: climate mitigation, and climate resilience and adaptation

Climate resilience and adaptation is an emerging area and one we consider has great importance as the climate emergency worsens. We carefully balance climate mitigation with climate resilience and adaptation as we develop strategies with our clients. Continuing to invest in efforts to curb climate emissions – such as net zero buildings or decarbonisation – will be critical for slowing the pace and frequency of climate hazards. Forging ahead on one path without another will not create the kind of equilibrium that is needed to make lasting and effective change.

It is here where Buro Happold presents an integrated approach in how we tackle the climate concerns within our sphere of influence: we target decarbonisation within the built environment, as well as offering solutions in how we can adapt and become resilient to the effects of climate change. We use a holistic lens, with the knowledge that we must both curb carbon emissions *and* prepare for impacts of the climate emergency and the changes it will cause.



We carefully balance climate mitigation with climate resilience and adaptation as we develop strategies with our clients.

Our approach

Climate resilience can be evident at many different scales. Sometimes it can be at regional strategy or city masterplanning level, while at other times it can be at business risk strategy and building design interventions level. In previous years we have developed climate action and adaptation plans for cities and regions, including [West Hollywood](#). Resilience analyses and strategies were demonstrated through [Tucson's Resilient Together](#) plan and our work with Silicon Valley Clean Energy. We also work at building and infrastructure scales, bringing climate-informed criteria into the design process. We consider the ways that rising temperatures or increased flood risk can be managed and mitigated, such as advising clients on adjusting design for storm events and factoring heat susceptibility into material selection. Our design strategies often lead with climate consideration, such as nature-based approaches and green infrastructure-first drainage strategies, we well as operational and embodied carbon reduction strategies - at both building and infrastructure scales. Climate vulnerability assessments remain the foundation for resilience/adaptation planning at Buro Happold. Climate vulnerability differs depending on a variety

of factors and can present a complex picture. Our team assessed both social and physical vulnerabilities through the development of the [Los Angeles County Climate Vulnerability Assessment](#). Our people are experts in understanding these systems. Our subsequent planning means the development of actionable strategies and programmes that mitigate risk, build adaptive capacity and increase levels of resilience.

Climate and environmental justice are foundational to our resilience and adaptation work. Not everyone experiences the impact of climate change in the same way and historic injustices are exacerbated by climate change; in our planning approaches it is essential we engage with community partners and those who can provide a critical – and often previously unheard – voice. This continues to be a focus.

Our progress and impact

Over the last year, there has been an increase in interdisciplinary working across the practice, primarily because of growth across Buro Happold in ESG work. Traditionally, a lot of our climate resilience and adaptation work has been with cities, counties and regions, but increasingly, corporate clients have requirements of climate disclosures and need to show that they are addressing climate risk in their portfolio planning process.

This year we created a climate adaptation working group. This operates across multiple regions and sustainability disciplines. The working group is an opportunity to learn from each other, and to coordinate on efficiencies and consistency of methodologies/approaches to climate resilience and adaptation. Because this is an emerging topic, working together to deliver best practice in our solutions is an ongoing journey and the working group allows us space to explore and discover each other's work, and to question where we grow and where we can go next.

One of the things that sets Buro Happold apart is our truly interdisciplinary approach. Often, several disciplines across the practice work together on a project, delivering joined-up outcomes to our clients. We have seen this increase across climate resilience and adaptation, with a particular focus on an intersection with mobility and economics teams. There is also a natural intersection with biodiversity and ecology teams, something that we have seen an increase in across 2023. Our work is also often ongoing over several years, developing and changing as a project develops and changes.



One of the things that sets Buro Happold apart is our truly interdisciplinary approach.

Resilience case studies

In the face of high temperatures, how can buildings remain cool?

[National Bank of Kuwait Headquarters](#)



Protecting the public realm from rising temperatures

[City of Toronto – Thermal Comfort Guidelines](#)



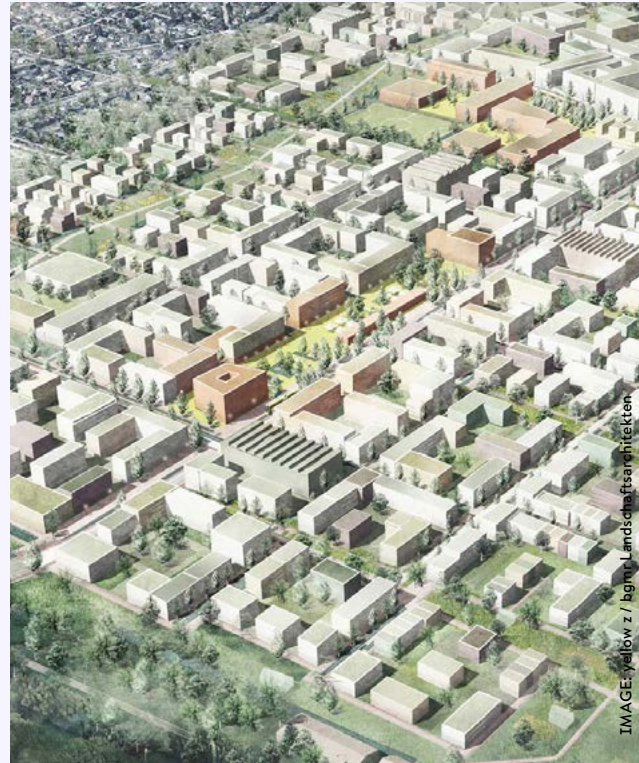
Helping environmental leadership to flourish at Battery Park City

[Battery Park City Sustainability Planning](#)



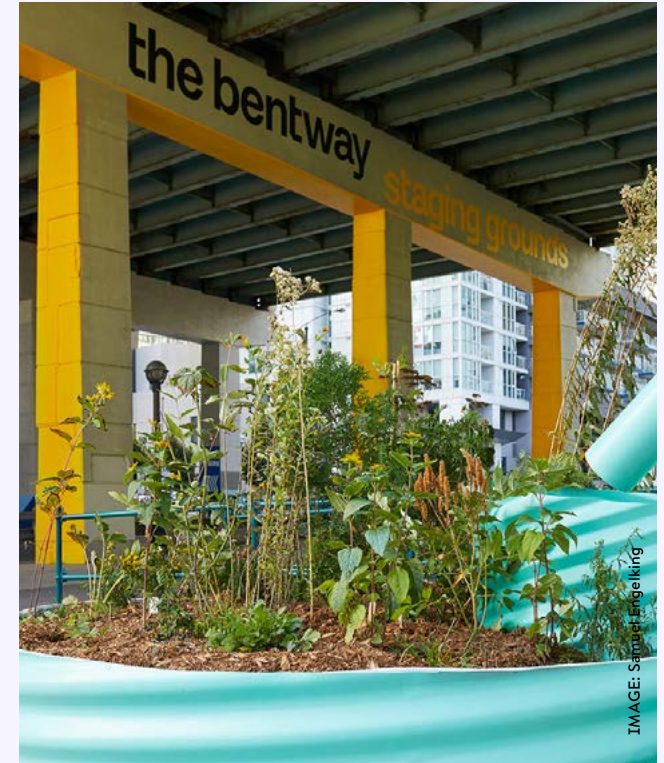
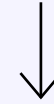
How can we support both climate neutrality and resilience?

[Blankenburger Süden](#)



Innovation and water management to support a “living laboratory for urban ecology”

[Bentway Leckie-Lake Shore Triangle \(LLT\) Staging Grounds](#)



“

We needed a plan for Battery Park City to refresh our commitment to sustainability and to set goals for the authority itself, but also neighbourhood wide with district sustainability goals. We found that Buro Happold brought a holistic sustainability perspective of looking at energy, water and people.

———— Sarah Fisher Curtin
Battery Park City Authority



7 | ESG

Increasing scrutiny from investors, tenants, customers and employees means that ESG is creating additional opportunities – and challenges. We guide our clients through an ever-tightening regulatory landscape.

Why is ESG work important in the built environment?

Sustainable, responsible and effective corporate practices are inherently linked with improved performance across the built environment.

An [environmental, social and governance \(ESG\)](#) framework assesses the ongoing sustainability and performance of an organisation or business, considering risk management and key stakeholder expectations amid an ever-tightening regulatory landscape.

Operating within an ESG framework allows a holistic view of the most significant environmental and social issues that impact an organisation's performance – and how the organisation manages these impacts for long-term success. The positive outcomes from ESG improvements speak for themselves. These include lower carbon and environmental footprints, improved positive impacts on society and reduced regulatory or compliance risks.

Our clients are under increasing pressure from investors, tenants, customers and employees, as well as regulatory and disclosure requirements (such as California's SB 253 and SB 261, and the

EU's Green Taxonomy for sustainable activities and Corporate Sustainability Reporting Directive [CSRD]).

We also work with clients to navigate and disclose against reporting standards such as the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB).

We consider ESG as a continuous cycle of innovation, underpinned by our powerful blend of consultancy and technical expertise. Our work with clients to advise on their approach to ESG demonstrates that the environmental and social impacts explored in this report are key focus areas in the built environment sector. Our deep technical and strategic expertise in these areas means we are well placed to ensure a comprehensive link between the *what* and the *why* within ESG.

Spring City 66, Kunming, China. Our work delivered a 10% energy saving for all three buildings within the complex, as well as achieving interventions to transform occupant health and wellbeing, with the owner motivated to consider the opportunities of incorporating WELL certifications to their properties.



ESG services

ESG is about making an entire organisation, rather than just individual infrastructure, buildings or assets, more resilient and sustainable.

We work with investors, developers, corporates, universities and public authorities on a systematic approach, defining their vision and strategy, and then planning and implementing changes to hit their targets.

Implementation of an ESG strategy impacts upon a huge range of areas, including employees, processes, data management and physical assets. Buro Happold brings expertise across these areas to enable successful implementation at all levels.

2023 saw renewed focus across Buro Happold on work in the ESG sphere and we launched a new systematic approach to delivering ESG outcomes to our clients. This approach demonstrates our

understanding of ESG as a continuous cycle of innovation. 'Assess' means we support clients in identifying what their biggest concerns are and what they wish to achieve. 'Target' is a process of setting a vision and setting achievable targets. 'Plan' identifies the required actions that will make these targets a reality. 'Implement' means the delivery of tangible improvements. And finally, a fundamental part of ESG work is 'report' – we advise our clients on how best to respond to their relevant reporting standards.



ESG case studies

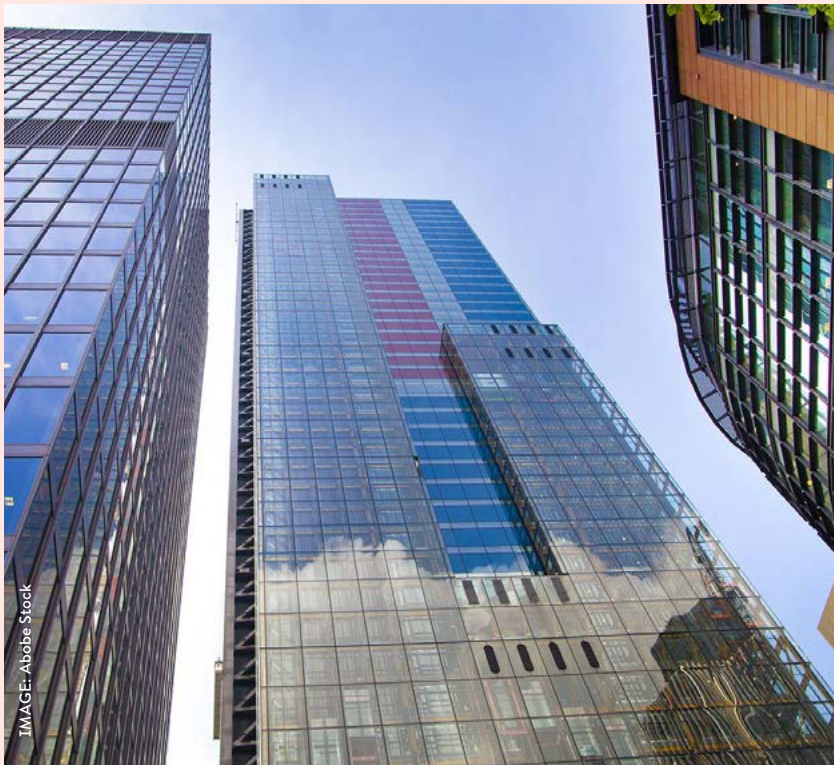
How Buro Happold embeds ESG into real estate assets

[Aviva Investors Sustainability Standards](#)



How should a sustainability strategy be shaped for a multi-billion pound portfolio?

[Royal London Asset Management ESG and Sustainability Strategy](#)



Effective ESG strategy-building

[Francis Crick Institute Sustainability Strategy](#)



We set the standard for sustainable development

[Spring City 66](#)



“

We chose Buro Happold due to the breadth of expertise that was available behind the proposed project team. While you need the technical expertise, you also need the people skills to give stakeholders the space and time to come along with you on the journey.

_____ **Edward Dixon**

Head of Responsible Investment
Aviva Investors



8 | Our company

Our values, performance, profile, and our progress towards the decarbonisation of our own operations.

Our company

Buro Happold is an international, integrated consultancy of engineers, designers and advisers operating within the architecture, engineering and construction (AEC) industry.



Our values

1. We value human wellbeing, and are discontented with limitations. We commit to taking this as seriously for our people as our projects.
2. We are a diverse, one-firm culture. When we get it right, it sings. Internal barriers are always to be overcome through inclusivity and equity above all else.
3. We embrace mutual responsibility. It is easy to default to individual success. Teams need to share success and failure in the same way.
4. We are more than a business. We care about the legacy of our work. We have a responsibility of care as an employer and influencer in the shaping of the world.
5. Sustainability is intrinsic to the economic and social impact of our work. Going beyond compliance requires challenging preconceptions, taking extra steps.
6. It takes courage to create. Our culture fosters a dynamic between technology and empathy to gain deeper insight, unleash imagination, and manage risk.

Find out more about our operations and our organisational profile, [page 57](#).

Equity and inclusion

At Buro Happold we are committed to creating an environment in which difference can thrive. But diversity without inclusion is not enough; everyone needs to feel valued and therefore nurturing inclusive working environments which enable employees to feel they belong is our priority. This is why equity is a fundamental principle on which we build our approach to inclusion. Before we can be equal, we must be equitable. We strive to meet individual needs when helping shape fantastic careers.

We are creating opportunities to learn in spaces where people appreciate each other's differences, where we can hold each other accountable and where barriers to creativity are removed. We want employees to feel they don't have to mask elements of their identity to thrive. Our exceptional work is the result of the diversity of thought, identities, backgrounds and experiences that shape us.

Recognising that there are key moments that matter throughout our careers, we are shaping a culture which supports our differences. From our parenthood policies

to our Employee Resource Groups to our accessible workspaces, we are continually ensuring different needs are recognised and met. Through internal communication platforms and both our inclusion and culture surveys, the employee voice plays a vital role in shaping our culture.

Enabling meaningful change requires dedicated focus and our 2023/2024 commitment to 'Breaking Barriers at Buro Happold' has seen global discussions on how to be better allies, clearer signposting to support for workplace adjustments, workplace equity checklists and greater awareness of neurodiversity and the menopause in the workplace. Our equity metrics now include an 'Inclusion Index' score which captures how people experience working at Buro Happold, allowing us to benchmark progress, target areas for improvement and hold ourselves accountable.

Embedding inclusion into the everyday at Buro Happold drives better solutions and designs, helping us respond to today's challenges of how to create spaces where everyone can thrive.

“

All of us are different, that's why we chose to be together. It is out of the different skills, the different bodies of knowledge we have, that the quality of what we do really comes through.

Professor Sir Ted Happold

Decarbonising our own operations

Decarbonising our operations is about measuring and working to reduce all aspects of Buro Happold business operations that add carbon dioxide and other greenhouse gas emissions to the atmosphere.

Our emissions are created through energy use and waste generated in our offices and homeworking, our commuting and business travel, and the goods and services we procure.

Buro Happold has adopted the Greenhouse Gas Protocol corporate accounting standard for measuring and reporting our emissions. We include direct emissions from fossil fuel combustion for office heating (Scope 1), indirect emissions from the electricity we directly procure to power, heat and cool our office buildings (Scope 2) and other indirect emissions from our business and supply chain (Scope 3).

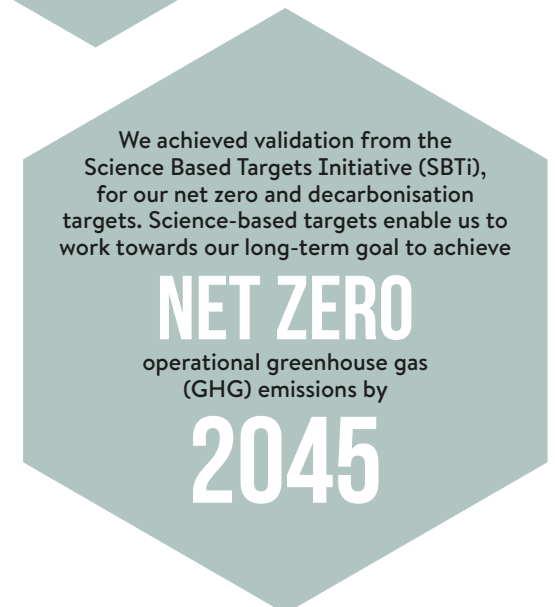
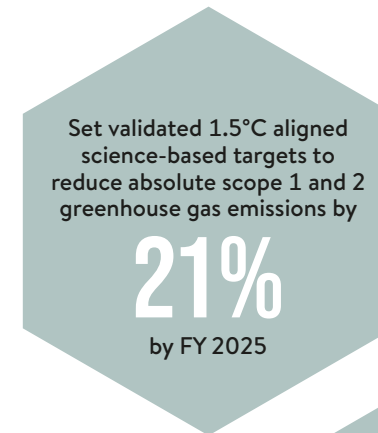
What are our goals for our own operations?

We have set a target to achieve net zero operational greenhouse gas (GHG) emissions by 2045. As a route to this long-term goal we have also set a number of near-term targets which have been verified by the Science Based Targets Initiative (SBTi) as being in line with the SBTi corporate [Net Zero Standard](#).

For Scope 1 and 2, our targets will see the reduction of absolute GHG emissions by 21% by FY2025 compared with FY2020, and the sourcing of 100% renewable electricity by the same year.

In Scope 3 we are targeting a 52.6% reduction in business and commuter travel GHG emissions intensity per full-time equivalent staff member by FY2028 compared with FY2020.

We have also set a target for 50% of our suppliers by spend to have committed to science-based GHG reduction targets by FY2028. Our Scope 1 and 2 targets have been classified by the SBTi as being consistent with reductions required to keep warming to 1.5C by mid-century and form part of our support for the [Race to Zero](#) through the Business Ambition for 1.5C campaign.



How are we doing?

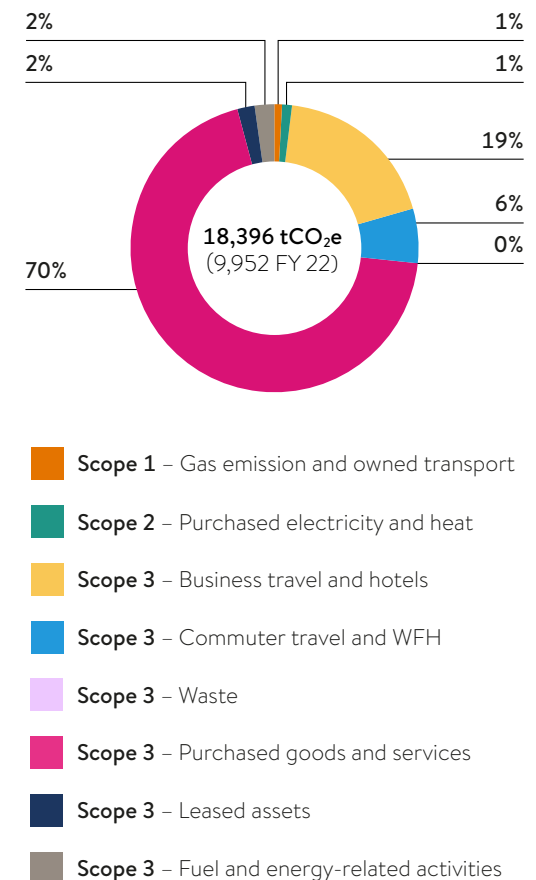
Our emissions performance for the most recent full financial year 2022-23 is shown below. Our GHG accounts have been independently audited by Carbon Footprint Ltd in accordance with the ISO 14064 Part 3 (2019): Greenhouse Gases: Specification with guidance for the verification and validation of greenhouse gas statements standard.

Our Global Operational GHG Emissions for financial year 2022-23 vs baseline year (2019-20)

Type of Emission	Tonnes of CO ₂ e/person FY 2023	Absolute Tonnes of CO ₂ e FY 2020 (base year)	Absolute Tonnes of CO ₂ e FY 2023	% difference
Scope 1 – Direct				
Gas emission and owned transport	0.054	120	137	14%
Scope 2 – Indirect				
Purchased electricity and heat	0.092	503	231	-54%
Scope 3 – Indirect				
Business travel and hotels	1.390	3,778	3,504	-7%
Commuter travel and WFH	0.409	1,193	1,030	-14%
Waste	0.003	49	8	-84%
Scope 3 – Indirect				
Purchased goods and services	5.110	6,342	12,878	103%
Leased assets	0.112	125	281	125%
Fuel and energy-related activities	0.130	206	327	59%
TOTAL (with renewable energy)	7.300	12,316	18,396	49%

The Buro Happold global carbon footprint FY 2023 has been verified by Carbon Footprint Ltd in accordance with ISO 14064 Part 3 (2019) to provide a reasonable level of assurance with respect to the GHG statements made.

Buro Happold Global Emissions FY2022-23 (tonnes of CO₂-equivalent)



How are we achieving these goals for our own operations?

Scope 1 and 2

Overall, we have reduced Scope 1 and (market-based) Scope 2 emissions by 40% since 2020 through increased purchase of renewable electricity for our offices (to 75% of our total global consumption). We have also continued to identify opportunities for energy efficiency measures that also support productive, healthy, and safe working environments. During 2022-23 measures have included: office space rationalisation to reflect post-pandemic working patterns, office lighting replacement programmes, office closures and part closures for low occupancy periods, installation of electronic radiator thermostatic controls, and electrification of office heating.

Buro Happold will be carrying out energy audits across our UK offices during 2023-24, in line with Phase 3 of the Energy Savings Opportunity Scheme (ESOS) and to identify further measures to improve energy efficiency and reduce GHG emissions. We are including energy efficiency and GHG emissions as key material factors in the selection of new or replacement office space/buildings. An example of this is our new London office where the base build has an 'A' EPC (Energy Performance Certificates) rating, BREEAM (Building Research Establishment Environmental Assessment Methodology) Outstanding rating and LEED Platinum rating. We have set high sustainability targets for the fit-out and will be reporting performance once this project is complete.

Scope 3

Over 70% of our GHG emissions relates to the goods and services we buy, including from sub-consultants engaged in project delivery. We have established that 15% of our largest suppliers have science-based GHG emissions reduction targets in place and in line with our own SBTi target we will continue to engage with the remaining suppliers to support the remainder to set targets of their own.

As a global design and advisory business, connecting with our clients is key for us. The way that we travel to meet with our clients and to stay connected between our growing number of offices will continue to require us to travel. Although 2022-23 business travel emissions (excluding hotels) were 13% lower than equivalent emissions in our baseline year of 2019-20 (and by 33% on an employee-intensity basis), they continue to increase from the low in 2020-21. We will continue to minimise travel where possible through smarter, virtual ways of meeting. Where travel is necessary, we will support our employees to consider how emissions can be kept to a minimum.

During 2023 we have developed carbon budgets for our business travel. These will be set regionally from our new 2024-25 financial year, and we will track and review actual emissions against these budgets as part of our regular financial and business performance reviews to ensure sound travel management can help reduce our travel emissions intensity.

Carbon credits

As part of its decarbonisation objectives, Buro Happold is continuing to evolve its approach to the purchase of carbon credits, informed by research and industry best practice. For our 2022-23 financial year we have established a carbon fund for the purchase of high-quality carbon credits as a contribution to mitigating our climate change impacts outside our value chain, in line with SBTi and UK Green Building Council (UKGBC) guidance. The [SBTi states](#) that, 'in addition to reducing emissions along a science-based trajectory, carbon credits can play a critical role in accelerating the transition to net-zero emissions at the global level.'

We have purchased carbon credits equivalent to 3,872 tonnes CO₂-equivalent, reflecting our total Scope 1, 2 and Scope 3 business travel emissions for 2022-23. The credits were purchased through our carbon credits platform partner Patch.io and have been sourced from a portfolio of four projects covering GHG removals (UK afforestation and Germany biochar projects) and avoidance (US refrigerant gases destruction and UK social housing energy efficiency retrofit projects). Each project has met the appropriate independent voluntary carbon market verification standard and the portfolio was carefully selected to reflect the '[Oxford Offsetting Principles](#)' and '[VCMI Claims Code of Practice](#)'.

The Buro Happold net zero routemap

Supporting delivery through our operations

Alongside our efforts to minimise GHG emissions from our business operations and to support delivery of our wider goals on decarbonising our projects, Buro Happold has launched the [net zero routemap](#). Through the routemap we will lead and support our clients to unlock the financial and sustainability benefits of designing and delivering the net zero built environment we need to secure a safe and equitable future.

Success in delivering the routemap will be underpinned by supporting actions within our own practice in three areas: knowledge, governance and communications.

Growing and sharing our knowledge base is fundamental to meeting our routemap targets. We are supporting employees to set relevant sustainability-linked personal objectives increasing the percentage set and met year-on-year to 2030. Sustainability and carbon education will continue to be embedded into our learning and development programmes –

for more see our [Climate Emergency and Sustainability Hub details](#).

Good governance is also key to success. We have already established a new commitment committee to review and advise our CEO on climate opportunities and risks in our project work. There will be an annual review of the routemap to net zero, as well as the embedding of carbon considerations into business processes including business planning, commercial and legal processes, and decision-making protocols.

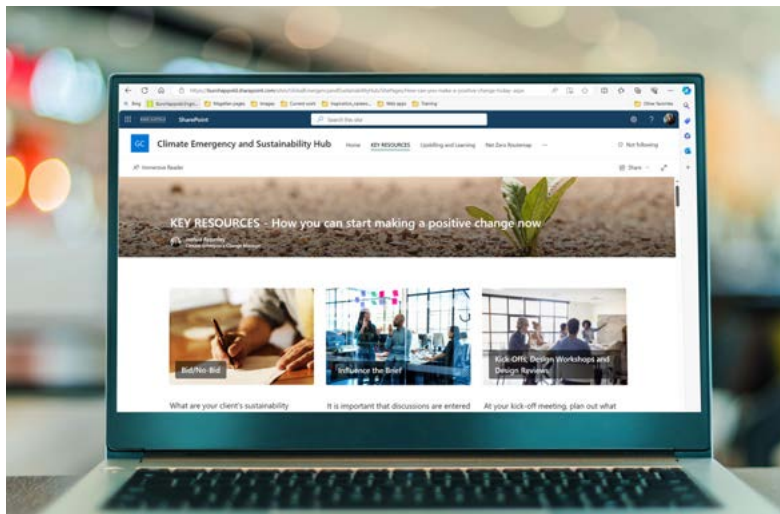
How we communicate is a central pillar of the routemap success. We will communicate openly and transparently through external communications such as this Global Sustainability Report and internal communications and dashboards. Information will also be shared with our industry partners and sector networks so that we can help our partners learn from our experiences.



IMAGE: Buro Happold

How we share climate information and strategies internally

Climate Emergency and Sustainability Hub



Our Climate Emergency and Sustainability Hub, hosted on our global intranet, provides a home for vital information and tools to help everyone at Buro Happold tackle the urgent challenges we face. Its objective is to foster confidence and collaboration by providing resources to learn about everything from nature to social value, to link up with

climate experts across the practice and to easily navigate the tools we're developing to record and communicate progress.

This hub will evolve and adapt with us as we continue on this journey: implementing strategy and expanding discussions as we complete the transition

of sustainability from a niche service to an intrinsic part of all we do. There is a huge amount of expertise and experience across our global teams, so it is critical we know who to talk to for advice on tough conversations about the future of our built environment.

The hub includes a home for content masterclasses on embodied carbon, thought leadership on building retrofit and construction with natural materials and is a space for sharing project success stories and exploring our shared experiences of climate anxiety. As we keep expanding our resources in response to the scale of the environmental crisis, our Climate Emergency and Sustainability Hub is a platform that acknowledges the intersection of all of our services, allowing us all to rise to the challenge together.



Our new, sustainable workplace in central London Featherstone Building

In December 2023 and January 2024, we completed the move into our new London office location. Our new office is in The Featherstone Building in Old Street, on the fringes of the City and Shoreditch. The new London office is envisaged as a place for exploring our collective inclusive culture and showcasing our work. But beyond that, The Featherstone Building strongly aligns with our sustainability commitments.

The base building has achieved: BREEAM Outstanding, LEED Platinum, EPC Rating 'A', WiredScore Platinum, SmartScore Platinum, AirScore Design & Operation Gold and net zero carbon construction (in line with UKGBC's Net Zero Carbon Buildings Framework).

It has also been designed to support net zero operation with photovoltaics (PV) panels providing an on-site source of renewable energy and 100% renewable certified green gas and electricity supply in line with UKGBC's Net Zero Carbon: A Framework Definition. The fit out is targeting WELL Building Platinum, BREEAM Outstanding and NABERS 5-star rating as well as being a showcase for low embodied carbon and high circularity.

Additionally, a green roof supports wildlife and Featherstone is a [Derwent London Intelligent Building](#), collecting data to deliver operational efficiencies, such as minimising energy use and optimising performance.

An outside perspective

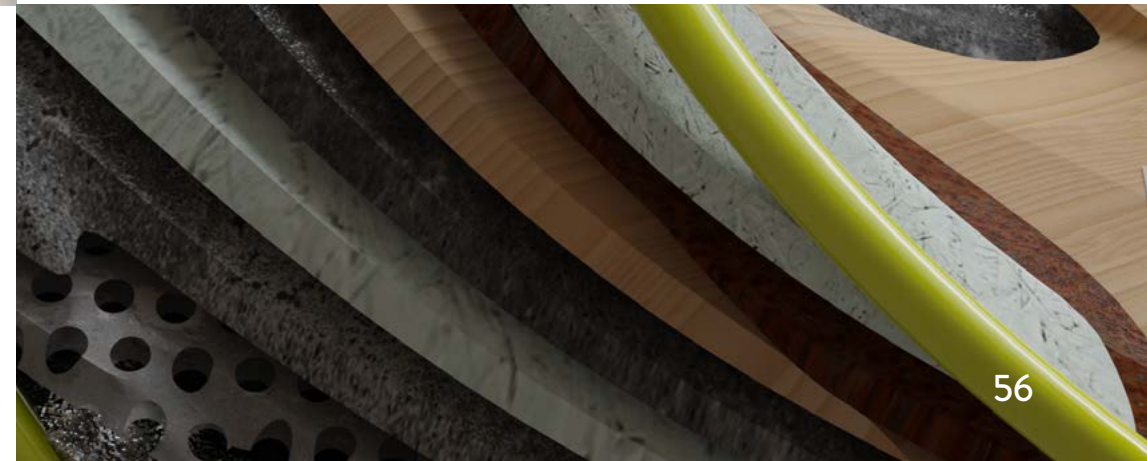


Kru Desai

Non-executive Director, Buro Happold

Kru Desai was appointed non-executive director of Buro Happold in December 2020. Non-executive directors play a crucial role in shaping the direction of a business. With a career spanning 30 years as a management consultant, Kru has extensive experience across professional and technology services. She has led complex digital and transformation change programmes in both the private and public sectors.

Watch Kru speak about the importance that Buro Happold place on sustainability, and why she values it so highly.



Organisational profile

1. Name of organisation

Happold LLP

2. Activities, brands, services and scale

Happold LLP, known as “Buro Happold”, is an international, integrated engineering consultancy operating in 37 locations worldwide with approximately 85 partners and 3000 employees. For over 45 years Buro Happold has been building a reputation for delivering creative, value led building and city solutions for an ever-changing world. The principal activity of the Buro Happold group is that of consulting engineers providing professional, integrated design and advisory services to clients that include the property and construction sectors, city administrations and campus portfolio owners.

3. Location of headquarters

Camden Mill, Lower Bristol Road, Bath, UK BA2 3DQ

4. Location of operations

We operate in 37 global locations and internally this is delivered via six geographic business units: United Kingdom; Europe; United States, Middle East, India and Asia-Pacific. A seventh business unit, Cities, spans multiple locations and consists of the following specialisms – Bridge engineering and civil structures, Economics, Energy Consulting, Environmental Consulting, Infrastructure, Strategic Planning, Transport and Mobility, Waste Management and Water.

5. Ownership and legal form

Happold LLP is the ultimate parent company of Buro Happold Engineers Ltd (non-trading) and Buro Happold Limited, which is the main UK trading company. In addition to these companies there are over 20 corporate trading entities in the various foreign jurisdictions that Buro Happold operate in, all of which are wholly owned subsidiaries of Buro Happold Engineers Limited.

Happold Limited LLP has approximately 85 Members and is incorporated under in England and Wales and registered at Companies House (LLP Number: OC331879). The LLP is controlled by its members as delegated to the management team, and as such there is no one controlling party. In terms of identifying Persons of Significant Control (PSC) currently none of the members of Happold LLP hold more than 5% of the shares in Happold LLP and therefore no member qualifies as a PSC.

6. Markets served

Our geographic markets generally include countries in the same areas as our operational locations.

Buro Happold has an established multi-sector client portfolio across Culture, Sport and Entertainment, Commercial and Urban Development which has expanded in recent years to include the sectors of Healthcare, Science and Technology, Air and Rail and Education.

7. Supply chain

Buro Happold’s supply chain primarily comprises professional infrastructure consultancy providers, acting as sub-consultants. The types of infrastructure sub-consultants Buro Happold typically engages include architects; surveyors; geotechnical or environmental consultants; IT consultants; economic/ financial consultants; acoustic; lighting or security consultants as well as BIM suppliers. As a professional service organisation, the risks associated with slavery and human trafficking in our supply chain are objectively low.

Buro Happold also directly engages suppliers of services for our offices, such as facilities management, travel, insurance and office equipment.

Our SBTi-approved target for 50% of our suppliers by spend to have science-based GHG emissions reduction targets by 2028 means that we are increasingly engaging with our key suppliers including sub-consultants to understand and to support them to set and achieve their sustainability commitments. This includes but is not limited to supplier selection and on-boarding processes.

8. Precautionary principle

We apply the precautionary principle in our own activities to protect our employees and the environment as part of our Health, Safety and Environmental Management systems which are accredited to ISO45001 and 14001. We also apply the precautionary principle in all our design work by promoting sustainable solutions that address all the key issues raised by climate change as part of our ISO9001 Quality Management System.

9. Community initiatives

During the year 2022-23, the Buro Happold group contributed £300,000 (2021-22: £241,000) to the [Happold Foundation](#), a UK registered charity. The Happold Foundation is a charity registered for the promotion of education, research, and training in the fields applicable to the construction industry, engineering, design, technology and architecture.

The Happold Foundation is the primary route for financially supporting environmental and social sustainability projects. Buro Happold also supports other initiatives such as engineering programmes through visiting lecturers

and visiting professors in most of our operational locations as well as ground-breaking research and sponsoring public lectures. Buro Happold runs a **Share Our Skills** programme where we provide pro-bono input to supporting environmental and social sustainability projects around the world.

10. Governance structure

Happold LLP is governed by a Board consisting of both partners and non-executive directors. The Board has three committees: the Audit and Risk Committee, the Partnership Committee and the Investment Committee.

The Board provides governance and oversight to the Buro Happold group of companies. The Group is then managed by a Global Leadership Team and a series of Regional Boards.

Economic performance

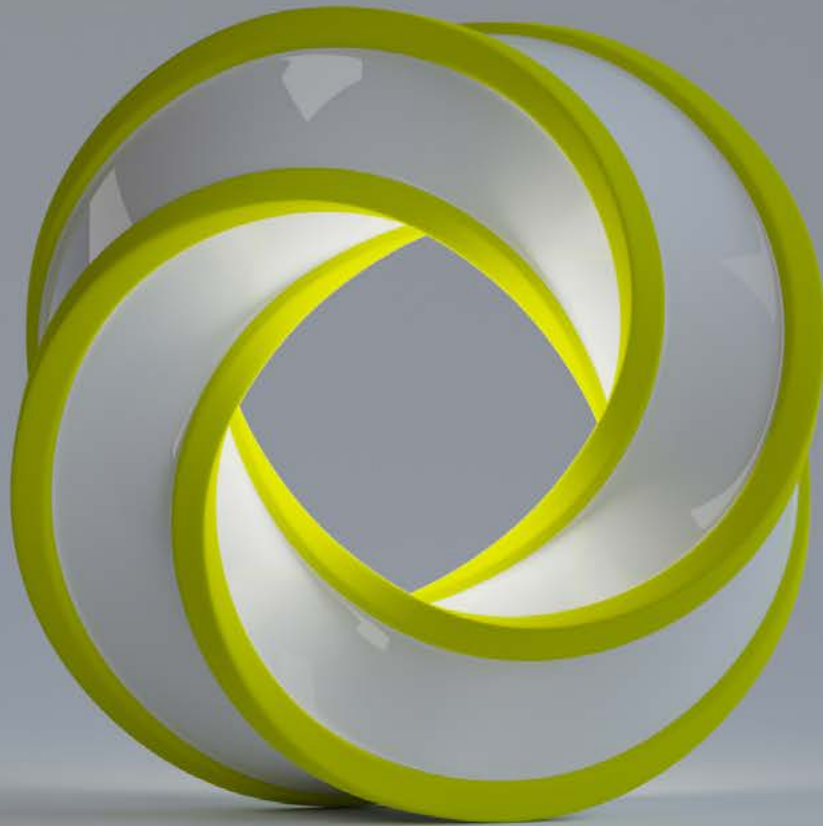
Details of Buro Happold’s economic performance are published in the *Happold LLP Members’ report and consolidated financial statements for the year ending 30 April 2023*. Full information can also be found in our year in review magazine, [The Edit](#).

The company financial year runs from 1 May to 30 April.

For the financial year 2022/2023 the key figures for the whole group were as follows (previous year in brackets):

Turnover (£m)	Operating profit (£m)*
£293.3 (£212.7)	£34.9 (£21.9)
Operating profit margin (%)*	EBITDA (£m)*
12% (10%)	£39.8 (£26.6)

* Operating profit, operating profit margin and EBITDA are all shown before other operating income/(expense) as the members believe this assists with understanding the underlying performance of the group.



Global Sustainability Report 2023

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For more information, contact [Rob Gillies](#), global environment social governance manager or [Duncan Price](#), partner and sustainability and climate change lead.

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BURO HAPPOLD



Rob Gillies

Global Environment Social
Governance Manager
rob.gillies@burohappold.com

Duncan Price

Partner and Sustainability
and Climate Change Lead
duncan.price@burohappold.com

www.burohappold.com