

ESG Report FY2025.

BDP.

Built Original.

Foreword.

At BDP, our aim is to create value beyond profit, embedding sustainability, social value, and strong governance into everything we do – from our strategy and operations to the way we work every day.

Preserving our planet is not just our responsibility, it's our priority. We strive to lead by example, reducing our own operational impact while meeting ambitious sustainability goals through what, and how, we design.

Creating social impact through design has been how we do things since 1961. But at BDP, we don't just design for inclusion; we are naturally inclusive. We work closely with local communities, and create a workplace where employee feedback is valued and diversity and inclusion is championed.

Governance is the foundation that supports our integrity, transparency and accountability. We continue to strengthen our internal systems, ensuring ethical decision-making, robust risk-management, and alignment with global sustainability frameworks and standards.

This ESG report outlines our ongoing commitment to Environmental, Social and Governance (ESG) principles. It is a reflection of the work we have done over the past 12 months, the progress we are making, and the aspirations we continue to pursue.

There is still more to do. But with determination, creativity, and strong leadership, we are confident in our ability to drive meaningful change through our design and operations.



Lucy Townsend
Head of Sustainability

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Introduction.

An early adopter of transparency around environmental performance, BDP is now in its twelfth year of public reporting, and second year structuring our impact under the wider ESG umbrella. Our 2024-2025 ESG report encompasses our global operations and is produced to communicate the impacts of our business activities to all our stakeholders.

The data reported by BDP in our annual ESG report is also published as part of ID&E Holdings ESG reporting for the group companies, following BDP's transfer into ownership by ID&E Holdings in 2023. In FY2024-25, ID&E Holdings was acquired by Tokio Marine, a Japanese insurance company, opening the door to wider climate resilience opportunities for all group companies.



Our **environmental** impact reporting focuses on our science-based targets, net zero goals, and consumption targets progress, the studio consumption data which informs these, and how we are taking action to reach our targets.



Our **social** impact reporting focuses on three key themes around our people, our business, and our communities, communicating performance against our commitments and impacts on our stakeholders.



Our **governance** reporting sets out our corporate framework and linked policies and practices that embed consideration of and action around ESG across our practice and services.

Introduction.

BDP is a leading, global, multidisciplinary design practice united by a shared purpose: to design a world that's built for good. For more than 60 years, we've been solving problems, creating innovative spaces, and pushing the boundaries of what's possible. From the start, we've been pioneers in the world of design, and our legacy is built on the meaningful, people-centred places we've brought to life.

We are formed of 1300 architects, engineers, designers and urbanists, operating within a network of Studios across ten countries. We design at every scale from city masterplans, neighborhoods, parks, streets and buildings, to specialist bespoke light and acoustic installations.

Our Professions:

Architecture
Acoustics
Building Safety
Building Services Engineering
Civil and Structural Engineering
Design Management
Digital Design
Inclusive Design
Interior Design
Landscape Architecture
Lighting
Sustainability
Town Planning
Urban Design

BDP operates in the following sectors:

Culture and Leisure
Education
Healthcare
Heritage
Housing
Media Environments
Retail and Mixed Use
Science, Research and Technology
Sport
Transport
Urbanism
Workplace

Our Studios.



Abu Dhabi

Our MENA studio is located in the center of Abu Dhabi in the Al Khalidiyah district. The studio is on the 26th floor of Shining Towers (Harmony Towers), a mixed-use complex.



Birmingham

Our Birmingham studio is located at 1 Edmund Gardens, a mixed use commercial building situated within the Colmore Row, a conservation area in the centre of the city



Bristol

Our Bristol studio, built in 1964, is situated on Hill Street in the heart of this historic city. The studio space is located on the 2nd floor and part of the ground floor of the building.



Cardiff

Our shared space studio is located in the vibrant creative quarter of Cardiff.



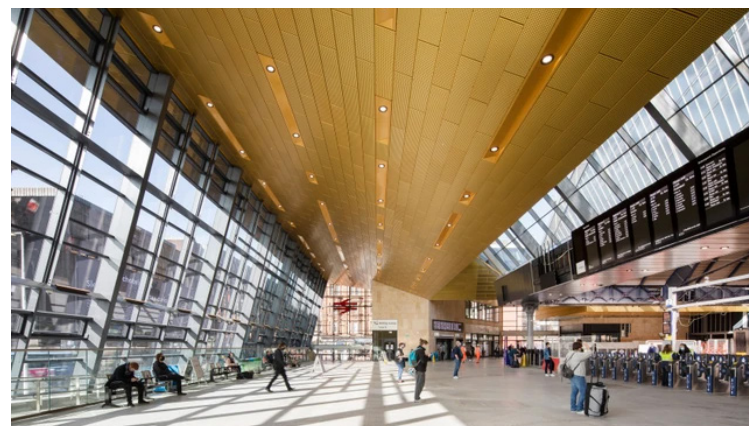
Dublin

Our Dublin studio is situated in the Old Stone Building at Blackhall Green, with BDP occupying all three floors of the building.



Edinburgh

Our Edinburgh studio is home to BDP Pattern, the sports and entertainment division of BDP.



Glasgow

Our Glasgow studio occupies the newly refurbished second floor of The Grosvenor Building at 72 Gordon Street, situated in the heart of the city and surrounded by iconic Glasgow architecture.



Leeds

Our Leeds studio is a shared office space in Bruntwood's building 'Platform' adjacent to Leeds train station.



Lima

Our Lima studio is in office 1601 of the 17 story Link Tower. It is located in the commercial area in the Santiago de Surco district and features open green terraces and green walls.



Liverpool

Our Liverpool studio is a shared office space set on the historic Pier Head and adjacent to the world famous Three Graces.

Our Studios.



London

Our London studio is the largest UK&I studio, occupying four floors and basement of a converted brewery located in Clerkenwell, part of the London Borough of Islington.



Manchester

Our Manchester studio overlooks the Piccadilly Canal Basin, located adjacent to Manchester's vibrant Northern Quarter. The building was designed by BDP, and we are the main occupant with the 4th floor let to tenants.



New Delhi

Our New Delhi studio was established in 2010. The studio is located in Nehru Place, part of a 16 floor commercial building complex with environmental certification.



Rotterdam

Our Rotterdam studio is located in the central district of the city, situated on the sixth floor of the listed Groot Handelsgebouw,, designed by Dutch architects Van Tijen and Maaskant.



Shanghai

Our Shanghai studio is located in the Huangpu District. The studio, on the 20th floor of a commercial 22-floor office building, was established in 2010.



Sheffield

Our Sheffield studio is located on the sixth floor of 3 St Paul's Place. The BREEAM Excellent building is connected to the local District Heating System, partially powered by BDP's own waste.



Singapore

Our Singapore studio is located in Asia Square Tower 2, a 43 story tower in downtown city centre. The development incorporates one of Singapore's largest PV panel installations.



Toronto

Our Toronto studio is home to BDP Quadrangle, located at 8 Spadina Avenue, a WELL Platinum certified studio in a LEED platinum certified building.

Studio Average Staff Numbers FY2025.

1307



N America

Toronto **217**

S America

Lima **6**

UK

Birmingham **32**
Bristol **60**
Glasgow **56**
London **460**
Manchester **226**
Sheffield **72**

Europe

Dublin **66**
Rotterdam **14**

MENA

Abu Dhabi **21**

Asia Pacific

New Delhi **55**
Shanghai **19**
Singapore **8**

Sustainable Development Goals.

Our environmental, social and governance approach is deeply connected to the United Nations Sustainable Development Goals (SDGs), embedding sustainability, social value, and strong governance into everything we do.

The goals provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. They are a set of 169 targets which form 17 interconnected goals. We have undertaken detailed mapping to determine which goals we contribute most effectively to.

As part of our strategy to counterbalance emissions on our route to net zero, we invest in high quality carbon removal, avoidance and habitat restoration projects. These projects are also mapped against the SDGs and enable us to diversify and broaden our impact by contributing to additional goals which otherwise would not be part of our business operations.



BDP's operations support progress towards the targets under the following goals:

- 3** Good-Health and Wellbeing (E,S)
- 4** Quality Education (S)
- 5** Gender Equality (S,G)
- 6** Clean Water and Sanitation (E)
- 7** Affordable and Clean Energy (E)
- 8** Decent Work and Economic Growth (S,G)
- 9** Industry, Innovation, and Infrastructure (E,S)
- 10** Reduced Inequalities (S)
- 11** Sustainable Cities and Communities (E,S)
- 12** Responsible Consumption and Production (E,S,G)
- 13** Climate Action (E,G)
- 16** Peace, Justice, and Strong Institutions (G)

Carbon portfolio projects support progress towards the targets under the following additional goals:

- 1** No Poverty
- 2** Zero Hunger
- 14** Life Below Water
- 15** Life On Land
- 17** Partnerships For The Goals

Environmental.



Environmental.

With the built environment responsible for a third of global GHG emissions, we know that to advocate for long-term change on a global scale, we first need to look at ourselves.



BDP is committed to embracing this responsibility in our work and our operations, with sustainability and sustainable thinking at the core of everything we do. Through a fully integrated, climate-positive approach, we can continue to shape lasting, sustainable futures for all.

Our commitment to tackling the climate crisis drives us to embrace innovation, conservation and collaboration.

Environmental Highlights.

Our KPI highlights for the FY2025 compared to the previous year:



Our initiative highlights:

- Development of Digital Twin technology for our studio space
- Relocation of our Glasgow studio to an all-electric, energy efficient office space
- Installation of accurate studio consumption monitoring in our Birmingham studio
- Development of a new supplier and sub-consultant management platform
- Continued certification of ISO 14001 and 50001
- Investment in a bespoke carbon portfolio to counterbalance our scope 1 and 2 emissions
- Development of a BDP carbon scenario modelling tool to map emission reduction options to 2045

Our Targets.

BDP has set ambitious targets which reaffirm our commitment to addressing climate change and taking proactive measures to rapidly reduce our contribution to greenhouse gas emissions.

In June 2023 BDP received approval for our official Science-Based Targets. To form our baseline year for these targets, we collected data from all of our global studios from the financial year 2019–2020. Using the SBTi recommended tools and calculators, we set and submitted our targets to the SBTi for verification, which was independently assessed to ensure that our data met the strict criteria.

Setting science-based targets was an important first step, and we then committed to setting more specific consumption targets on a three year cycle from FY2023 to FY2026. These specific performance targets are an important tool to monitor and reduce our impact.



Our Targets.

FY 2024-25 % change to last year
Scope 1 (tCO₂e) 87.7
-31%

FY 2024-25 % change to last year
Scope 2 (tCO₂e) 101.7
-5%

Science-based Targets

Our approved science-based targets:

- BDP commits to reduce absolute scope 1 and 2 GHG emissions 46.2% by FY2030 from a FY2020 base year.
- BDP commits to reduce scope 3 GHG emissions 46.2% by FY2030 from a FY2020 base year.
- BDP commits to increase active annual sourcing of renewable electricity to 100% by FY2026 and continue annually sourcing 100% renewable electricity through FY2030.

Scope 1 and 2

We are pleased to have already achieved our 46.2% reduction target for scope 1 emissions, a direct result of efforts to improve efficiencies and initiatives to move away from fossil fuels. We intend to continue reductions as part of our longer-term Net Zero by 2045 target.

We are not yet on track for our scope 2 target. While we have seen a small reduction compared to last year, we will be making greater efforts to optimize energy efficiency and amplify our energy reductions over the next year.

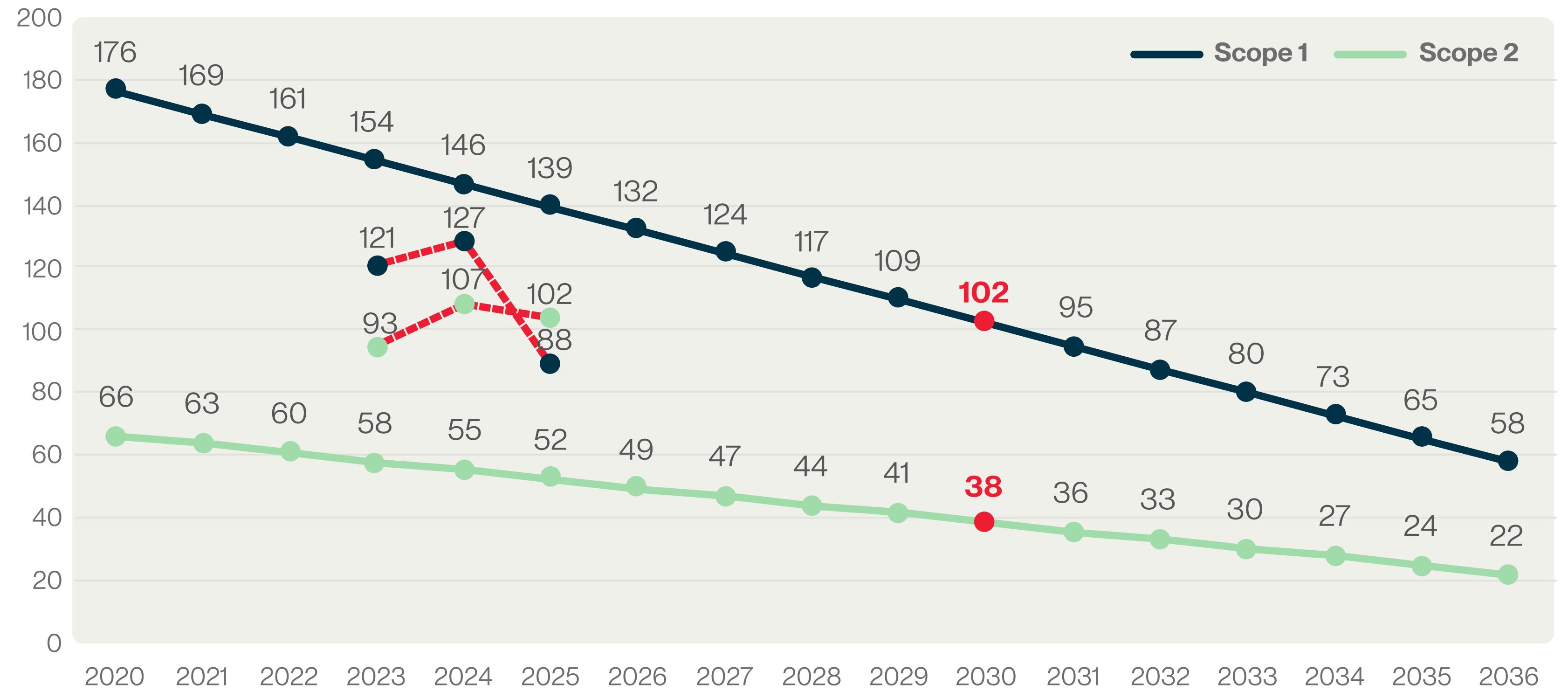


Figure 1: Scope 1 and 2 emissions for BDP's science based targets (tCO₂e)

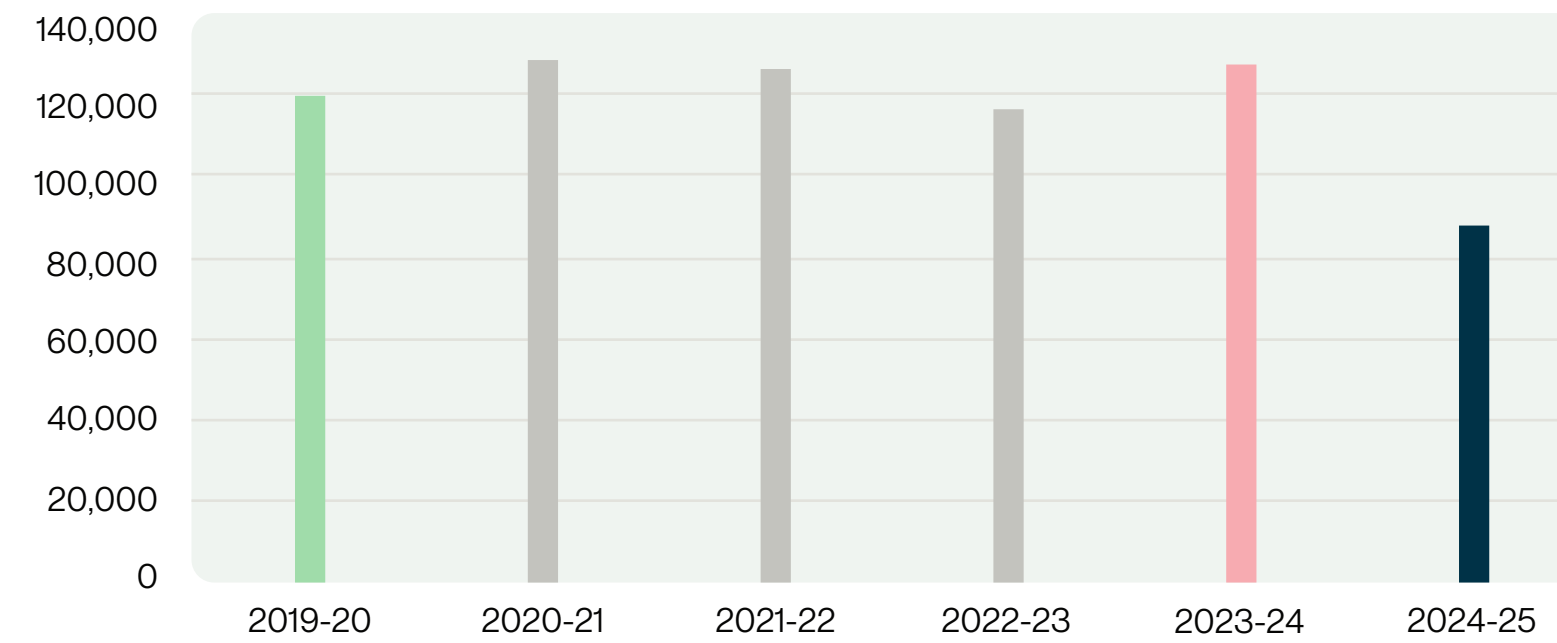
Our Targets.

Scope 1

Our scope 1 emissions consist of the direct emissions from natural gas in boilers used to heat our studio spaces. Only the studios located within the UK and Ireland use gas boilers, and as part of our emissions reduction strategy we are gradually changing these to all electric systems through discussions with landlords and refurbishment of spaces or through studio location moves. Our Birmingham studio decommissioned their gas boiler in May 2024 and switched to an all-electric heating and cooling system, reducing their scope 1 emissions to zero for this year. In addition, our Glasgow studio has relocated to a new all-electric office space, taking occupancy in December 2024 and therefore reducing scope 1 emissions to zero from December onwards.

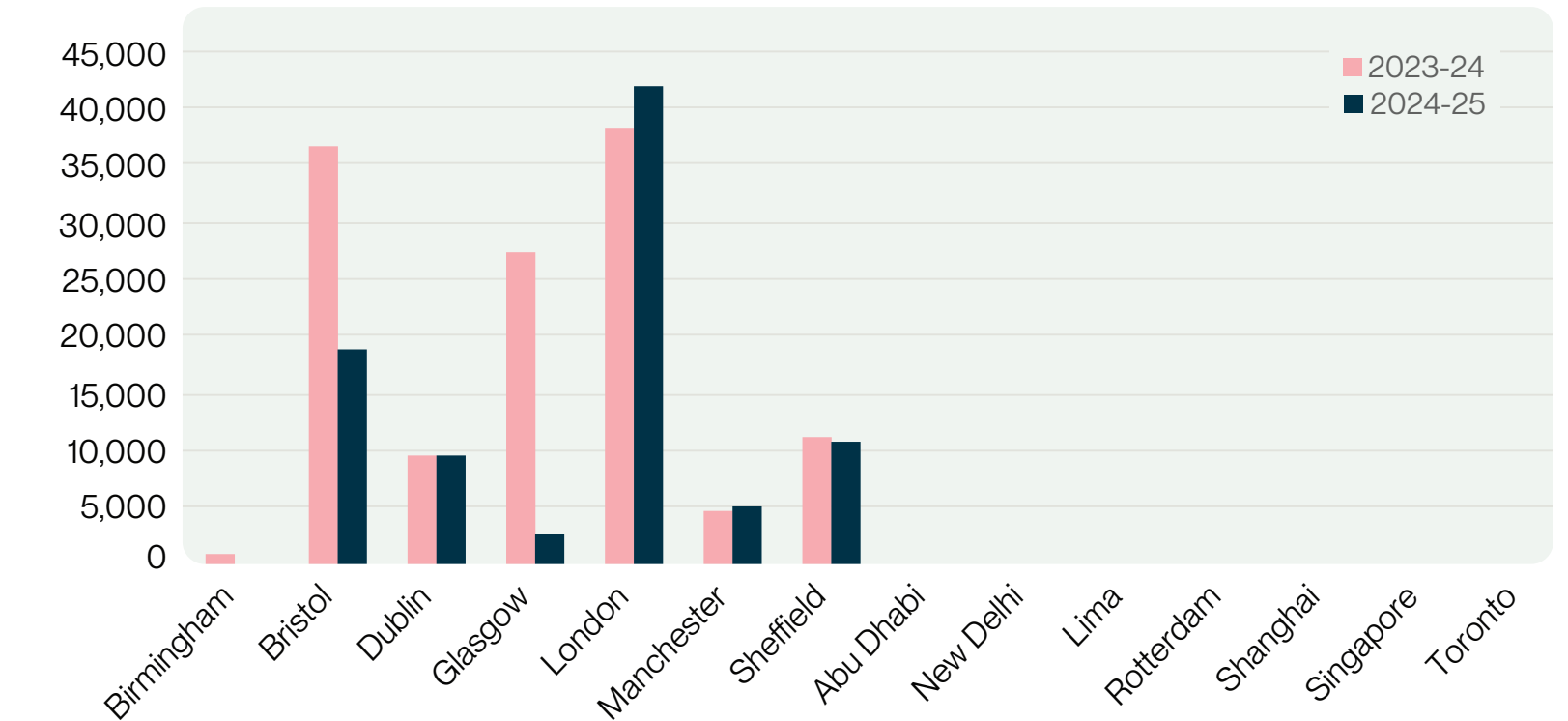
The UK Government carbon conversion factors are used to convert the studio gas consumption into carbon emissions, and these have stayed consistent year on year. This means any changes this year are because of consumption changes. More detail about the gas consumption of each studio can be found in the 'Our studio consumption' section of this report.

Figure 2: Scope 1 Emissions BDP global (kgCO₂e)



Overall, BDP's total scope 1 emissions have reduced by 31% compared to last year and by 27% when calculated per capita to account for staff changes. Our science-based targets are 'absolute' GHG emissions and therefore when reporting our progress we use the total value as we aim to reduce overall emissions while growing BDP as a business.

Figure 3: Scope 1 Emissions per studio (kgCO₂e)



However, it's often useful to see the per capita emissions for context. We have shown the total scope 1 emissions above, across the last six years. We have also shown emissions per studio for this year and compared to last year to visualise the key emitting locations.

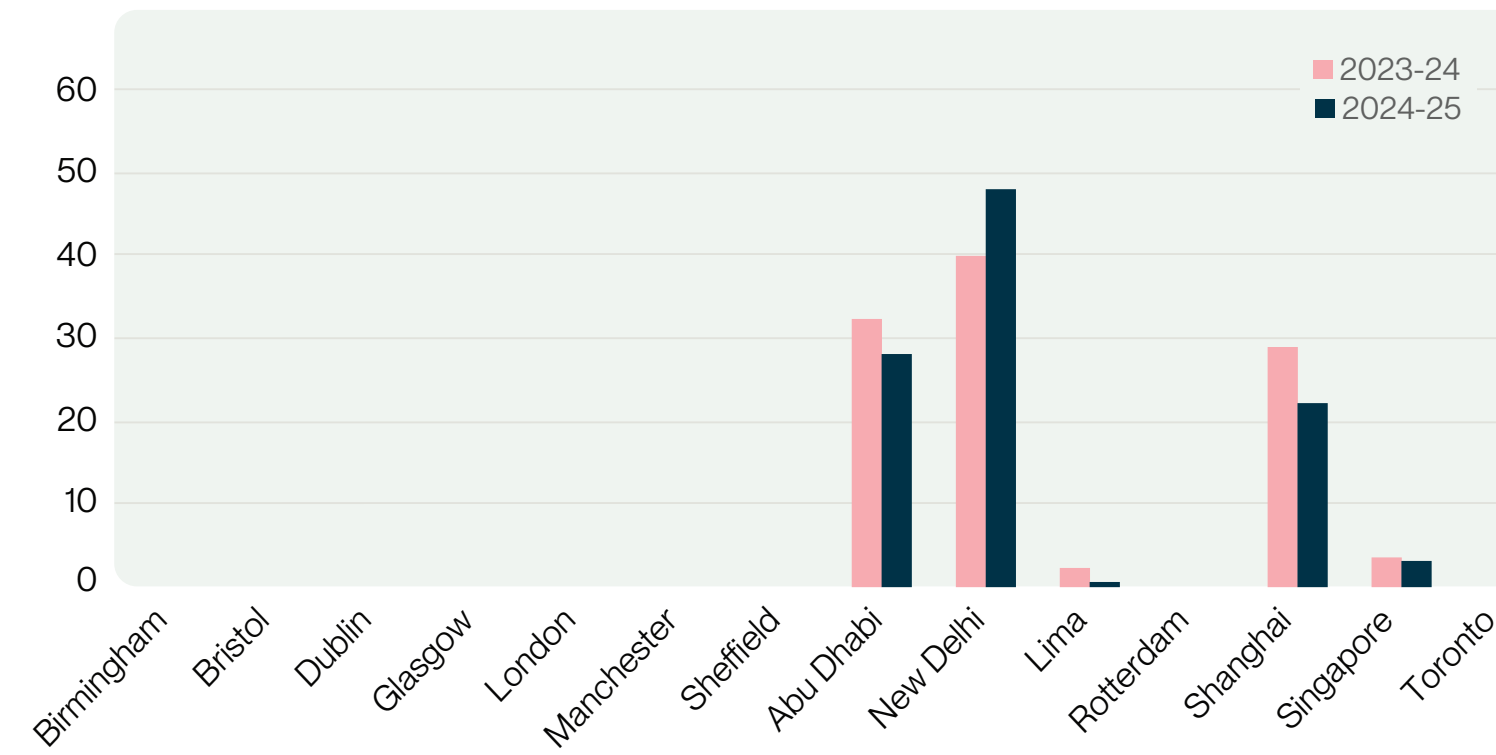
Our Targets.

Scope 2

Our scope 2 emissions consist of the purchased electricity used to power our studio spaces. As one of our science-based targets is to procure 100% renewable electricity, we are required to use the market-based approach to calculate our scope 2 emissions. This accounts for zero carbon electricity sources through using the specific carbon factor of the electricity supplier, instead of the location-based factor for a country's electricity grid. This means that our studios which are not currently on a zero carbon tariff are the only studios which contribute to our scope 2 emissions. These are Abu Dhabi, Deli, Lima, Shanghai and Singapore. The country specific carbon conversion factor for electricity is used for each country that's not on a zero carbon tariff, and these often vary year-to-year which influences the emissions total.

Overall, BDP's total scope 2 emissions have reduced by 5% compared to last year. This is a positive move in the right direction, but it's important to note that scope 2 emissions over the last few years have been higher than our baseline FY2020. This means we are working to reduce scope 2 emissions back to our FY2020 level, and then decrease by 46.2% to reach our target. The reason for the lower emissions calculated in our baseline year FY2020 was the reduced electricity consumption, in part impacted by Covid-19 and the change in carbon conversion factors of electricity supply.

Figure 4: Scope 2 Emissions per studio (kgCO₂e)



We intend to focus efforts on our Abu Dhabi, New Delhi and Shanghai studios as these three studios combined account for 96% of BDP's total scope 2 emissions. Part of the emissions reduction plan will be to switch to purchasing renewable electricity in these studios alongside reducing consumption. It is important to note that metrics in this section are specific to our scope 2 emissions target - we also have targets to reduce our electricity consumption. More detail on the electricity consumption for each studio can be found in the 'Our studio consumption' section of this report.

BDP scope 1 and scope 2 GHG emissions per studio (tCO₂e)

Studio FY2025	Scope 1 Emissions	Scope 2 Emissions
Birmingham	0	0
Bristol	18.62	0
Dublin	9.27	0
Glasgow	2.55	0
London	41.97	0
Manchester	4.88	0
Sheffield	10.41	0
Abu Dhabi	0	28.03
New Delhi	0	48.00
Lima	0	0.60
Rotterdam	0	0
Shanghai	0	22.01
Singapore	0	3.04
Toronto	0	0
TOTAL BDP in tCO₂e	87.7	101.7

Our Targets.

Scope 3

In FY2020 when our scope 3 emissions were first calculated for the setting of our science-based targets, we used the Quantis tool. We were at the early stages of monitoring our scope 3 emissions and without accurate data available, used assumptions and estimations to determine an approximate figure. In FY2023 we worked with an external company Carbon Footprint to undertake scope 3 calculations. We were able to use actual data taken from our internal teams and BDP systems, increasing the accuracy significantly. During this year, some data was not yet monitored and therefore not captured in the scope 3 emissions.

In FY2024 we developed this methodology further. Building on the base set by Carbon Footprint, and upskilling our sustainability team within BDP, we were able to obtain the data required to calculate our emissions more accurately. In FY2025 we have used this same methodology based on data from our HR, Finance and IT teams, enabling us to undertake comparisons to the previous year.

We intend to improve this methodology continually, particularly for our purchased goods and services category which accounts for the largest proportion of our scope 3 emissions. To achieve this, we will be launching our new supplier and sub-consultant platform in FY2026. By the FY2027 we hope to have a year of supplier-specific scope 1 and 2

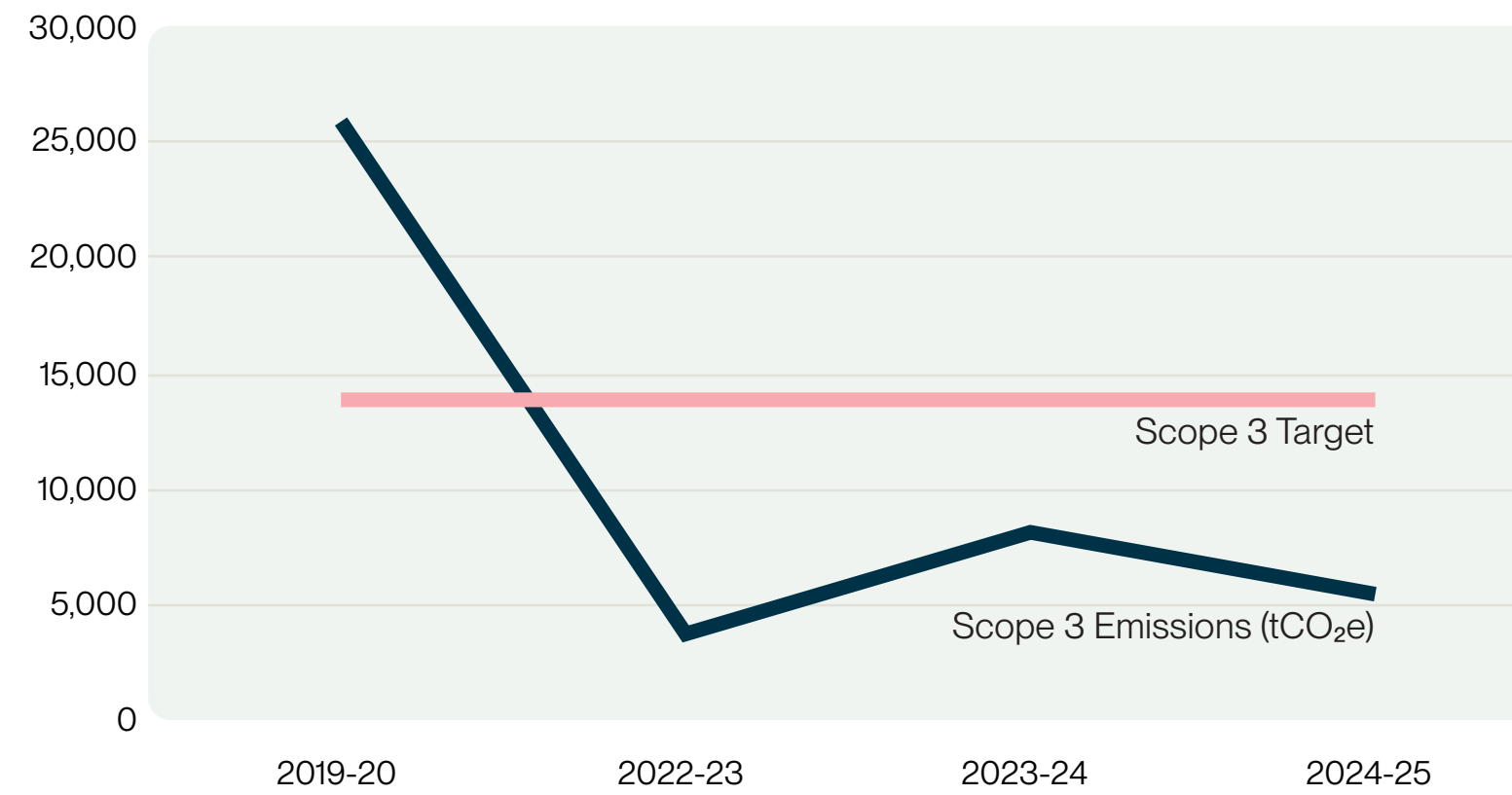


Figure 5: Scope 3 emissions (tCO₂e)

data. This will provide us with more accurate emissions associated with our purchased goods and services.

While our scope 3 emissions are now below the current science-based target we set ourselves, this is because of more accurate methods of calculation using actual data over estimations. Our goal is to continue working to reduce our scope 3 emissions, now we understand our emissions better.

Compared to last year, our overall scope 3 emissions have reduced by 26%. This is due to lower spending on purchased goods and services and capital goods, and lower emissions from flights and rail travel.

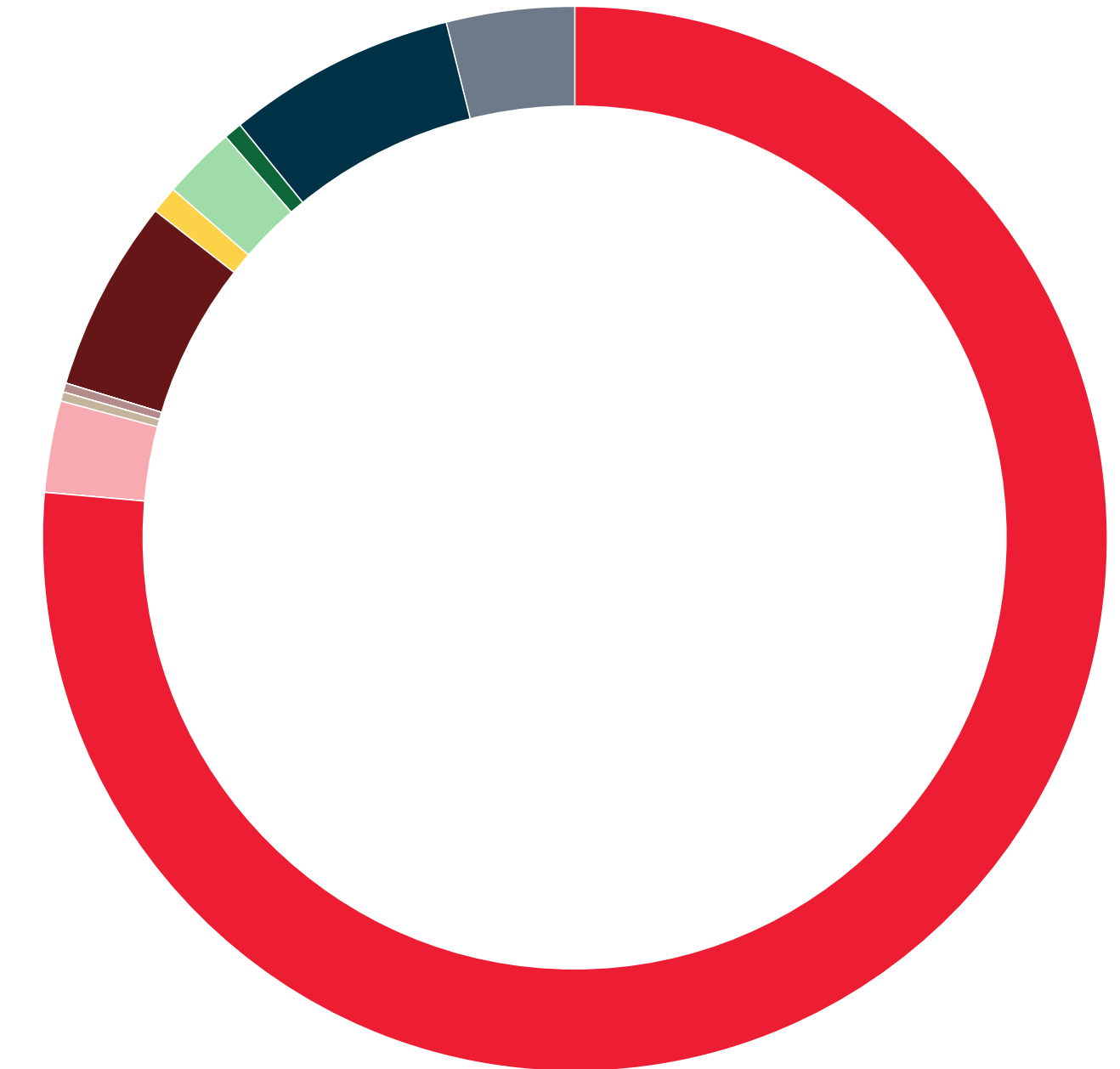


Figure 6: Scope 3 Emissions category split for BDP global (kgCO₂e)

Our Targets.

Renewable Electricity

BDP commits to increase active annual sourcing of renewable electricity to 100% by FY 2026, and continue annually sourcing 100% renewable electricity through FY2030.

We recognise the importance of choosing renewable electricity tariffs in all our studios, and creating the demand for the renewable energy industry to develop, aligning with the UK Government's Clean Power 2030 initiative. All but one of our UK&I studios currently source renewable electricity, alongside the Rotterdam and Toronto studios.

68% of BDP's global electricity is from renewable sources.

The one UK&I studio excluded is the Manchester studio which is contracted to a legacy five year zero carbon contract. While this supply has 0 kgCO₂ associated with each kWh of use, it does not utilise a renewable source and hence for the purposes of renewable energy calculations Manchester's zero carbon electricity is categorised as non-renewable. Fortunately, the contract expires in September 2025 and a new 100% renewable contract has already been agreed so we can confidently say that next year this will be 100% renewable in support of our science based target.

One of the challenges of procuring renewable electricity is that studios in shared office spaces often don't have control over the choice of electricity provider. In some cases, BDP cannot specify the supplier or tariff type. This is one of our focus areas over the next year as part of our emissions reduction plan.

“We conducted significant research into the renewable electricity options available to the Manchester studio in advance of the five year legacy contract expiring. I’m pleased to say we’ve now signed the contract with British Gas for their Natural REGO electricity supply which is verified by the Carbon Trust as 100% renewable.”



Rick Boorer
Associate, Office Manager

Our Targets.

Consumption Targets

Following the setting of our science-based targets which focus on our emissions, we recognised that reducing consumption is both an effective way to reduce emissions, and the most sustainable way to reduce our impact on the environment long term. Emissions can be dependent on conversion factors and averages, so monitoring consumption is the best way to identify any trends or changes.

Next year, we will report our final figures in respect to the FY2023 to FY2026 cycle, and will set targets for the next cycle, FY2026 to FY2029.

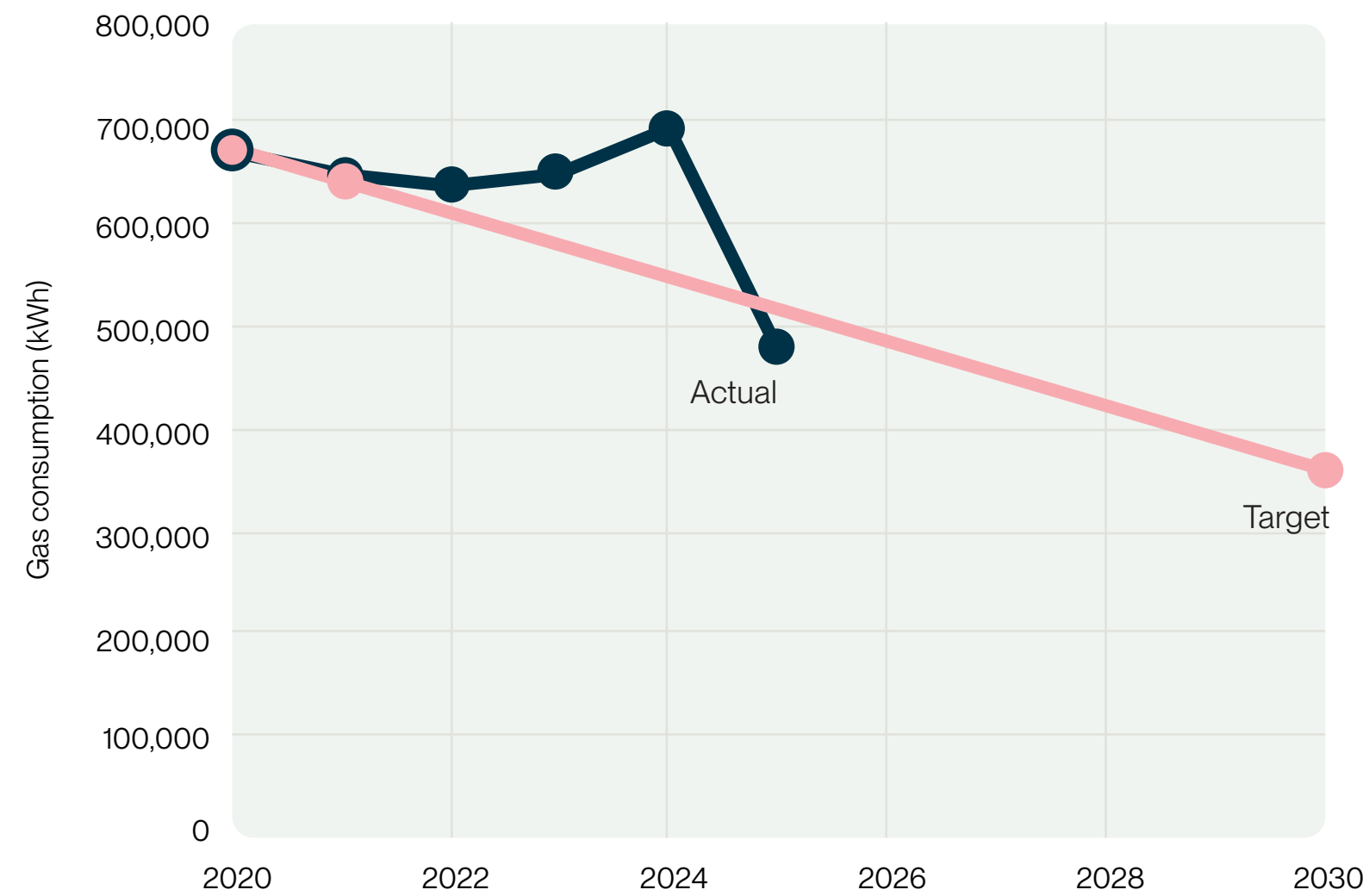


Figure 7: Target reduction in gas consumption in line with science-based emissions target

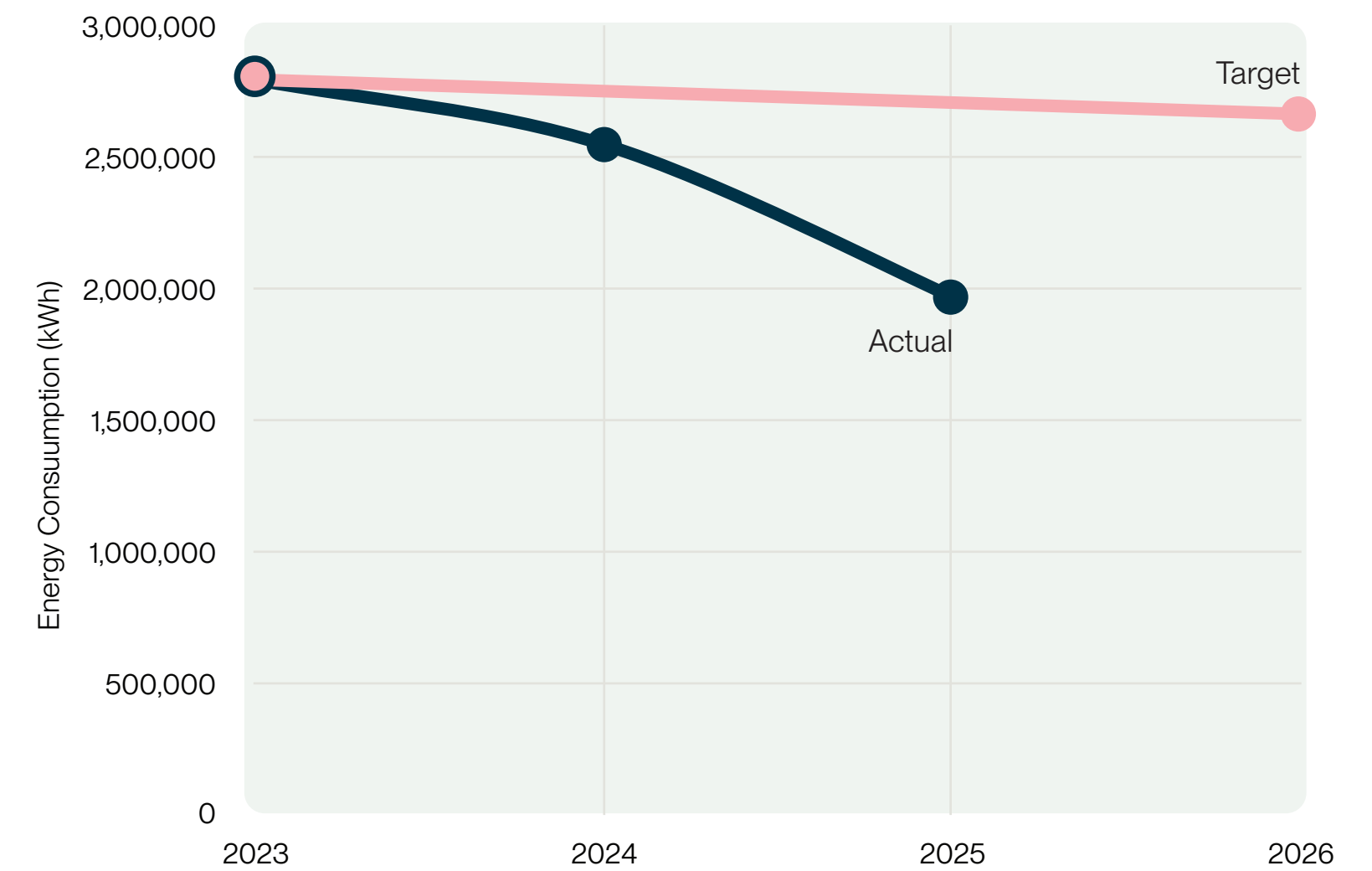


Figure 8: 5% target reduction in total energy consumption (kWh) from the FY2023 baseline by FY2026

Our Targets.

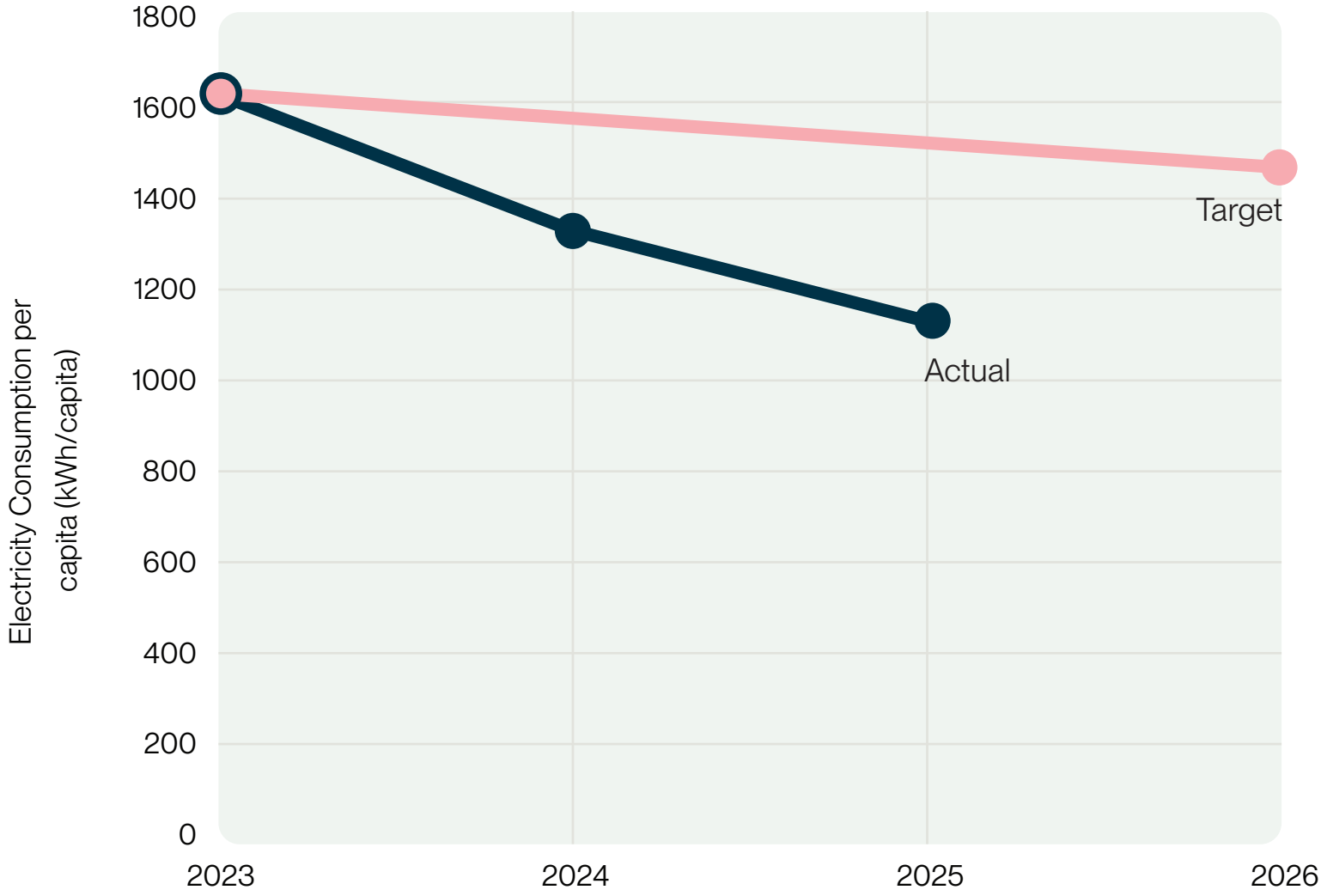


Figure 9: 10% target reduction in electricity consumption per capita (kWh/ capita) from the FY2023 baseline by FY2026

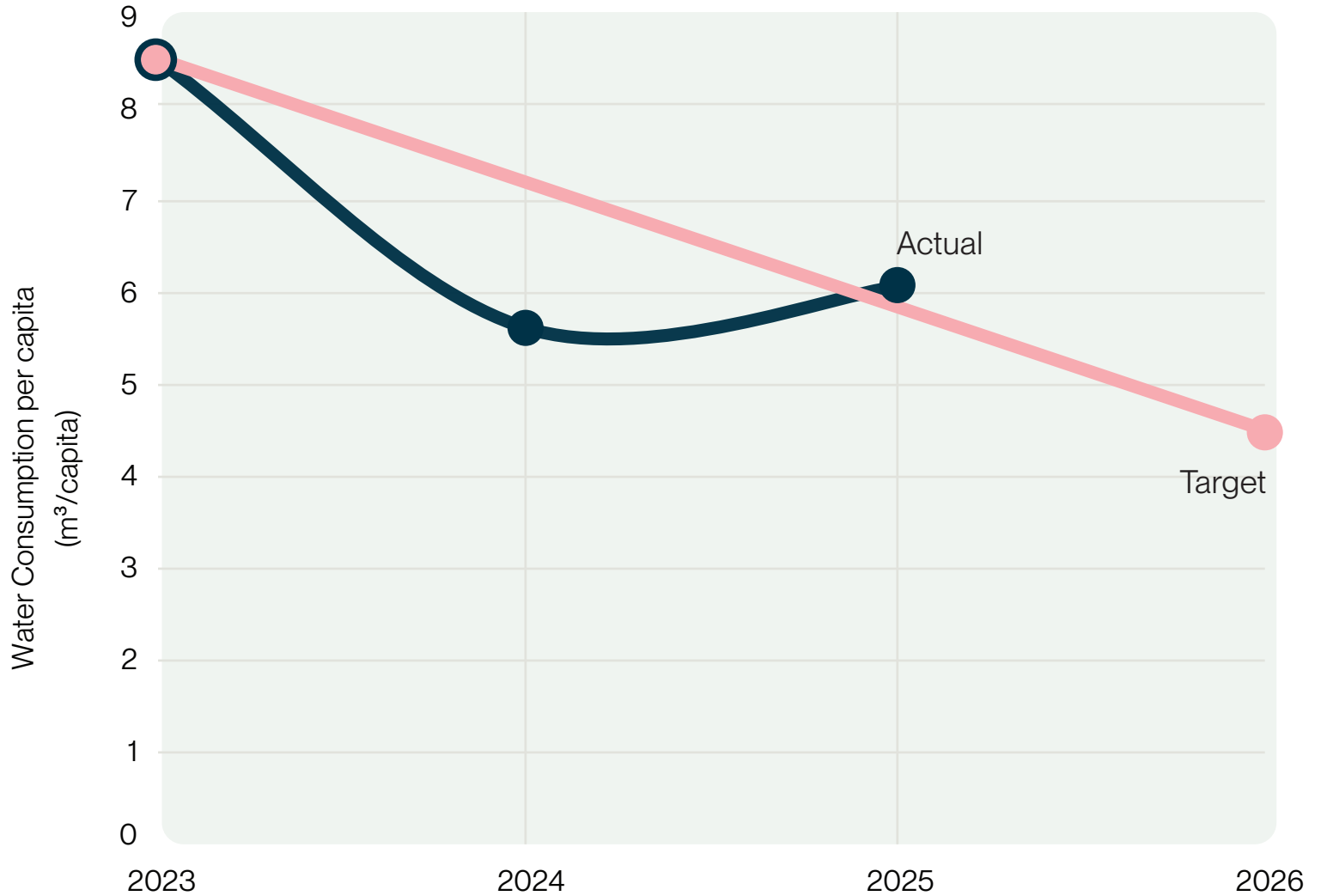


Figure 10: Target reduction in water consumption to 4.5m³ per capita by FY2026

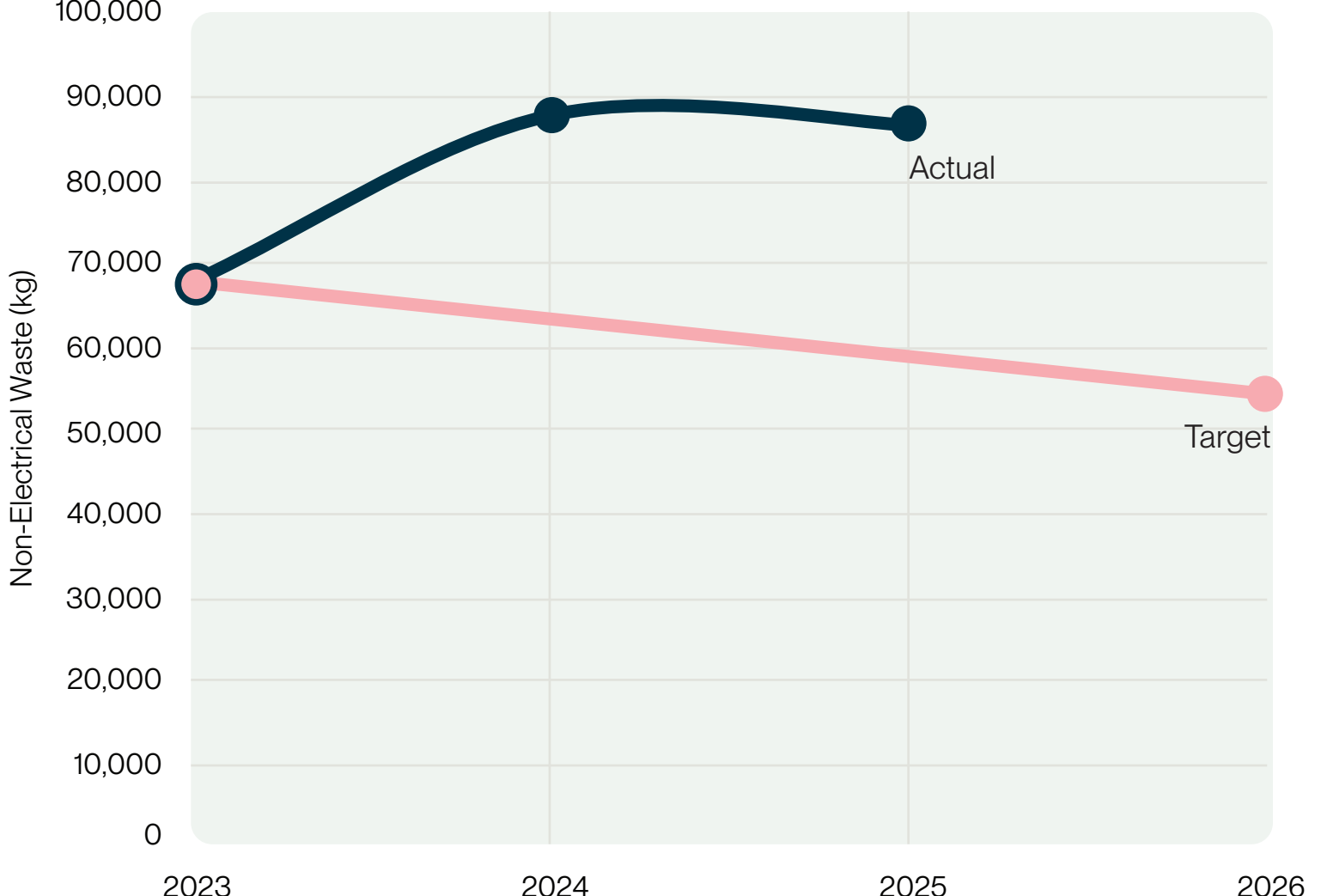
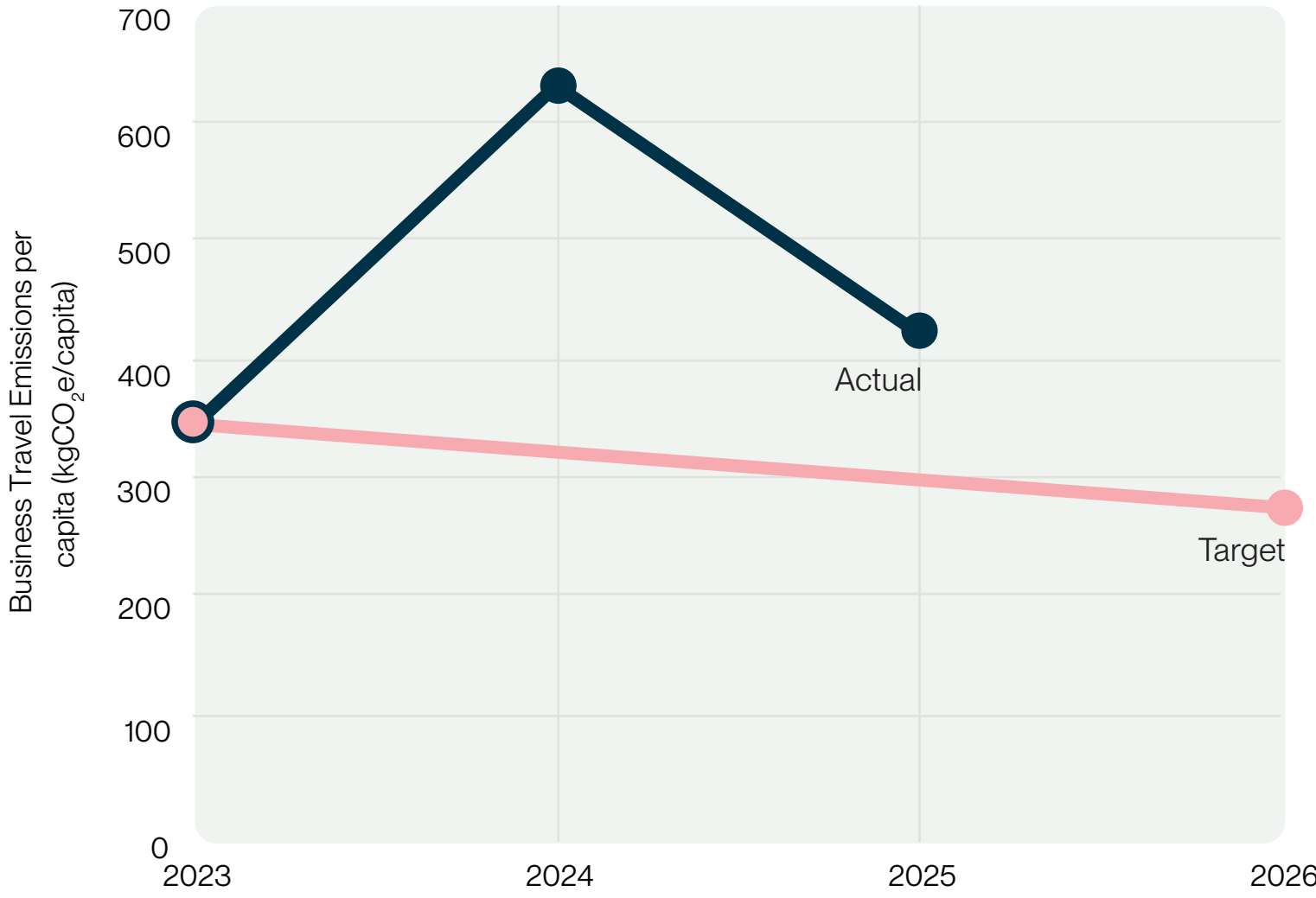
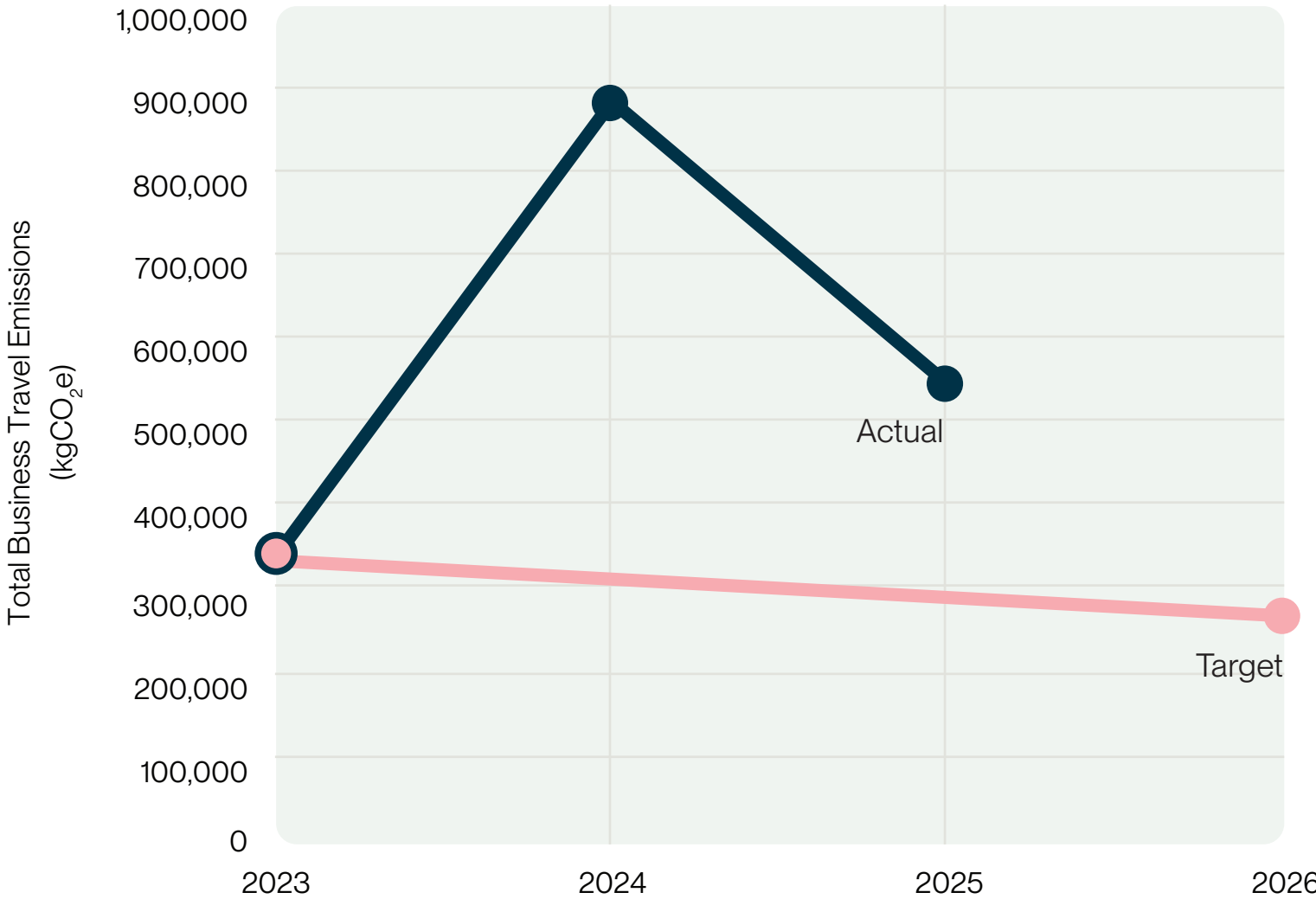


Figure 11: 20% target reduction in total non-electrical waste (kg) from the FY2023 baseline by FY2026

Our Targets.



Overall, we are pleased to have met our targets ahead of time for gas consumption, total energy consumption, and electricity consumption per capita. We have also seen a reduction compared to last year for our reduction in non-electrical waste, reduction in business travel emissions, and business travel emissions per capita targets. If next year continues in a similar pattern, we expect these targets to be met.

The water consumption per capita target is also on track for the 2026 year despite seeing a small increase compared to last year. We expect with more accurate monitoring following water sub-meter installation and landlord engagement that has taken place in some studios this year, we will be able to meet our target of 4.5m³ per capita.

Figure 12: 20% target reduction in both total business travel emissions and per capita from the FY2023 baseline by FY2026

Our Targets.

Net Zero and Carbon Neutrality

BDP aims to become a net zero organisation by 2045 which for us means reducing all emissions by at least 90% compared to a defined baseline year, with a maximum 10% of final emissions counterbalanced through high quality carbon removal projects. This is in line with the Science-based Target Initiative's Corporate Net Zero Standard.

One step along the route to net zero by 2045 was achieving carbon neutrality of our scope 1 and 2 emissions by 2025 and continuing this through 2045. We were pleased to have met this commitment last year through the development of a bespoke carbon portfolio with Ecologi, which we have continued this year.

This initiative is part of our longer-term goal to reach net zero and allows us to reduce the negative impact of our current emissions and realise positive environmental and social impacts, whilst we establish measures to reduce our overall emissions.



Our Targets.

Offsetting Strategy

Through our partnership with Ecologi we have created a bespoke carbon portfolio that combines immediate action with long-term responsibility. The portfolio has two parts: the purchase of Verified Carbon Units (VCU's) that support both removal and avoidance projects, and investment in the UK Climate and Nature Fund, which delivers habitat restoration and biodiversity gains in the UK. Where possible we have aligned our chosen projects with proximity to BDP studio locations.

This year our portfolio was split between 45% carbon avoidance and 55% carbon removals. The balance will shift each year as we increase the share of removals to reach 100% carbon removals by our net zero target year FY2045.

This year we have invested in:

6 projects + 1 Impact Fund

4 carbon removal projects

55%

of total credits

2 carbon avoidance projects

45%

of total credits

“Investing in projects close to our studio locations is important to us. We’re excited to be supporting the Carbon Hill WoodTek project in Wales, and the UK Climate and Nature Impact Fund to improve habitat restoration and biodiversity in the UK where almost 75% of BDP staff live and work. A new project for us this year is the India Biochar project, which enables us to fund carbon removal near our New Delhi studio, and to increase investment in removals instead of avoidance.”



Holly Hodgson
Senior ESG Consultant

Our Targets.

Offsetting Strategy

This year our chosen projects are located in Indonesia, Columbia, Pakistan, Czech Republic, Wales, UK and India. This reflects the diversity of our global operations, and benefits the people, climate, and nature close to our studio locations.

The following pages provide further detail on some of the projects we have chosen to invest in. Each project supports specific Sustainable Development Goals, and provides unique environmental and social benefits.





Our Targets.

Mataven, Columbia

Colombia is home to approximately 10% of the world's flora and fauna, with over 40,000 plant species thriving in its rich ecosystems. In the Vichada department, located in the Orinoco River basin, deforestation has posed a significant challenge, with around 500,000 hectares of forest lost between 1990 and 2005. The Matavén project addresses these environmental and social issues by safeguarding the tropical forest within the Indigenous Reservation of the Matavén Forest.

SDGs Supported:



Verifications:

- **Verified Carbon Standard**
- **Climate Community and Biodiversity Standard**

CO₂ Climate.

- Over 27 million Verified Carbon Units (VCUs) issued, representing real and measurable reductions in greenhouse gas emissions.
- Prevention of 1,800,000 tons of CO₂ emissions annually by avoiding deforestation and land degradation.

Tree Nature.

- **Forest Protection:** 1,150,212 hectares of natural forests safeguarded.
- **Biodiversity:** Conservation efforts include 249 bird species, 198 butterfly species, and 121 plant species.
- **Water Resources:** Protection of over 800 rivers and streams.

People.

- **Indigenous Support:** Initiatives benefiting 22,486 Indigenous individuals across 350 communities.
- **Education Enhancement:** Improved educational conditions for 9,857 youth and children.
- **Cultural Preservation:** Engagement of 1,233 elders in sharing traditional knowledge and support for six Indigenous ethnic groups.
- **Women's Empowerment:** Programs empowering 10,864 Indigenous women.





Our Targets.

Katingan, Indonesia

Indonesia houses 36% of the world’s tropical peatlands, yet these carbon-storing ecosystems are rapidly being destroyed for plantation agriculture, including oil palm and acacia. The Katingan Mentaya Project (KMP) is a tropical peatland forest protection and restoration project on the island of Borneo. The project was enacted to prevent the planned conversion of the forest area to industrial-scale acacia plantations, preventing the release of greenhouse gas emissions that would have occurred had the project not intervened.

SDGs Supported:



Verifications:

- **Verified Carbon Standard**
- **Climate Community and Biodiversity Standard**

CO₂ Climate.

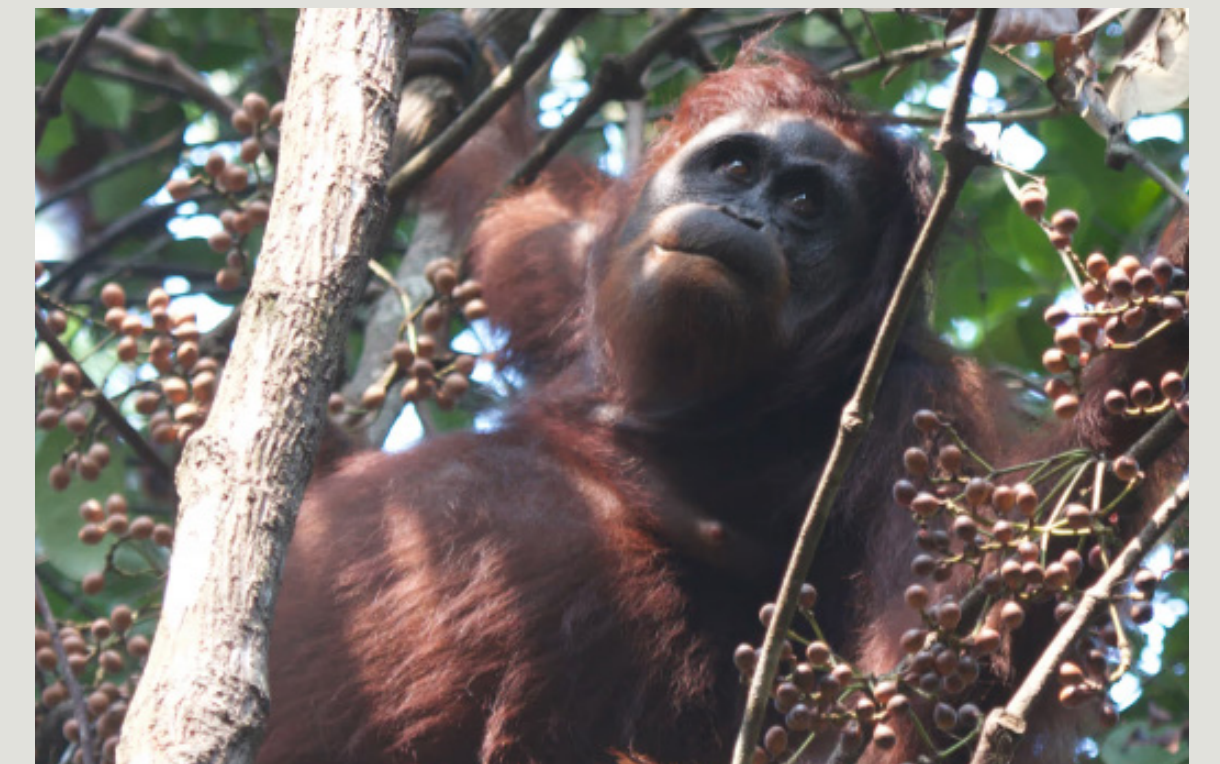
- The project focuses on preventing the release of carbon dioxide from peatlands, which store more carbon than all other vegetation types combined. Approximately 7.5 million Verified Carbon Units are generated annually by preventing emissions from forest clearing and peatland degradation, contributing significantly to climate change mitigation efforts.

Nature.

- The area is home to 44 critically endangered or vulnerable species, including 5-10% of the world’s remaining Bornean orangutans. The project includes sophisticated monitoring techniques, such as satellite imagery and drones, to prevent illegal logging and fires and preserve the integrity of the peatland forest.

People.

- The project directly benefits 49,000 people living in 39 villages within the project zone. It supports community development through initiatives such as microfinance loans for female-led businesses, youth job training, internships, and health education. These efforts empower local people, particularly women and youth, to build sustainable livelihoods while improving the overall well-being of vulnerable community members.





Our Targets.

Delta Blue Carbon, Pakistan

Over a number of decades, mangrove forests in the Indus Delta have experienced massive-scale deforestation and degradation due to their use by the local communities as a source of fuelwood, fodder and livestock grazing.

The Delta Blue Carbon Project is an initiative to promote climate change mitigation and adaptation, maintain biodiversity and create improved livelihoods, well-being, and employment for forest-dependent communities in a 350,000 ha area of the Sindh Indus Delta Region, south-eastern Pakistan.

SDGs Supported:



Verifications:

- **Verified Carbon Standard**
- **Climate Community and Biodiversity Standard**

CO₂ Climate.

- By restoring degraded mangroves, the project creates a significant natural carbon sink, removing 127 million tCO₂e of emissions over its lifetime. Mangroves are highly efficient at capturing and storing carbon, offering a powerful nature-based solution for mitigating climate change.
- Additionally, the project strengthens climate adaptation by protecting coastal ecosystems, reducing vulnerability to sea level rise and extreme weather events.

🌲 Nature.

- The project is being implemented in the coastal portion of the Indus eco-region, which is one of the 40 most biologically rich ecoregions in the world. The project restores and conserves tidal wetland mangrove forests, ensuring adequate habitats for local and migratory birds, mammals and reptiles, marine and estuarine species.

👤 People.

- Through Mangrove Stewardship Agreements, the project collaborates with local forest-dependent communities to improve financial security and climate resilience. These activities provide sustainable livelihoods, enhance well-being, and reduce vulnerability to climate shocks.





Our Targets.

Carbon Hill WoodTek, Wales UK

As trees grow, they store carbon from the atmosphere in their biomass, through photosynthesis. When this biomass is burned in the absence of oxygen, one of the byproducts is a stable, carbon-rich residue called biochar.

When biomass decomposes naturally, carbon and methane are emitted into the atmosphere. Since biochar is very stable, the production of biochar using waste biomass is a more permanent method of removing carbon dioxide from the atmosphere, and storing the carbon on long-term timescales, than allowing the biomass to decompose naturally.

Mixing the produced biochar into soil can therefore act to permanently lock away its stored carbon, and support the fertility and productivity of the soil.

SDGs Supported:



Verifications:
Puro Earth

CO₂ Climate.

- Carbon Hill's production of biochar locks carbon in a stable form that helps mitigate climate change. By using waste woody biomass, such as hedgerow cuttings and oversized green waste, these materials are diverted from biodegrading or burning, both of which would release harmful emissions.

🌲 Nature.

- Biochar's ability to improve soil health and water systems brings extensive benefits to the surrounding ecosystem. It increases soil fertility, improves water retention, and supports the growth of beneficial soil microorganisms, which create a thriving environment for plants.

👥 People.

- The enhanced soil health and water filtration system has improved both the quality and quantity of agricultural output. Additionally, the project has created opportunities for knowledge sharing and collaboration, including selling the first C1000 machine to Sweden, further expanding the reach of sustainable practices.





Our Targets.

UK Climate and Nature Fund

The UK Nature Fund supports projects exclusively based in the UK, including reforestation, and terrestrial and marine habitat restoration.



UK Seagrass Restoration and Research

SDGs Supported:

Impact Partner:
Project Seagrass



UK Reforestation Projects

SDGs Supported:

Impact Partner:
Protect Earth, International Tree Foundation, Future Forest Company (FFC)






UK Wildflowers, Wetlands and Wildlife Restoration

SDGs Supported:

Impact Partner:
Future Forest Company (FFC)

Solution Types

-  Native tree planting.
-  Wildflowers.
-  Seagrass.

Typical Activities

- Tree planting
- Wildflower meadow creation
- Wetland restoration
- Seagrass research
- Seagrass restoration
- Ancient woodland conservation

Our Studio Consumption.

Our GHG emissions are calculated from our studio consumption data. This consumption data is collected from office managers and internal teams for each studio monthly, then analysed and converted into emissions by our sustainability team.

At BDP we know that emissions are not the whole story, and we see the value in analysing, understanding and publicly reporting our consumption in addition to GHG emissions.



Our Studio Consumption.

Gas

In FY2025 we saw a 31% reduction in total gas consumption compared to last year, and a 27% reduction per capita, which translated into a 31% scope 1 emissions reduction. At a studio level, the notable changes in total gas consumption have been made in the Birmingham (100% reduction), Glasgow (91% reduction) and Bristol (49% reduction) studios. All studios which use gas boilers are located within the UK&I.

The Birmingham studio decommissioned their gas boiler in May 2024 and switched to an all-electric heating and cooling system, reducing their gas consumption to 0. The Glasgow studio has relocated to a new all-electric office space, taking occupancy in December 2024 and therefore reducing gas consumption to 0 from December onwards. The Bristol studio installed a new more efficient boiler following landlord discussions which has reduced their gas consumption. However, Bristol is still the highest of all studios when accounted for staff number, at 1689 kWh/capita, over double the consumption intensity of the second highest studio. Bristol is therefore a key focus area for FY2026.

The London and Manchester studios both slightly increased their total consumption this year by 9.5% and 5.4% respectively. London is our largest studio, with the highest gas consumption and contribution to our scope 1 emissions, accounting for 48% of BDP's total scope 1 emissions. The per capita use shows the London studio utilizes gas efficiently for the number of staff located in the space, but ultimately we need to make total consumption reductions to meet our absolute GHG emission targets and our total energy and total gas reduction targets.

Following the switching of two studios to all-electric systems, we intend to continue consumption reductions in other studios over the coming years. This will be achieved through continued engagement with landlords to install efficient equipment, using technology such as our digital twin pilot to understand our consumption and space use in more detail, alongside switching to all-electric systems where possible.



Lorna Bryden
Senior Interior Designer

“The new Glasgow studio has been a huge success. We’ve had positive feedback from staff about the new all-electric facilities and have seen great reductions in our studio consumption due to the energy-efficient lighting and smart heating controls. We’re also pleased to have had the opportunity to undertake the interior fit-out ourselves, focussing on using natural materials and lush planting to create a calm environment, and successfully reusing furniture, ducting and carpet tiles to minimise waste.”

Our Studio Consumption.

Gas

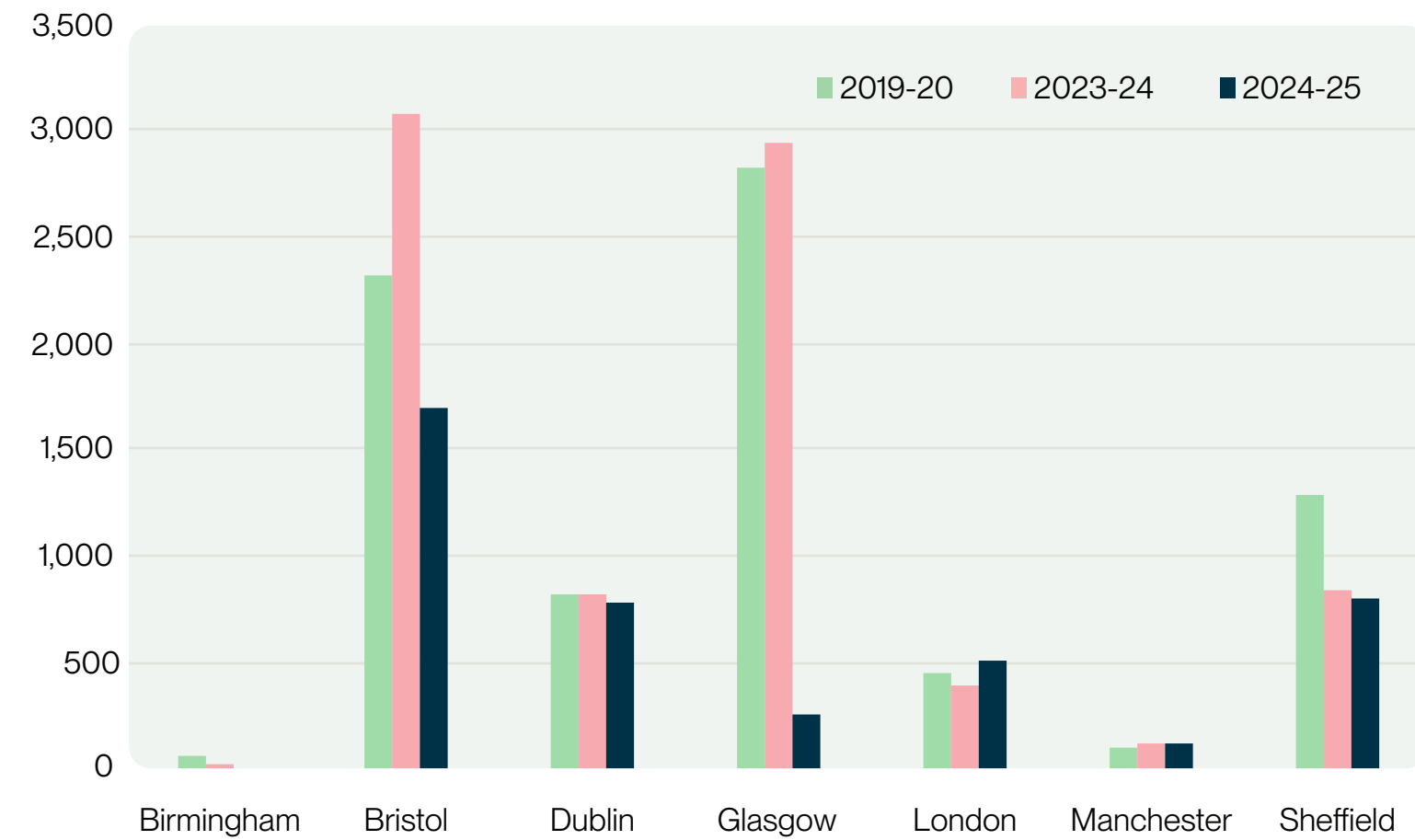


Figure 13: Gas consumption per capita per studio (kWh/capita)

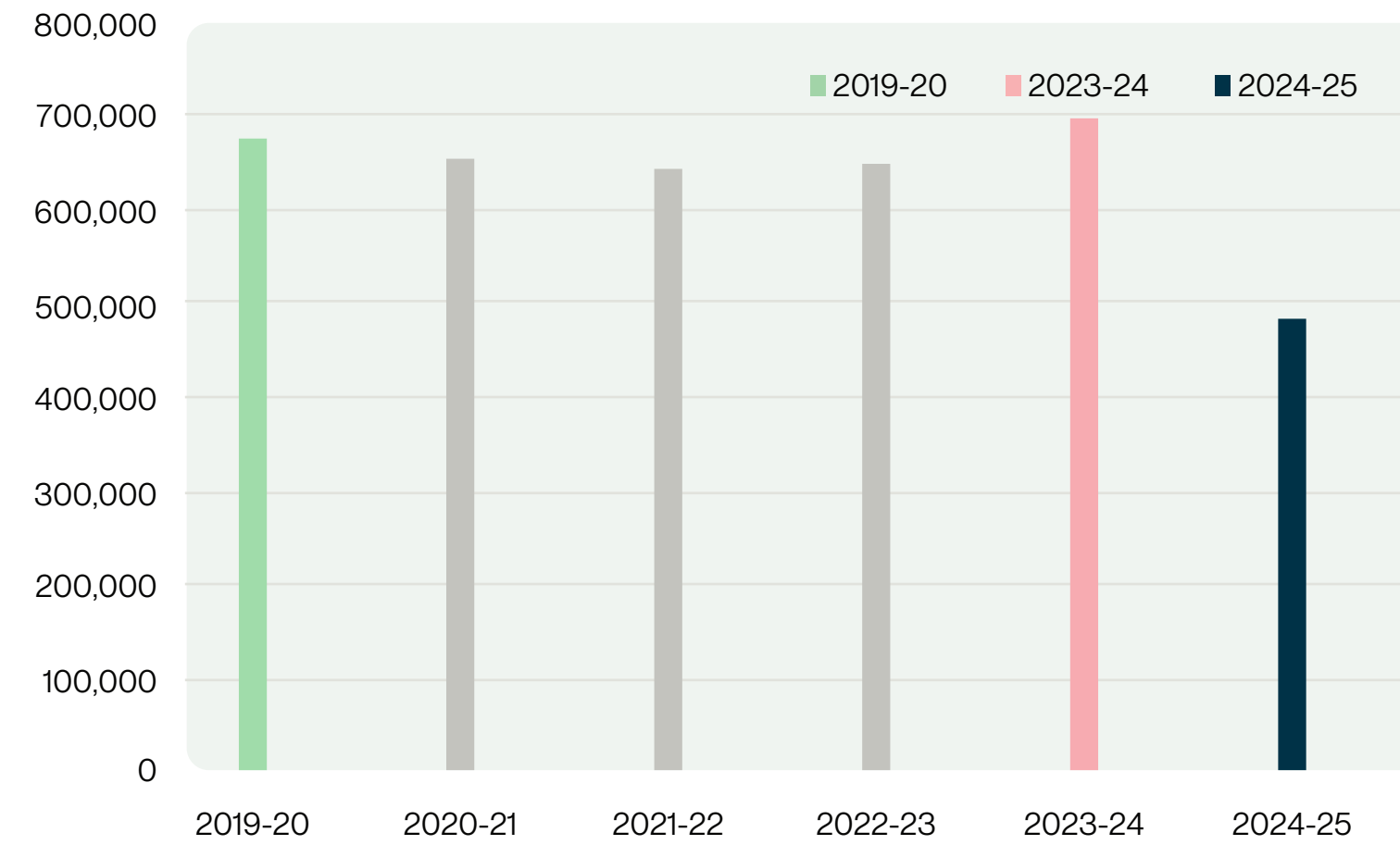


Figure 14: BDP gas consumption (kWh)

2024-25 % change compared to last year
Gas - kWh 4,790,412
-31%

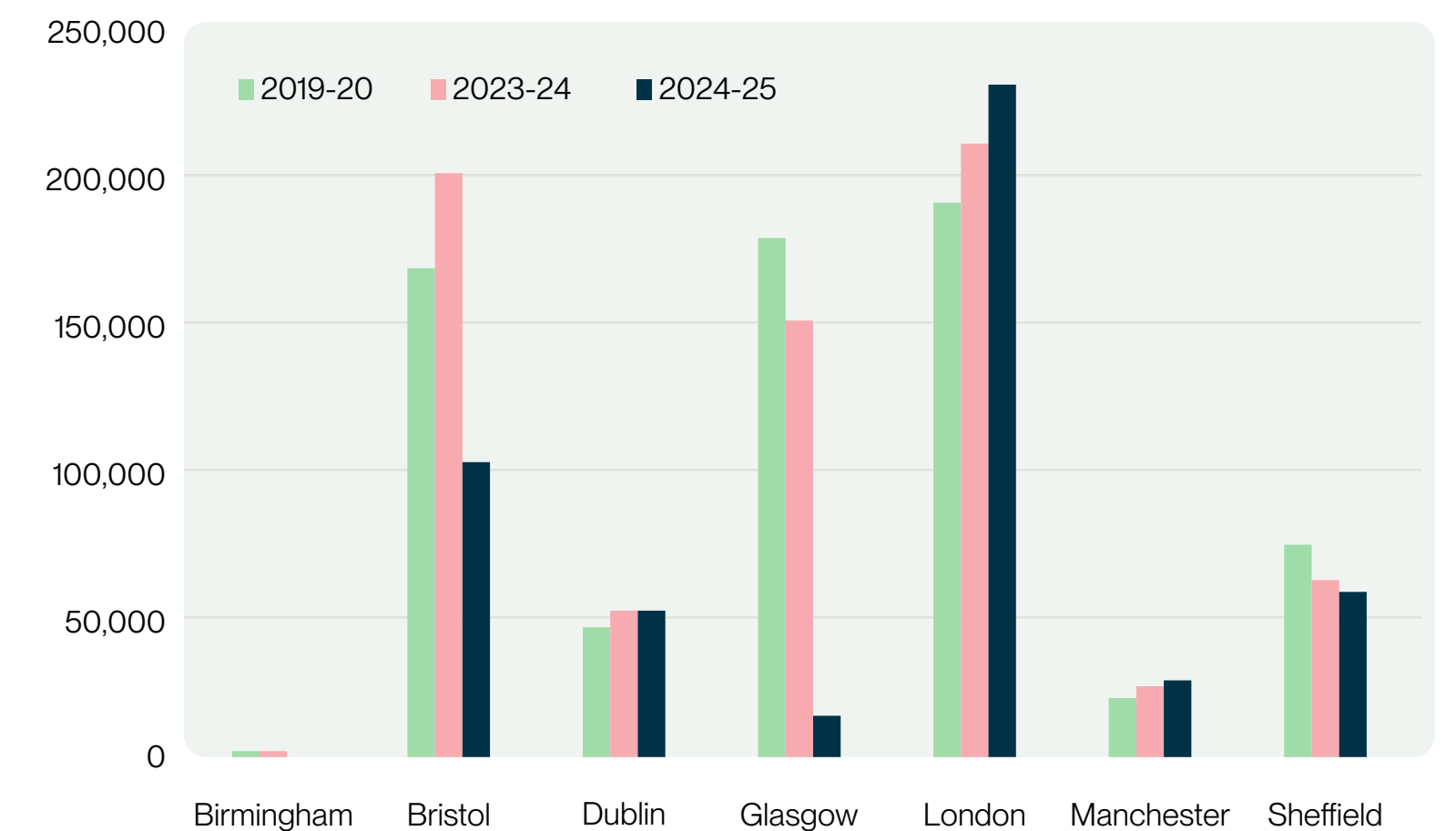


Figure 15: Total gas consumption per studio (kWh)

Our Studio Consumption.

Electricity

Our overall electricity consumption has reduced by 20% compared to last year, and reduced by 15% per capita when staff numbers are accounted for. This has translated into emissions reductions, with our overall scope 2 emissions from purchased electricity reducing by 5% compared to last year. Looking at a studio level, all studios reduced overall consumption except Abu Dhabi and New Delhi which increased their total consumption by 1% and 18% respectively.

The 18% increase in New Delhi is due to the expansion of the studio which saw number of staff increase from 39 to 55. When consumption per person is accounted for, New Delhi saw a decrease of 16% compared to last year showing improvements in electricity efficiency. The Abu Dhabi office saw a similar consumption to last year with a total 1% increase, but in the context of the other studios it has consistently high electricity consumption. This is due to the high cooling requirements and we will be investigating opportunities for optimization and efficiencies over the next year to drive reductions.

The largest reductions in both overall consumption and per capita were seen in the Birmingham studio (76% total reduction) and the Glasgow studio (72% total reduction) which have occurred due to the improvement in data collection accuracy with BDP specific monitoring now in the Birmingham studio, and the move to a new, more energy efficient office space for the Glasgow studio.

Until two years ago, electricity data was reported separately for UK&I studios and international studios due to the requirements for the UK&I studios under the ISO 140001 and 50001 standards. From FY2024 onwards, this data was combined with our international studios and is reported for BDP's global operations. In order to make accurate comparisons, the six year graph of electricity consumption and the per studio comparisons are visualized using per capita data.



Our Studio Consumption.

Electricity

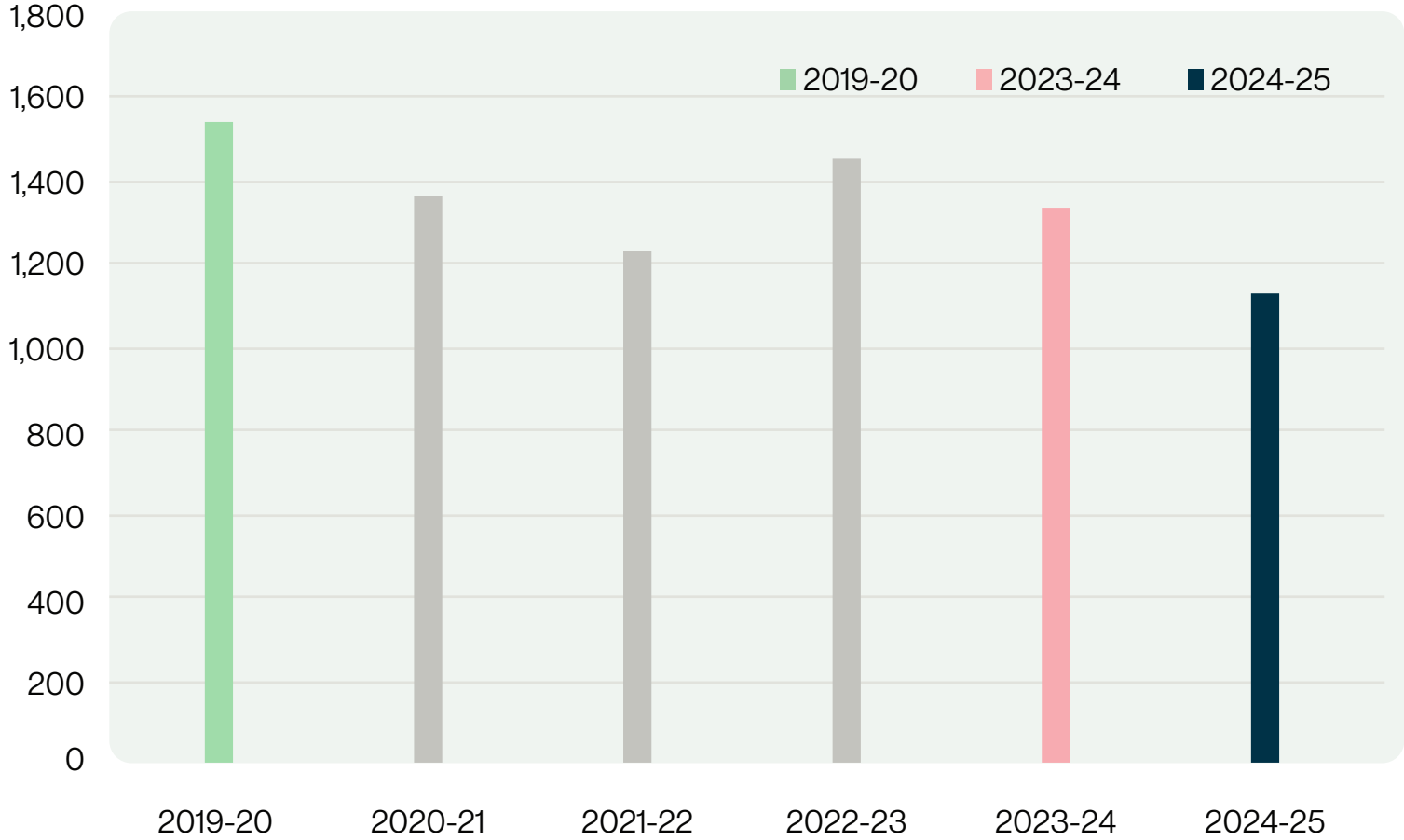


Figure 16: Electricity consumption per capita (kWh/capita)

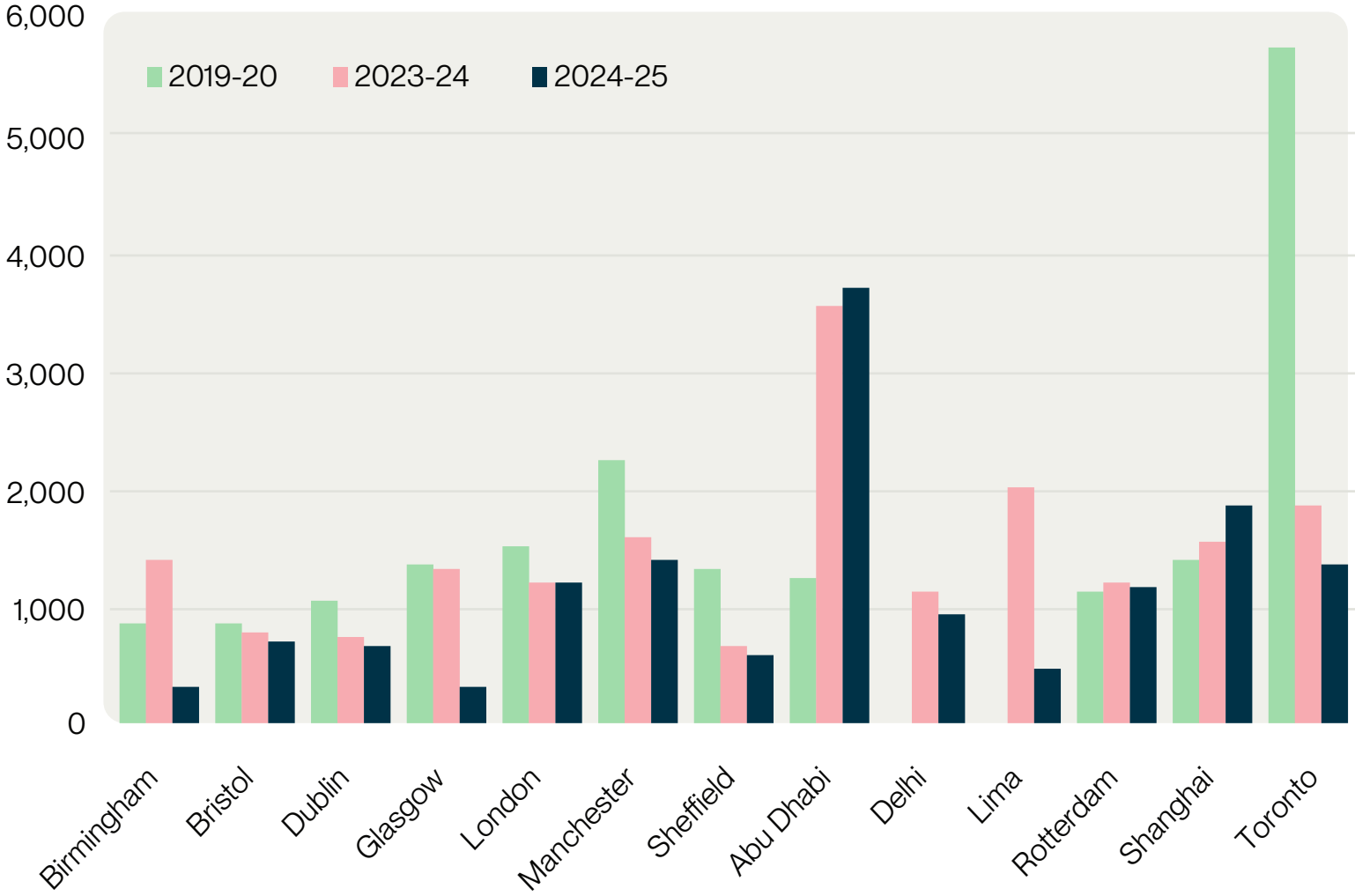


Figure 17: Electricity consumption per capita per studio (kWh/capita)

2024-25 % change compared to last year

Electricity (kWh) 1,474,412

-20%

Our Studio Consumption.

Water

Currently we don't have access to water consumption data from studios outside of the UK&I due to the shared nature and services set-up of the leased studio spaces in our international studios. We use an average water per m2 value for our scope 3 emissions for these international studios, but in this consumption analysis we show only the actual data received from our UK&I studios.

BDP's UK&I studios total water consumption has increased by 11% compared to last year and increased by 12% per capita. The studio with the greatest increase was the Manchester studio (65% increase per capita). As this studio also has the second highest overall consumption, this will be our focus area over the next financial year.

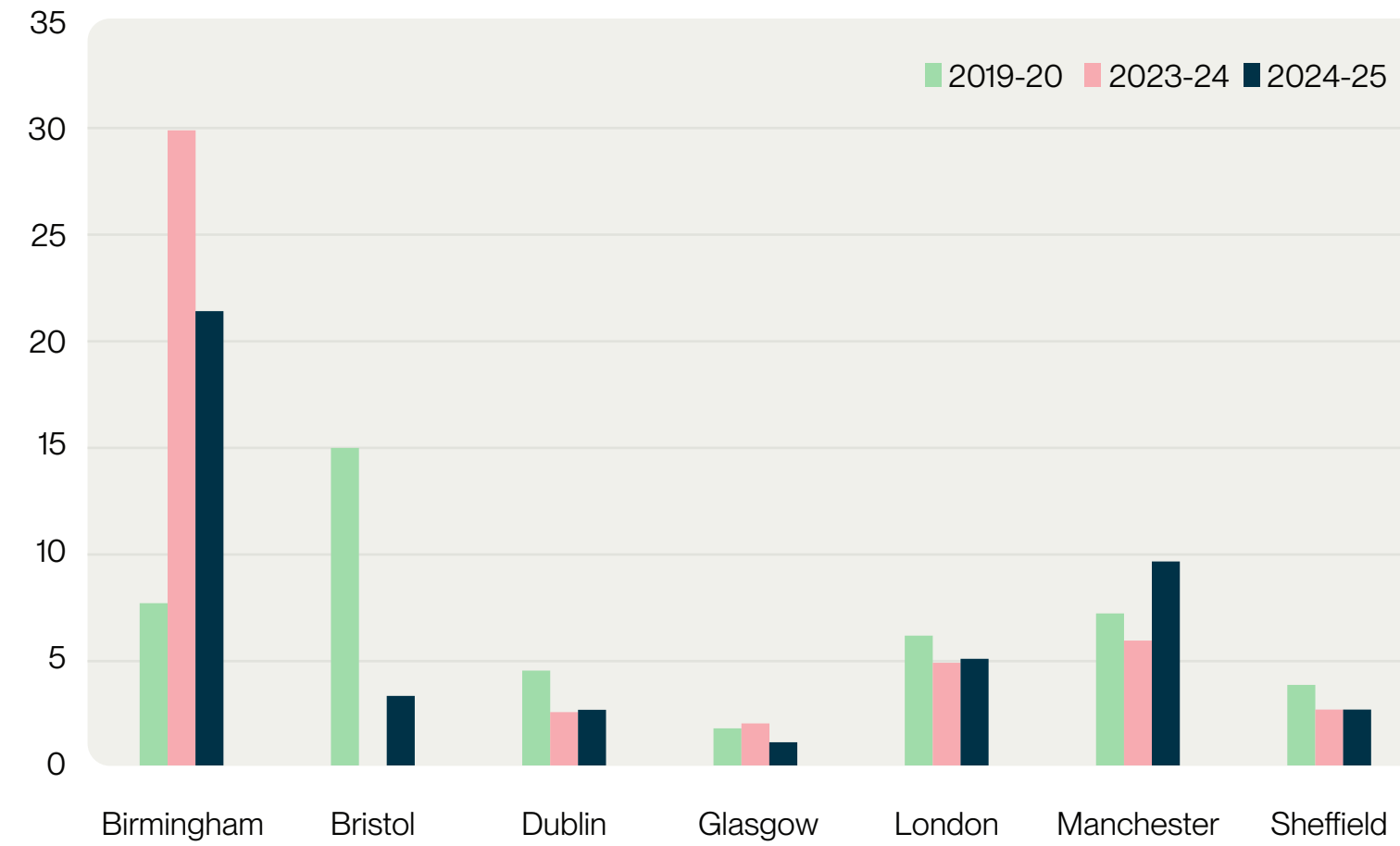


Figure 18: Water consumption per capita per studio UK&I (m³/capita)

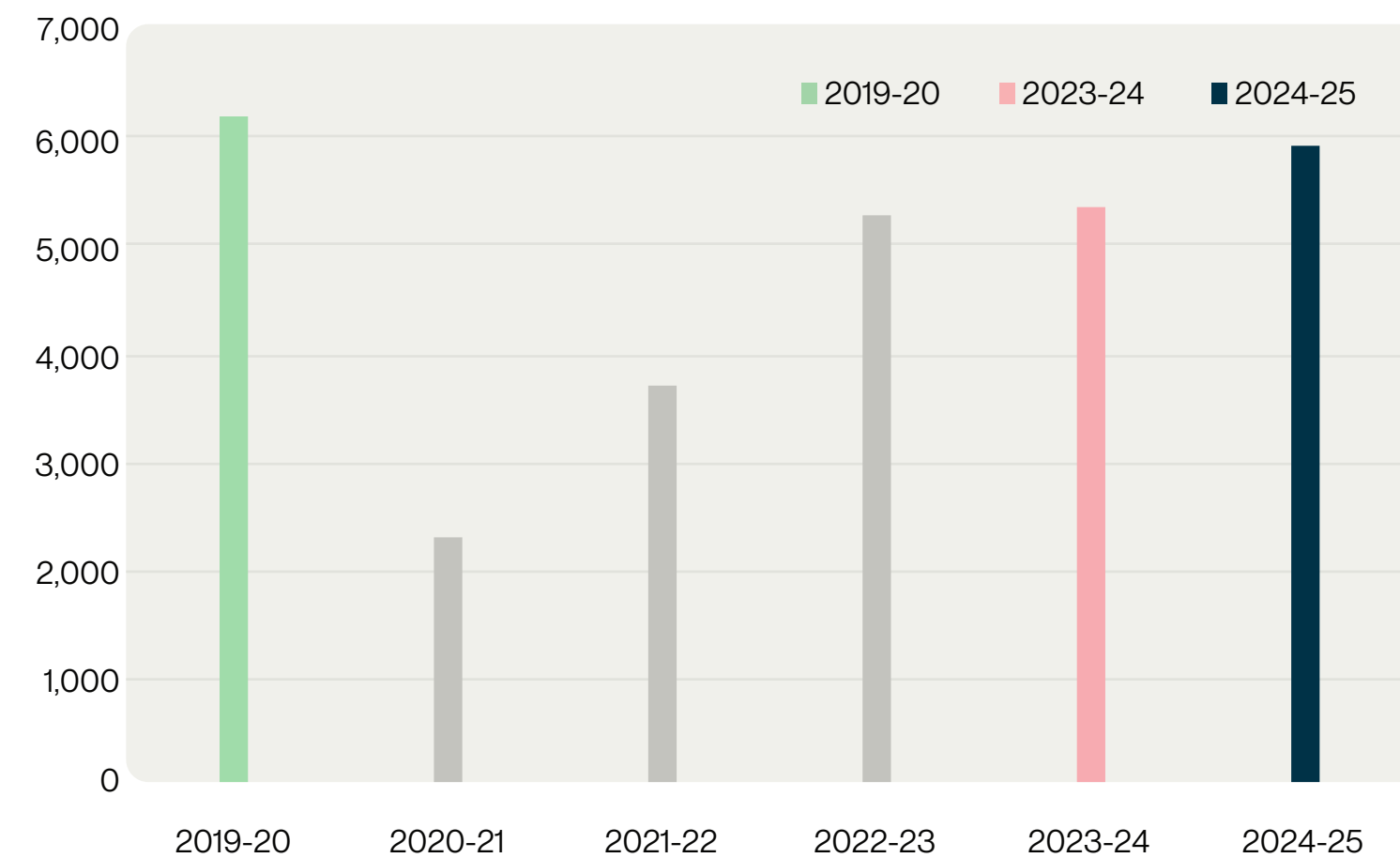


Figure 19: Total water consumption UK&I (m³)

UK&I Water Consumption 2024-25
Total: 5,859.7 m³
 % change compared to last year
11.1%
 % change compared to baseline year
-4.6%

UK&I Water Consumption 2024-25
Per capita: 6.0 m³/capita
 % change compared to last year
12.3%
 % change compared to baseline year
-9.5%

Our Studio Consumption.

Water

We have seen the largest reduction in the Glasgow studio, reducing their consumption per capita by 43%, due to the move to a more efficient office space and a short period of working from home while the refurbishment and fit out of the new space was taking place.

Birmingham saw the next best reductions of 29% due to the installation of a new BDP-demise specific water meter at the end of February 2025 which enables water consumption to be accurately monitored to BDP's use and not dependent on other tenants in the building complex as was previously monitored. However, Birmingham still has the highest water consumption for this financial year, and we expect to see the full effects of this more accurate monitoring in the next financial year.

“The water data for the Birmingham studio previously received from the building management company was calculated using a pro-rata for the entire building complex which includes a hairdresser and a restaurant. These businesses are typically more water intensive than us, and so we’re pleased to have our own water meter now installed to improve the accuracy of our data. Already we have seen the reduction in water consumption data and we’ll be able to analyse our consumption changes year-on-year more effectively.”



Collene Turner
Birmingham Studio Administrator



Our Studio Consumption.

Waste

Our waste generation across general waste and organic waste and glass has reduced compared to last year, by 15%, 5% and 18% respectively, while waste across paper/cardboard and recyclables has increased by 17% and 7%. Overall, this results in total non-electrical waste being reduced by 1% compared to last year. Reducing general waste and increasing recycling waste is a move in the right direction, but we are keen to focus efforts on reducing the volume of waste produced altogether.

When monitoring our electronic waste, the number of computer units disposed of reduced by 11%, the number of mobile phones disposed of has reduced by 65%, and the number of printer cartridges has reduced by 15%. This is due to the efforts of the IT team in promoting reuse and refurbishment of IT equipment, and due to the reduction in the volume of printing and therefore number of printers required in our studio spaces. BDP overall disposed of seven printers this year compared to 1 printer last year, demonstrating the move towards electronic documents instead of physical copies.

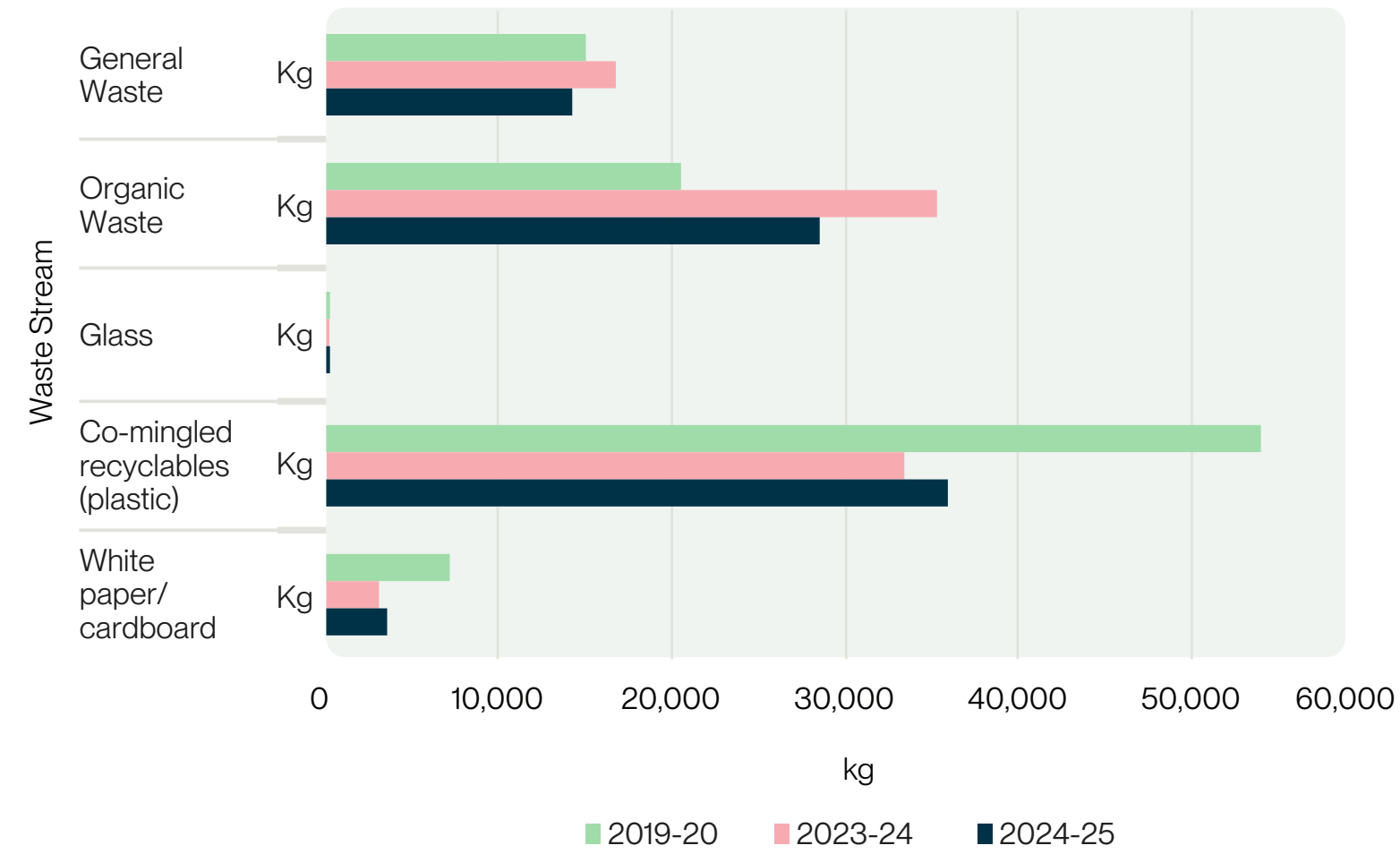


Figure 20: BDP non-electrical waste (kg)

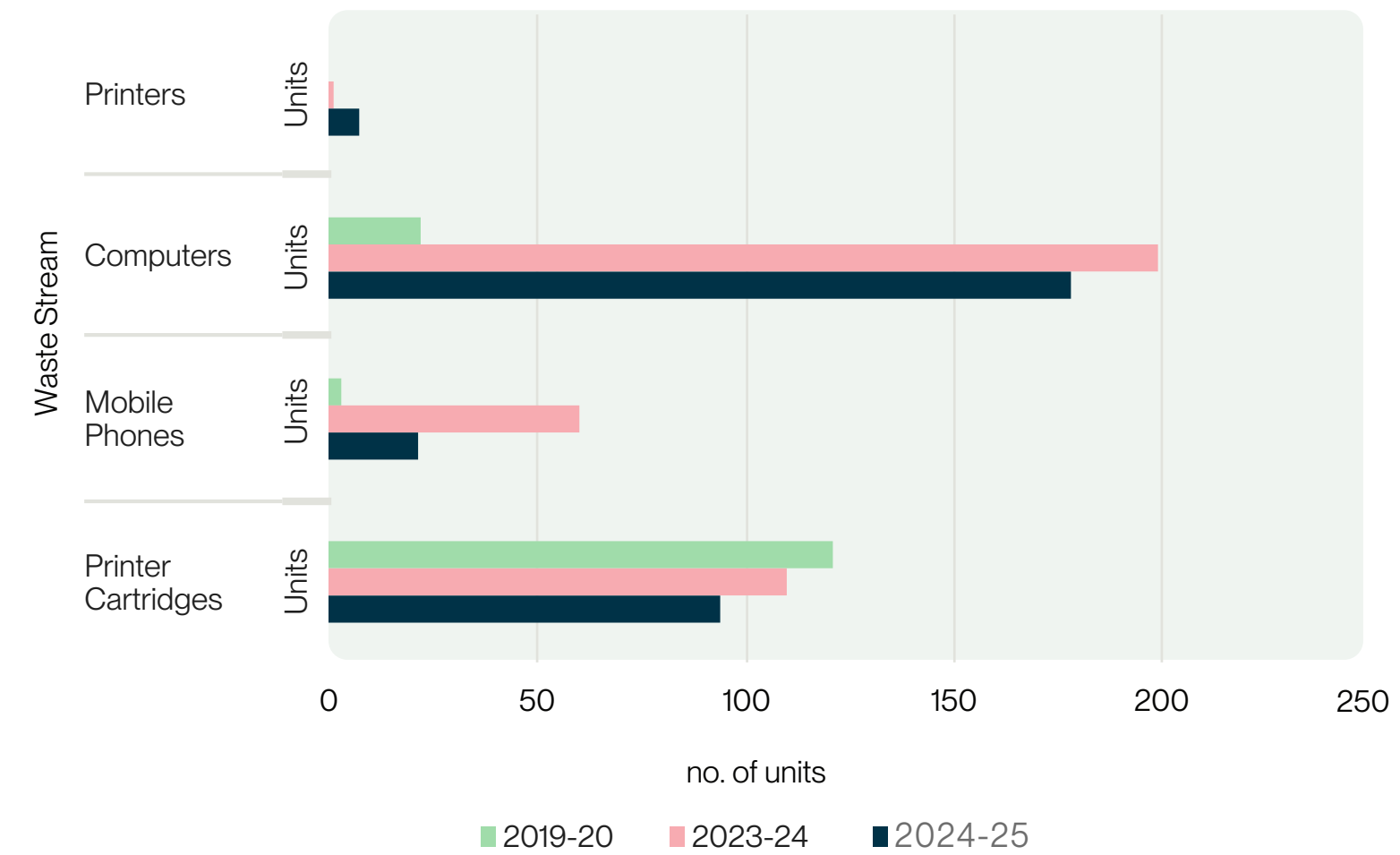


Figure 21: BDP electrical waste (units)

2024-25 % change last year

General (municipal) waste
14,090 Kg

-15%

Our Studio Consumption.

“This year we’ve formalised our IT Asset Reuse, Refurbishment and Recycling Policy detailing our commitment to reducing electronic waste. This follows a decade of extending the useful life of existing BDP IT assets through internal reuse, internal refurbishment, charitable donations and WEEE Recycling. The IT equipment we use plays an important role in championing sustainable approaches across all areas of BDP.”



Dan Shuttleworth
Group IT Operations Director



Our Studio Consumption.

Our Business Travel

BDP's total business travel miles have reduced by 33% compared to last year and by 28% per capita. When split per mode of travel, the biggest reduction has been in rail travel miles which have reduced by 44%. Other modes of travel reduced by a lower percentage, with taxi miles reducing by 10%, car by 5% and flights by 2%.

The reductions are similar when calculated in emissions, with an overall business travel emissions reduction of 38% and a per capita reduction of 34%. Again, the rail travel shows the largest reductions with a 45% reduction in emissions compared to last year. The other modes of transport are slightly different, with flight miles reducing by 2% but flight emissions reducing by 39% suggesting that more sustainable options were chosen such as class of travel, type of aircraft, and the airline industry reducing emissions per mile overall.

As data monitoring has evolved at BDP, we've been able to include accurate business travel data from our global operations from last financial year FY2024 and are able to compare year on year. Overall this year, rail travel is the mode of transport in which most miles were travelled, and flights were the mode of transport which has the highest associated emissions.

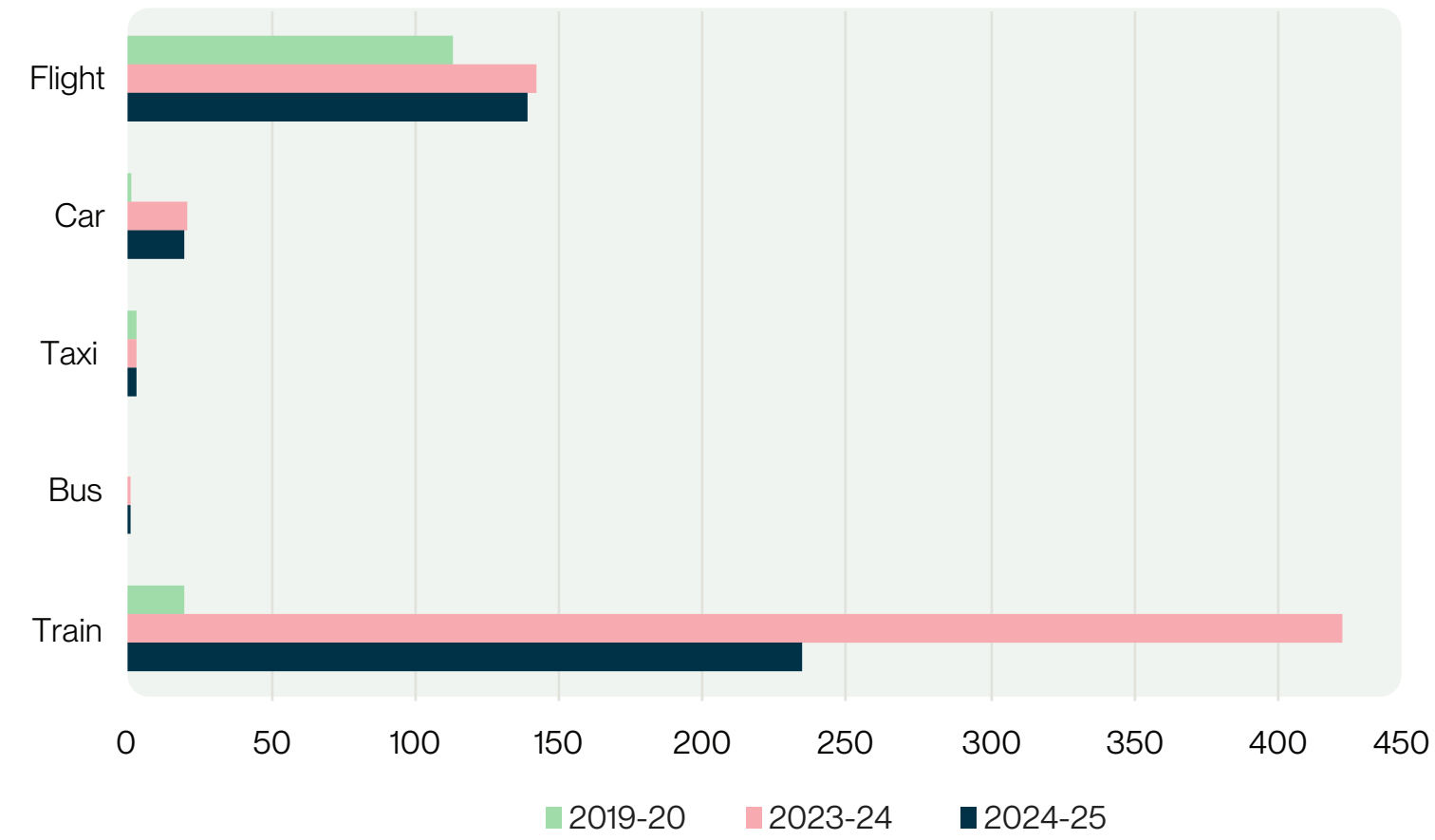


Figure 22: BDP business travel distance (miles in 10,000s)

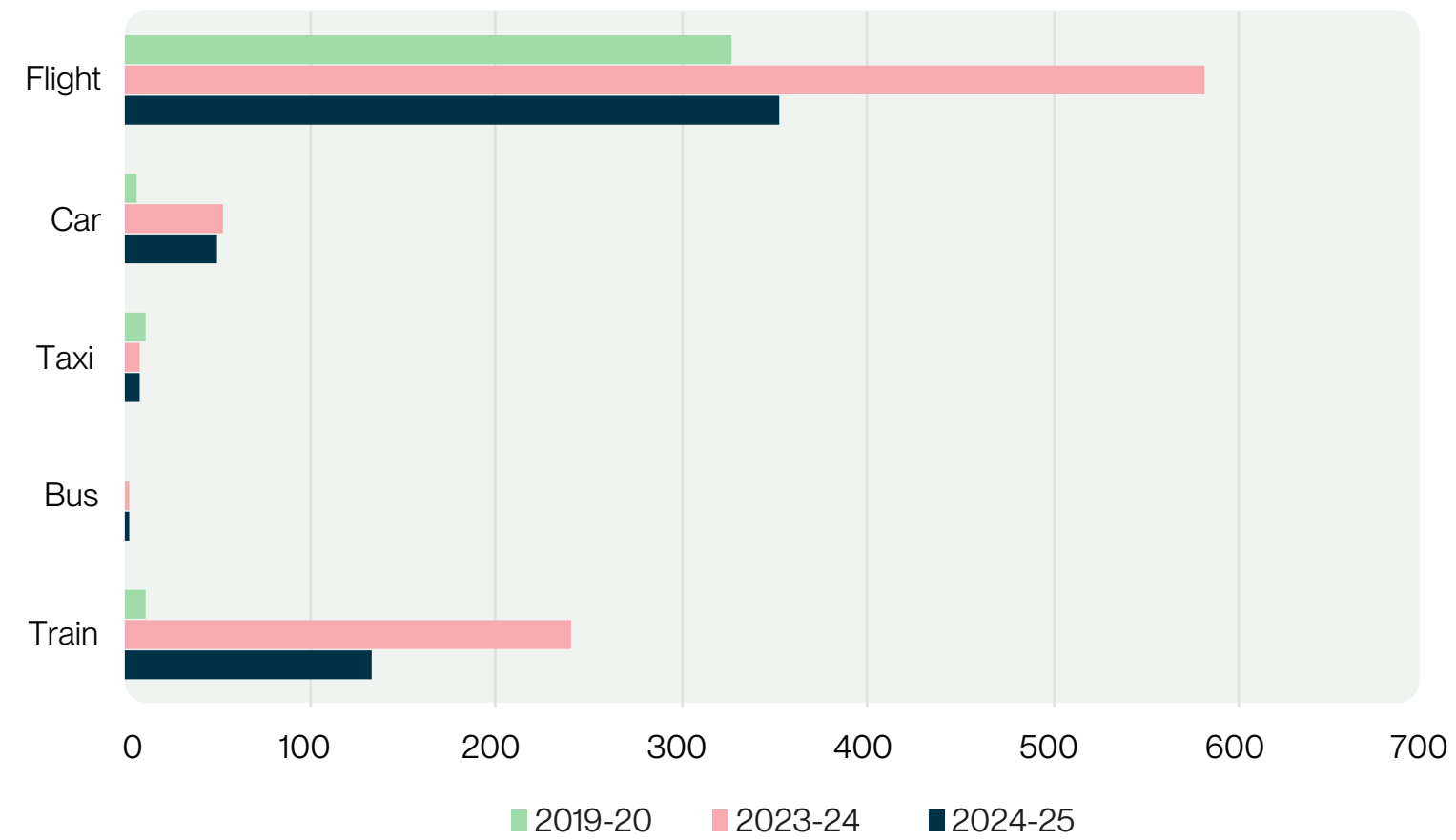


Figure 23: BDP business travel emissions (kgCO₂e) (miles in 10,000s)

% change last year

Business Travel Distance

3,968,549 miles

-33%

% change last year

Business Travel Emissions

545,917 kgCO₂e

-38%

Our Actions.

Taking action to reduce our impact on the environment is a key part of our commitment to continual improvement and the route to achieving our ambitious targets. Action at BDP can be at the studio level, and at the company-wide level with initiatives covering all aspects of our design process and way of working. Some of the key initiatives undertaken in the FY2025 which have and are contributing to reducing our environmental impact are detailed in this section.



Our Actions.

Digital Innovation

One of the ways we are taking action to reduce our impact on the environment is through the development of innovative, technology solutions to studio monitoring. We determined how a Digital Twin could create value for BDP's buildings and are implementing Digital Twin technology for the 3rd floor of BDP's London studio as a pilot study.

A Digital Twin is a data-rich, 3D digital replica of a building which enables us to monitor performance, simulate building behaviour and ultimately make better informed building management decisions.



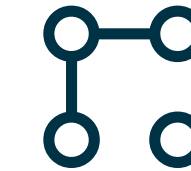
Performance Monitoring

Track energy use, occupancy, comfort and metrics with sensors and systems.



Simulation Testing

Evaluate design choices through virtual modelling before implementing physical changes.



Data Integration

Connect sensors and building systems to maintain a live virtual environment with data available at any time.



Sustainability

Support our Net Zero by 2045 goals, our science-based targets and consumption targets through accurate data tracking and better decision-making.

Our Actions.

Digital Innovation

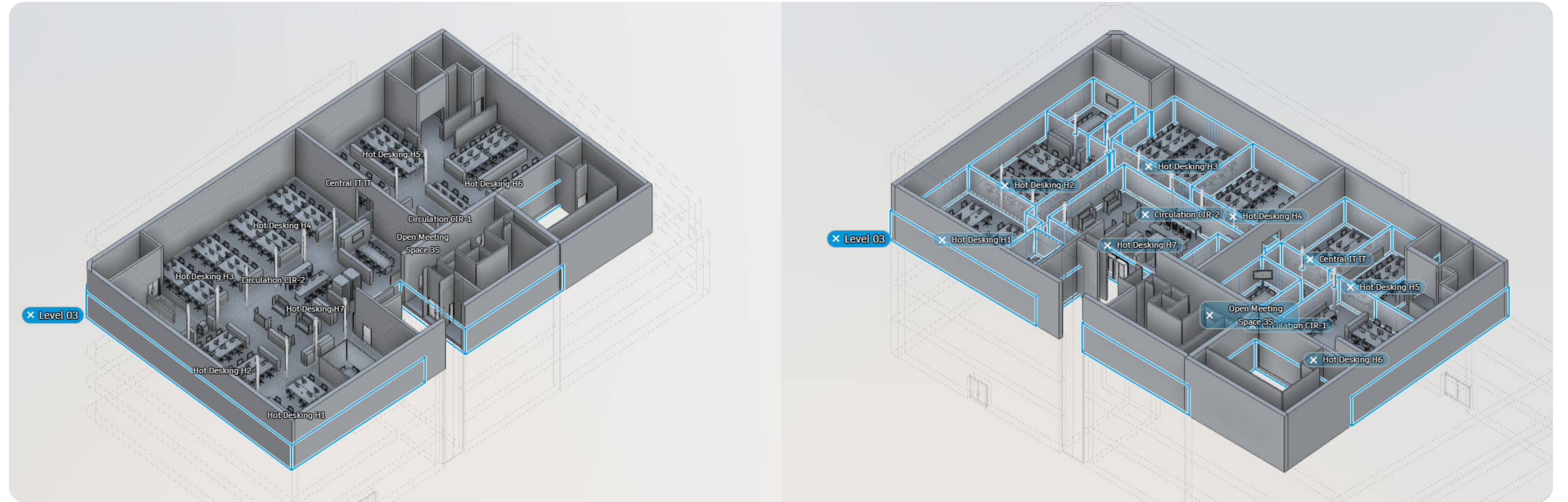
For BDP, the key drivers are:

1. Gain better insight into our building utilisation especially across open plan, flexible working and meeting spaces to inform planning for potential redesign or relocation, optimize space usage and support hybrid working strategies.
2. Monitor our indoor environmental quality to support proactive management and ensure a healthy and productive workspace for staff well-being.
3. Enable immediate digital access to both granular energy consumption data and asset maintenance data to streamline energy review processes and maintenance activities.



James Hepburn
Principal, Building Services Engineer

BDP London studio 3rd floor as displayed in Tandem platform.



“Developing a Digital Twin is an exciting opportunity to connect the physical and digital worlds, and maximise the use of technology to inform better decision making. The pilot project will create a virtual replica of the 3rd floor of the BDP London Studio for an initial one year period. We aim to gain real-time insight into our energy consumption, indoor air quality, asset management and space utilisation.”

Our Actions.

Studio Environmental Action Plans

One of the ways we take action on a studio level is through our studio Environmental Action Plans, which we have fully developed for each of our seven UK&I studios that hold ISO 14001 and ISO 50001 certification. The action plans are part of our environmental and energy management systems which contribute to our overall integrated management system. We are in the process of developing the studio action plans for our international studios. Though these studio's are not part of the ISO certifications, the plans are an important bridge between BDP's global initiatives and individual studio impact.

Each studio manager meets with the sustainability team bi-annually to review the progress of opportunities for positive changes in the studio which are ongoing, and add additional initiatives. These initiatives can be focused on saving energy or water, reducing waste, or encouraging sustainable transport.

“At BDP Quadrangle, we continue to adapt and respond to our bi-annual surveys and to monitor the performance of our studio from indoor air quality to waste audits. This process shines a light on our blind spots and gives us the power to cut it, track it, and do better year over year.”



Michelle Xuereb
Innovation Director, Americas

Some of the initiatives monitored in our studio action plans in FY2025 are detailed below:

- Birmingham have installed a BDP demise only water meter which is showing accurate data for BDP use. This is a step forward in data monitoring and enables us to track our consumption based on our use and initiatives.
- Bristol have installed new energy efficient kitchen equipment as part of their kitchen refurbishment. They have also replaced 20 old monitor screens with updated energy efficient screens that have been reused from the Glasgow studio as part of their relocation.
- Dublin have replaced their kitchen water heaters with energy efficient, lower capacity heaters reducing unnecessary energy consumption. They are also in the process of replacing their boiler plant machinery which is at the end of its life cycle. We hope to see this finalised in the next financial year.
- The Glasgow studio undertook a process of reusing carpet tiles and furniture from their old studio location when they relocated to their new premises this year. The retention of existing furniture and

- materials reduced the impact on the environment that would occur from the production of new products.
- The London studio has installed bird boxes and further bee friendly planting this year to increase biodiversity of the local area. They have also undertaken equipment upgrades including installing energy efficient zip taps in the hospitality kitchen and 3rd floor, alongside LED lighting and a new fridge in the servery area and switching from under desk PCs to mini PCs where possible.
- The Sheffield studio have installed small planting pots in the reception area for staff to use and as part of a wellbeing initiative to improve connection with nature and air quality.
- The Toronto studios underwent third-party performance testing of their lighting levels, thermal gradients, air quality and water to achieve WELL Platinum Certification, becoming the first architecture workplace in Canada to earn this distinction and one of only nine Platinum-certified projects nationwide.

Our Actions.

Sustainable and Regenerative Design

Adoption of the Climate and Social Action Design Framework

Our Climate and Social Action Framework was formally launched in 2024, alongside the establishment of the Sustainability Champions network, marking a significant step forward in embedding sustainable design and practice across all projects.

The central aim of this new framework is to provide structured support for achieving Whole Life Net Zero Carbon. It does this by facilitating the creation of clear, measurable, and achievable targets that can be consistently applied across different project types and scales. Unlike traditional compliance-focused approaches, the framework acts as an interactive performance tool, enabling project teams to define and monitor bespoke Key Performance Indicators (KPIs) aligned to both client expectations and industry benchmarks. These KPIs allow for continuous monitoring, evaluation, and improvement, ensuring that environmental standards are not only set, but are rigorously maintained from the earliest stages of design through to post-occupancy performance evaluation.

Beyond measurement, the framework plays a critical role in enhancing collaboration and communication between all stakeholders involved in a project. It supports structured dialogue with clients, consultants, and design teams, promoting feedback loops, shared learning, and adaptive responses throughout the design and delivery process. In doing so, it strengthens a culture of transparency, accountability, and collective responsibility for sustainability outcomes, while also acting as a knowledge-sharing platform that helps to disseminate best practice across studios and disciplines.

Integration of the framework into BDP's quality assurance (QA) processes has also improved the way performance reviews are undertaken. It replaces previously offline and excel based environmental reviews with more engaging, interactive workshops that allow for better evaluation of sustainability opportunities and challenges. These workshops are designed not as compliance exercises, but as a design tool that help project teams to embed sustainable principles from the very beginning, ensuring that sustainability is a driver of design decisions rather than a box-ticking exercise.



Our Actions.

Sustainable and Regenerative Design

Oversight and delivery of the framework is led by a network of 21 Sustainability Champions, representing BDP's global studios. These champions act as advocates, advisors, and facilitators, ensuring consistency of approach while also tailoring guidance to the needs of individual projects.

In the past year, the Sustainability Champions have completed 38 project reviews across seven UK&I studios, with 32% of these taking place at RIBA Stage 2 or earlier. This early intervention is critical as it ensures that sustainability principles are embedded at the conceptual and strategic stages, when the potential for design influence is greatest. By addressing sustainability considerations from the outset, the framework maximises opportunities for carbon reduction, resource efficiency, and social value creation, helping projects to contribute meaningfully towards BDP's wider climate commitments.

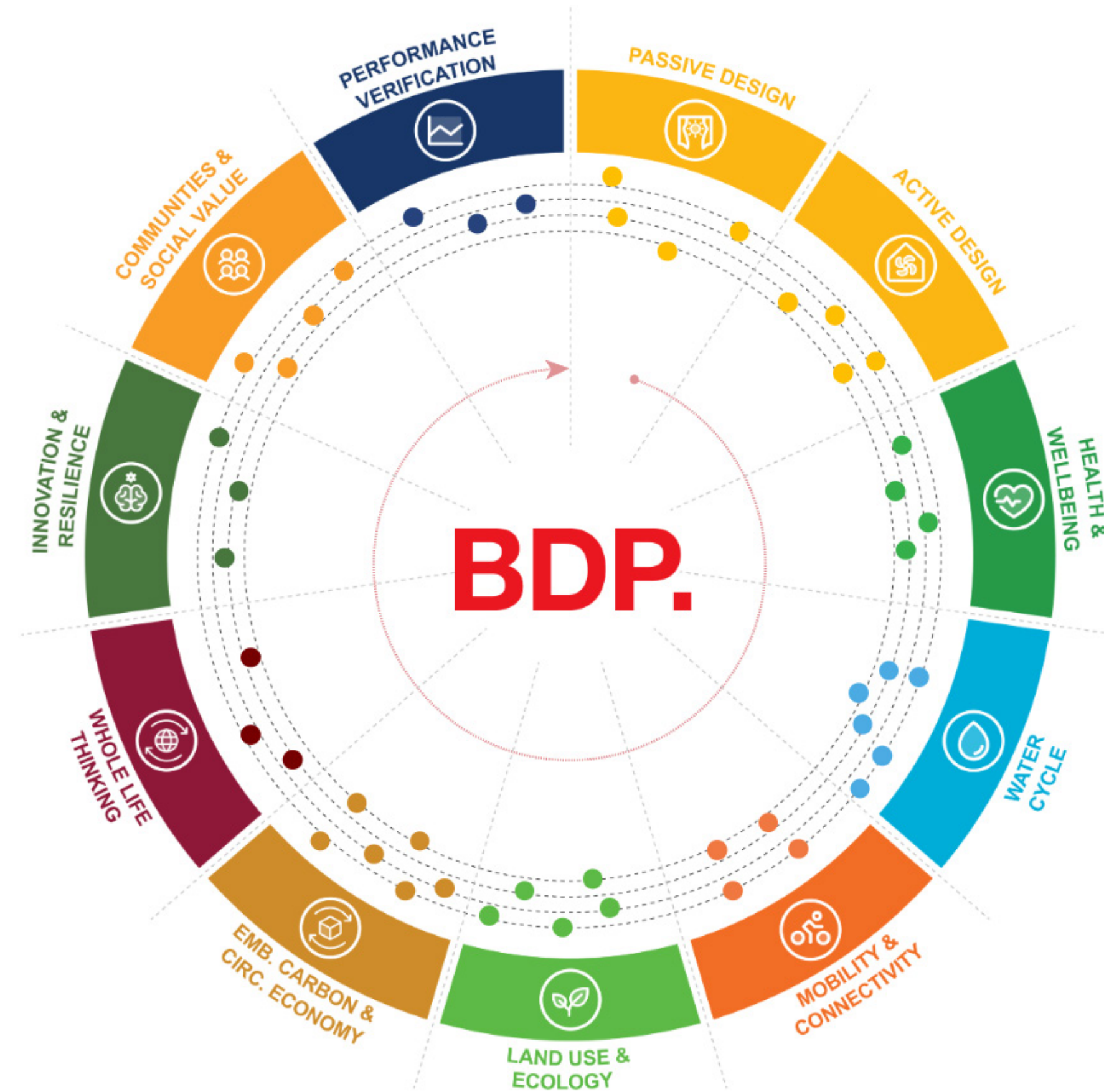


Figure 24: BDP's Climate and Social Action Design Framework

**38 project reviews
across seven UK&I
studios**

Our Actions.

ISO 14001 and ISO 50001

BDP's ISO certification has been maintained through the FY2025 for our Energy Management Systems (ISO 50001) and Environmental Management Systems (ISO 14001). These certifications are an important part of reporting compliance with the Energy Savings Opportunity Scheme (ESOS), evidencing our commitment to continual improvement, and ensuring our management systems and processes integrate environmental and energy considerations.

The feedback has been positive from both certifications this year. Some of the positive continual improvements identified by the external auditors during the most recent ISO 50001 and ISO 14001 surveillance visits were:

Energy Review Process

BDP has enhanced the energy review process with more detail and specific equipment measurements to provide better insights of where to focus energy management efforts.

Internal Audit Process

BDP has improved and updated the internal audit process which now includes a detailed biannual data review with office managers. The data is analysed at the mid point in the year, and any changes are explored with the sustainability team allowing intervention before the end of the reporting period if necessary.

Digital Twin Initiative

BDP is in the process of developing a digital model of the third floor with sensors monitoring live data across air quality, energy, and space use.

“This year we undertook a more detailed energy review to enable better understanding of where BDP should focus energy management efforts. We’ve created a workflow to identify our significant energy uses and formalised the process. In particular we concentrated on IT equipment, infrastructure and cooling as key areas for energy consumption, particularly in London and Manchester where our data centre servers are located.”



Alex Hall
Senior Mechanical Engineer

Our Actions.

Supplier Management Platform

We are developing a new supplier and subconsultant platform in collaboration with RedSky, which involves enhanced and targeted environmental questions dependent on supplier type. Suppliers' responses to the request for their scope 1 and 2 emissions will directly inform BDP's scope 3 emissions.

Glasgow Studio Relocation

The Glasgow studio has relocated to a more energy efficient building, which has shown huge reductions to energy consumption. The relocation was undertaken with the key aim to reuse existing office furniture and prevent unnecessary wastage.

Record Keeping Improvements

We have improved record keeping of studio maintenance and consumption monitoring. Records are predominantly online and shared during internal audits to ensure competence.

“Our new supplier and subconsultant management platform will enable us to gain further insights into our suppliers and efficiently manage legal requirements with a robust, automated system. The system has been developed in collaboration with RedSky and allows us to integrate health & safety, environmental and social impact considerations into one streamlined process.”



Alistair Kell
Chief Information Officer



Look Ahead.

We are proud of the progress made over the FY2025, and are looking forward to seeing further improvements in FY2026.

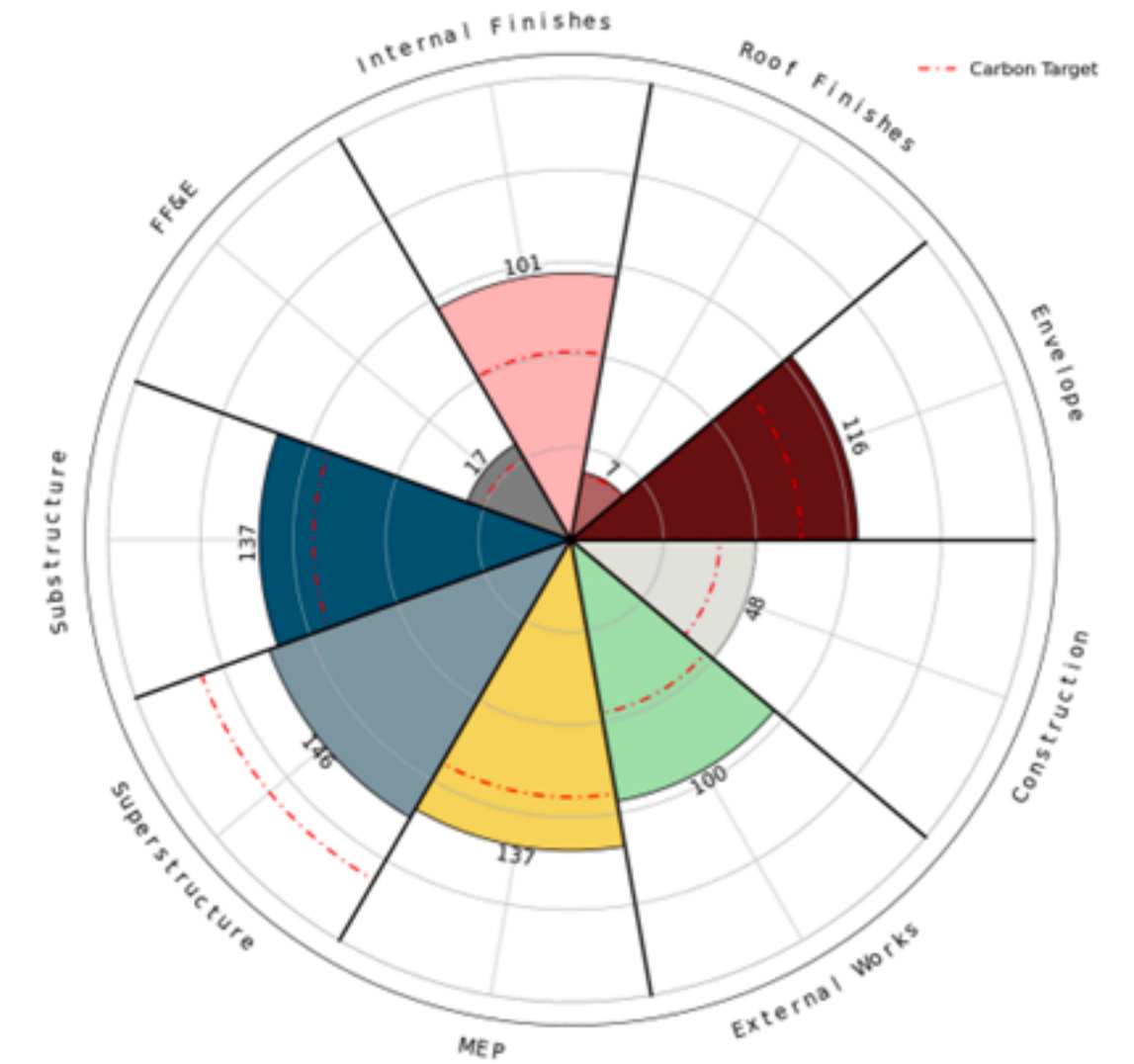
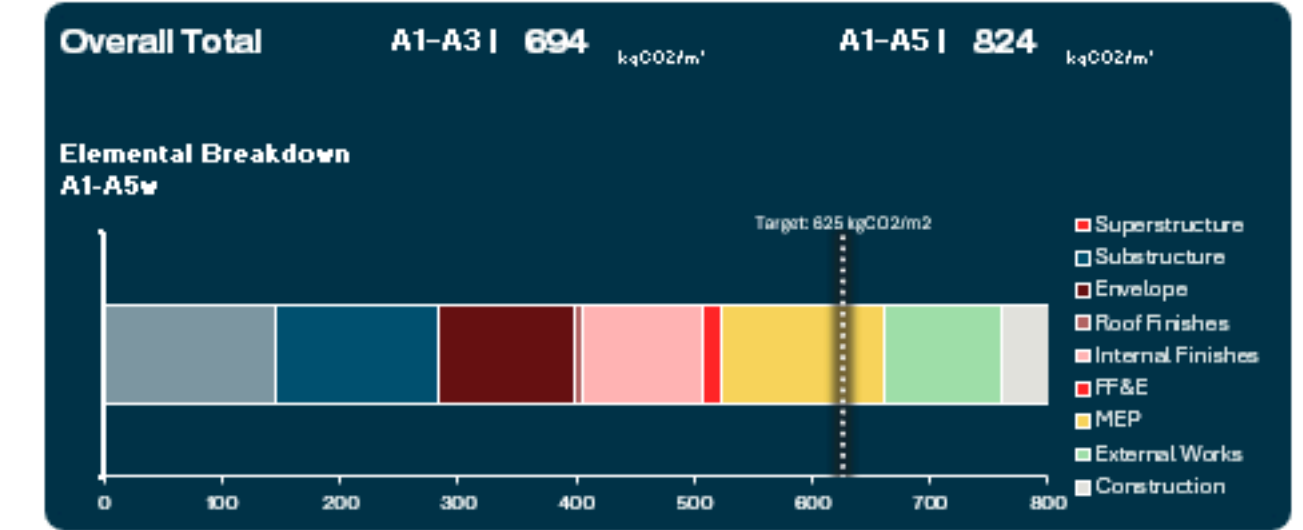
The key initiatives we'll be focusing on next year:

BDP multidisciplinary embodied carbon tool

In recent years, BDP has seen a gap between how buildings are designed and how embodied carbon is calculated to meet compliance standards. With growing pressure to consider carbon impacts earlier in the design process and meet net zero targets, there's a clear need for tools that support carbon thinking from the beginning.

To address this, BDP has been developing an in-house Embodied Carbon Tool over the past year. This is a custom calculator that helps teams estimate embodied carbon during both early concept design and later detailed stages. It includes a built-in library of standard BDP components, grouped by building element, allowing users to quickly build models. The tool also offers flexibility to add custom elements tailored to each project. As design progresses, users can import Revit data into the tool for more accurate carbon assessments. This helps teams understand the impact of design decisions and make informed choices throughout the project.

The tool's development has been a collaborative effort across disciplines and studios, with both UK and North American versions available. It brings together data from BDP's core design discipline: architecture, structural



engineering, MEP, and interiors. Future updates will expand its scope to include landscape and civil engineering.

All calculations follow the RICS Whole Life Carbon Assessment Standard (Version 2, 2023), ensuring results are in line with industry best practices. This also means outputs from the tool can be used directly in compliance reporting, helping reduce duplication and improve efficiency.

Initial release of the tool is scheduled for Autumn 2025, with ongoing development planned to follow.

Look Ahead.

BDP Design Board

The idea behind the newly formed Design Board is to provide a focal point to challenge, stimulate, and support the pursuit of good design, fostering design conversations and building on initiatives.

BDP's Guiding Principles for Good Design is focused around the 5P's – People, Place, Planet, Purpose, Process. With Planet as one of the key principals for good design, Head of Sustainability Lucy Townsend forms part of the panel of BDP's newly created Design Board. This focus on the 'Planet' aspect of design will ensure that all design work at BDP considers the environment and sustainability forms a fundamental part of every project.

The Design Directors met in July 2025 to plan the first series of region reviews starting Summer 2025. The first in person design review is planned for October 2025.

Design Board 2025

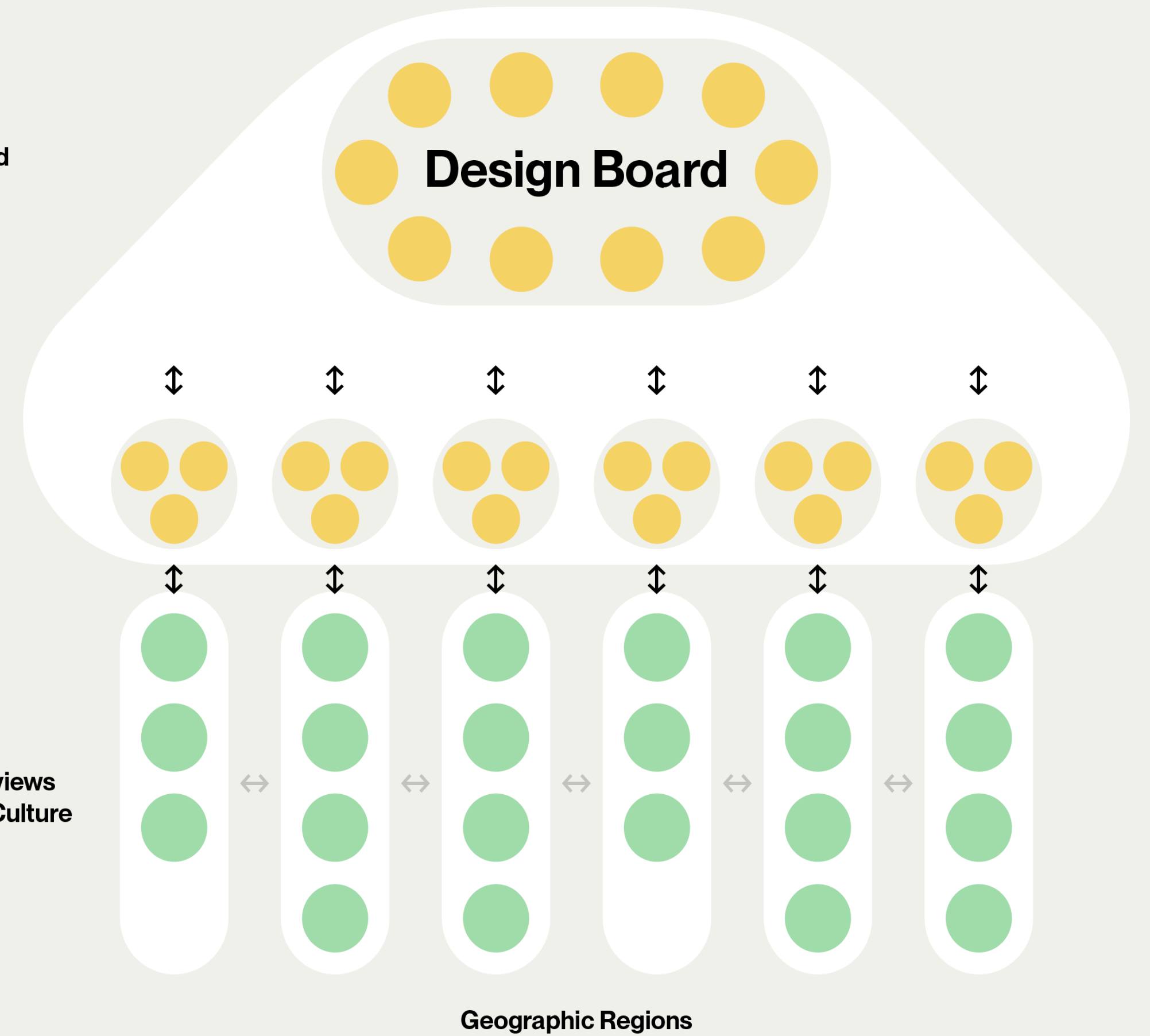
The proposed Design Board panel members for the inaugural year.

- Chris Harding (Chair)
- Benedict Zucchi
- Sue Emms
- Heather Rolleston
- Gavin Elliott
- Andrew Smith
- Michael Mullen
- Andrew Swain-Smith
- John Roycroft
- Lindsey Mitchell
- Gergana Draganova
- Kristen Liedl
- Beth Bourelly
- Daniel Walder
- Mark Braund
- Björn Bleumink
- David Artis
- Ken Brooks
- Lucy Townsend

Design Board Reviews

Region Reviewers

Projects, Reviews and Design Culture



Look Ahead.

BDP supplier and sub-consultant management platform

Scope 3 (indirect) emissions account for the largest proportion of BDP’s business activities emissions. Within scope 3, the ‘Purchased Goods and Services’ category accounts for 77% of the total scope 3 emissions. This encompasses products and services bought by BDP across the year.

The spending with these companies is converted into emissions by obtaining each companies UK SIC code, and using the UK Government SIC code carbon conversion factors to convert the total spend within each SIC code category. While this is based on actual spend data, the SIC codes are becoming more outdated each year and are an average for that industry. We recognise that a new approach is needed to understand the emissions in more detail and obtain more accurate data from each supplier instead of an industry average.

To achieve this, we are in the process of developing a BDP supplier and subconsultant platform in collaboration with RedSky, which involves enhanced and targeted environmental questions dependent on supplier type, and custom to BDP’s data requirements. The platform will enable us to request supplier and sub consultants scope 1 and 2 emissions information, which can then directly and more accurately form our scope 3 emissions.

A trial of the system with pilot data is scheduled for December 2025, with a full platform launch expected in April 2026. Supplier’s responses will directly inform BDP’s scope 3 emissions for the FY2027.

Our plan for FY2026

Item	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Embodied Carbon Tool												
Redsky Supplier Platform												
New Design Board												
Digital Twin Pilot												

Social.



Social.

When our founder, Professor Sir George Grenfell-Baines, first coined the idea of building ‘sustainable places for people’, he spoke to the importance of creating spaces that enrich the communities and environments around them. As an early nod to the growing consideration of people impacts in today’s industry, the idea of designing inclusive, responsible and resilient spaces has been part of our ethos since the inception of the practice in 1961. This commitment is still embedded at the heart of our group’s purpose in ‘designing a world that’s built for good’.



We manage our people impacts through a robust governance structure underpinned by a network of specialist policies, frameworks, and processes. These work in alignment across disciplines and regions, ensuring consistency in how we uphold human rights, foster inclusive practices, and deliver social value across our practice, service lines, and projects.

Under the ‘social’ element of our corporate ESG approach, we are best placed to drive meaningful progress against the following SDGs:

- 3** Good-Health and Wellbeing
- 4** Quality Education
- 5** Gender Equality
- 8** Decent Work and Economic Growth
- 9** Industry, Innovation, and Infrastructure
- 10** Reduced Inequalities
- 11** Sustainable Cities and Communities
- 12** Responsible Consumption and Production

This chapter explores key areas of our ‘social’ performance over the past 12 months. Topics are grouped under the following chapters and sub-chapters to evidence our progress over FY2025:

Our People:

- Workforce Engagement
- Development and Skills
- EDI
- Wellbeing

Our Business:

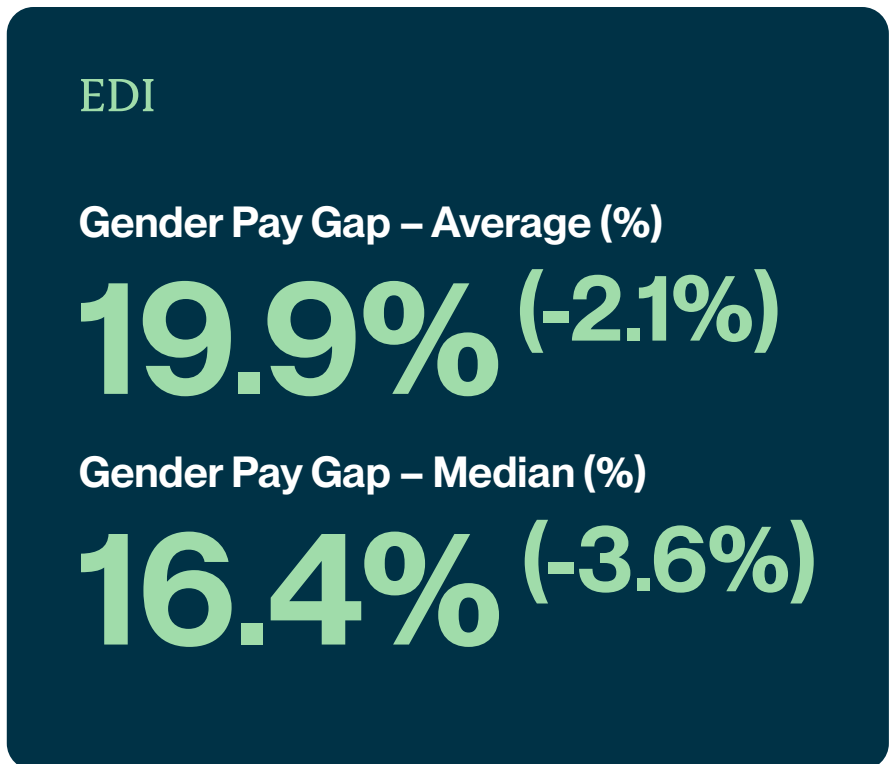
- Health and Safety
- Human and Labour Standards

Our Communities:

- Community Impact
- Community Engagement
- Project Delivery

Impact KPIs

The KPIs adjacent highlight the impact of our social initiatives and investments over the past year. While not exhaustive, they offer key insights into the effectiveness of our people management and delivery. In FY2026, we'll continue refining our metrics to better capture outcomes and stakeholder impact.



(change from FY2024)

Our People.

Commitment

Our people are what drive our success, and therefore if our people are empowered to grow, so does BDP.

We are committed to being an inclusive organisation where everyone has a sense of belonging, is respected, feels valued and is seen as an individual. We also believe that the talent, passion, and creativity of our diverse teams at all levels is what allows us to successfully respond to society's challenges in our everyday design work.

We recognise that supporting the wellbeing of our people is paramount. As such, our approach to people management is designed to go beyond legal health and safety considerations, to address more holistic wellbeing and growth aspects across employment, pay, skills, training, and health.

Management

This pledge takes shape through global and regional policies that empower us to maximize our people impact.

Global:

- Anti-bribery and Corruption Policy
- Data Protection Policy
- Equality Diversity and Inclusion Policy (and guidance)
- Health and Safety Policy
- Modern Slavery and Human Trafficking Global Policy
- Professional Conduct and Professional Liability Policy
- Quality Policy
- Responsible Procurement and Ethical Trading Policy
- Sustainability Policy
- Whistleblowing Policy (and guidance)

We continuously review, update, and expand these policies to ensure that our approach to people extends beyond legal compliance and delivers meaningful benefits for our stakeholders. We monitor and assess impacts across four key areas related to our people:

Regional:

Specialist regional compliances and people policies, for example in the UK:

- Modern Slavery and Human Trafficking Statements
- Flexible and Hybrid Working Policies
- Adoption Policy, Maternity and Paternity Policies, and Shared Parental Leave Policies
- Safeguarding Policy
- Social Value Policy
- Work Safe Policy

- Workforce Engagement
- Development and Skills
- EDI
- Wellbeing

Our People.

Workforce Engagement

Management

We are proud to support three key employee-led forums across our global operations. These cross-studio communities bring together individuals with shared lived experiences to support one another, share diverse viewpoints, and raise ideas and concerns directly with BDP leadership around life at BDP:



BDP Mind.

Our cross-discipline group of trained Mental Health First Aiders (MHFAs), who are dedicated to providing a safe, inclusive environment for all employees. The group strives to improve awareness of mental health and wellbeing, and to offer events, resources, and opportunities to enhance employee well-being.



BDP Belonging.

BDP Belonging is our Equality, Diversity and Inclusion steering group, with leadership- and employee-level representation from our UK, Dublin, Toronto and New Delhi studios, supported by an ever-growing network of 69 allies.



BDP Life.

BDP Life is a forum of leadership and staff representatives from BDP that consult on possible changes and on draft policies. The group provides a platform for gathering insights from our people and delivering information in response to representatives' inquiries from senior leaders .



BDP Community Events Spotlight:

During the last financial year, BDP Mind delivered a bespoke series of engagement events designed to enhance awareness, foster dialogue, and encourage active reflection in the mental health and wellbeing of our workforce.

Key highlights included:

- A 'Suicide Awareness' webinar in October 2024, attended by 111 people, which focused on the unique risks faced by those working in the built environment sector.
- A variety of internal wellbeing initiatives supporting both physical and mental health, such as studio walks, Pilates, art classes, meditation, and social gatherings.
- External partner-led trainings, including Luminate Wellbeing's 'Made to Move' webinar in May 2025, with 75 attendees across studios, and a 'Discussion on Mental Health' event held in London, June 2025, with Band for Builders and QBRE.

Our People. Development and Skills

Management

Responsibility for learning and development within BDP sits with the HR Director and Profession Leaders within our studios. They are responsible to the Chief Executive for the development, achievement and maintenance of a satisfactory level of design quality, professional technical competence, promotional skills, financial and legal awareness, and management expertise within the members of their professions and specialist groups.

Our Studio Profession Leaders are also responsible to their respective Profession Leads and Studio Chairs (UK) or Leads (International) for maintaining operational level resources, skills, and competence and ensuring, in conjunction with the local HR teams, that firm-wide standards and guidelines are met.

Performance

We've seen the results of our people development commitments reflected in numerous initiatives and impact areas over the past year:



Developing Future Leaders

In line with our position in the Technical Apprenticeship Consortium, we expanded our apprentice cohort from 39 to 47 this year. During the period, seven have finished their courses, five have completed a second apprenticeship, and 37 are still progressing through their training.

We have also provided 115 work experience placements (typically for one week each) across our UK&I studios. These make use of

multidisciplinary teams to give young people and recent graduates the chance to gain real-world experience and build their skills. Seven students have also had the opportunity to work at our Toronto studio, with placements ranging from four to 12 months.

We are in the process of developing a new UK&I work experience policy inspired by a successful pilot in Manchester.

Multidisciplinary Work Experience Programme Spotlight:

From January 2026, we are planning to roll out BDP's Multidisciplinary Work Experience Programme in our UK&I studios, a structured programme for students to engage with the variety of professions represented within BDP. Over the course of a week, students will work in groups on a design task, providing briefings and support from various professions over the week to progress and then present back on their solutions. Critically, studios will be empowered to decide on the timing and scope of placements, but as a minimum, 50% of placements must be ring-fenced for local individuals who are from marginalized and lower socio-economic backgrounds. This new approach is focused on improving the quality of the placement opportunities provided across BDP, whilst also increasing equity in access.

Our People.

Development and Skills

Providing Transparent Career Paths

Our TCP (Transparent Career Paths) ensures that wherever someone works in BDP, they understand the support systems and development paths available for progressing their career within our business.

A key focus for the Programme this year has been to create further opportunities for careers progression within BDP for our 'Associates'. This has been achieved through the creation of an 'Associate Director' level role between our 'Associate' and 'Director' level positions, making progression opportunities more manageable and transparent.

With the successful rollout of this programme across all studios during the year, we have started to observe positive outcomes around workforce restructuring and talent development. This includes a 226% growth in individuals at 'Associate Director' level globally. We will continue to monitor development indicators over FY2026 to better understand the impacts on our workforce.

Career Mentoring Programme

Our 'Career Mentoring scheme' trains senior BDP managers to use their skills, knowledge, and experience to guide the development of more junior team members as their 'Career Mentors'. This brings together mentors and mentees to achieve specific and agreed goals over a six-month period (as standard). We try to match mentees with mentors from different professional backgrounds to enrich their exposure to career growth opportunities.

This year we have supported 14 mentor-mentee relationships, equivalent to 84hrs of targeted engagements. Mentees have come from a range of backgrounds, including architecture, landscape, interior design, and HR professions. This year we have also successfully supported the placements from our Lima and Toronto (equivalent to 10hrs mentoring) for this first time, further integrating the scheme across our global studios.

Inclusive Mentoring:

This year we've continued our work with external partners to improve equity in careers development opportunities across the built environment. Working with Blueprint for All, we offered a 12-month mentoring opportunity as a prize for their 'Building the Future' event – a competition for aspiring architects from diverse backgrounds to present their portfolios against a design brief. The prize has now been awarded, and the placement will begin FY2026, with a mix of virtual and in-placement engagements planned with our architectural specialist.

Our People.

Development and Skills

Upskilling our Workforce

Our 'Development Review process' helps all to grow within BDP. Each development review (done annually as a minimum) generates a 'Personal Action Plan' which includes targeted training. These materials can then be accessed from our learning management system, through external events, or through exposure to projects and mentoring.

We have actively invested in targeted development and training opportunities across all our studios and professions in line with the needs of our workforce.

BDP employees have completed 5,793hrs of training, equivalent to an investment of £424,350 by the business (excluding our Toronto Studio).

- Areas of focus this year have included Post Graduate Sponsorship, review of our induction and mandatory training materials, provision of specialist courses and seminars sessions, and updates to training resources and systems associated to our internal Learning Management System 'Vitruvius'.
- Members of our Toronto studio have completed 85hrs of training and 394hrs of onboarding over the past year, covering key BDP policies, mandatory training modules, and technical training sessions.

Across our UK&I studios we have achieved a total estimated qualifying revenue expenditure for research and development (R&D) of £11,490,077, allowing us an approximate R&D tax credit of £2,298,015.

These figures are 28% and 96% greater than performance achieved in FY2024, reflecting our continued investment in people and innovation.

Our People. EDI

Management

With leadership from BDP Belonging, our EDI Steering Group, we advanced our people policies this year, introducing several new specialist policies.

- Fertility Treatment Policy and Guidance (UK and Ireland)
- Fostering Policy and Guidance (UK and Ireland)
- Flexible Public Holiday Policy and Guidance (UK and Ireland)
- Safe Leave Policy (UK and Ireland)

Monitoring workforce demographics is a key element of managing our EDI approach. We continue to improve our access to and collation of people data across our global studios, cognizant of differing regional data protection and legislative controls.

Based on available data for our UK&I studios and a 79% completion rate, we have seen the following changes this year, as illustrated in the adjacent graphs.

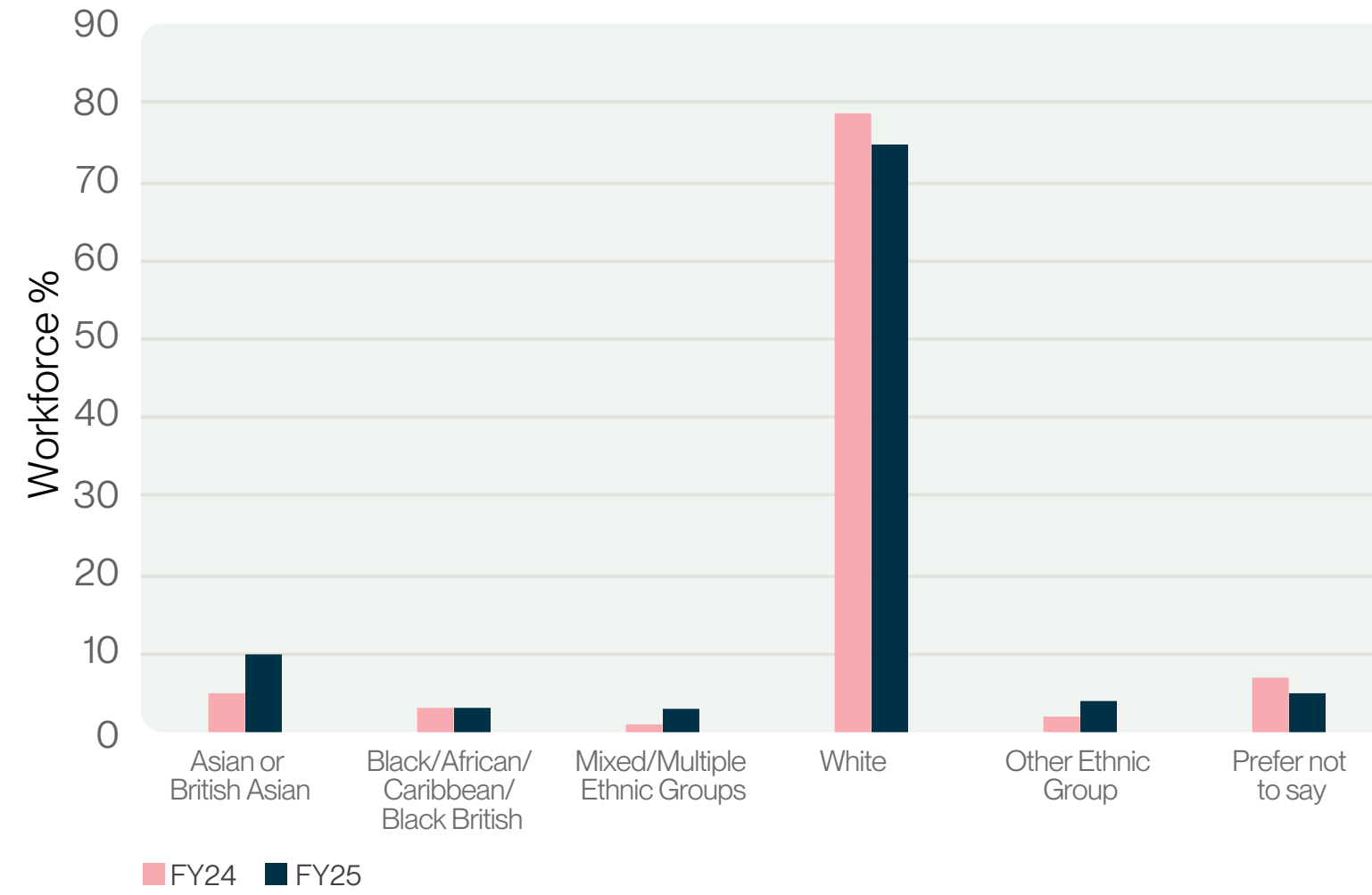


Figure 25: Ethnicity

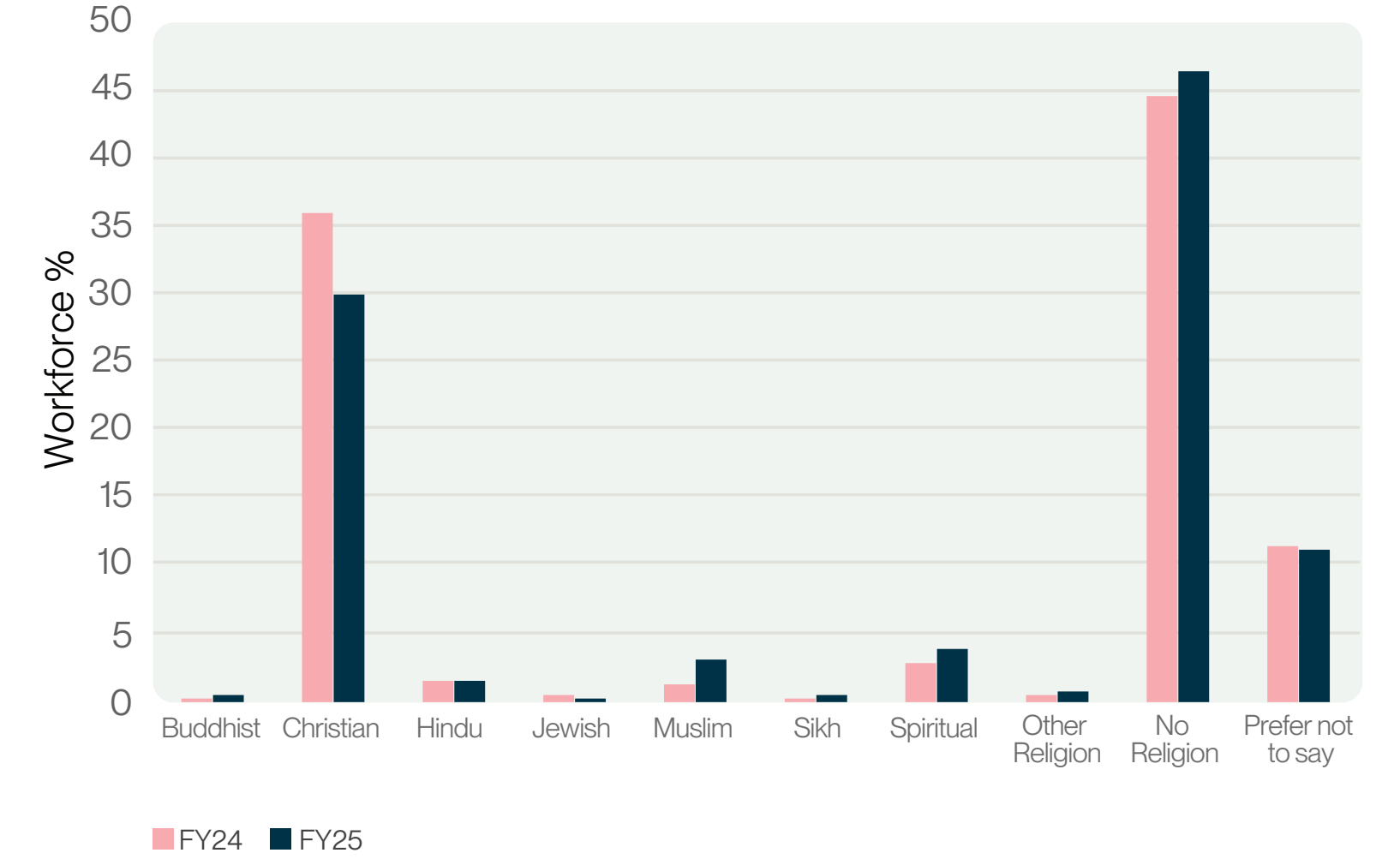


Figure 26: Religion

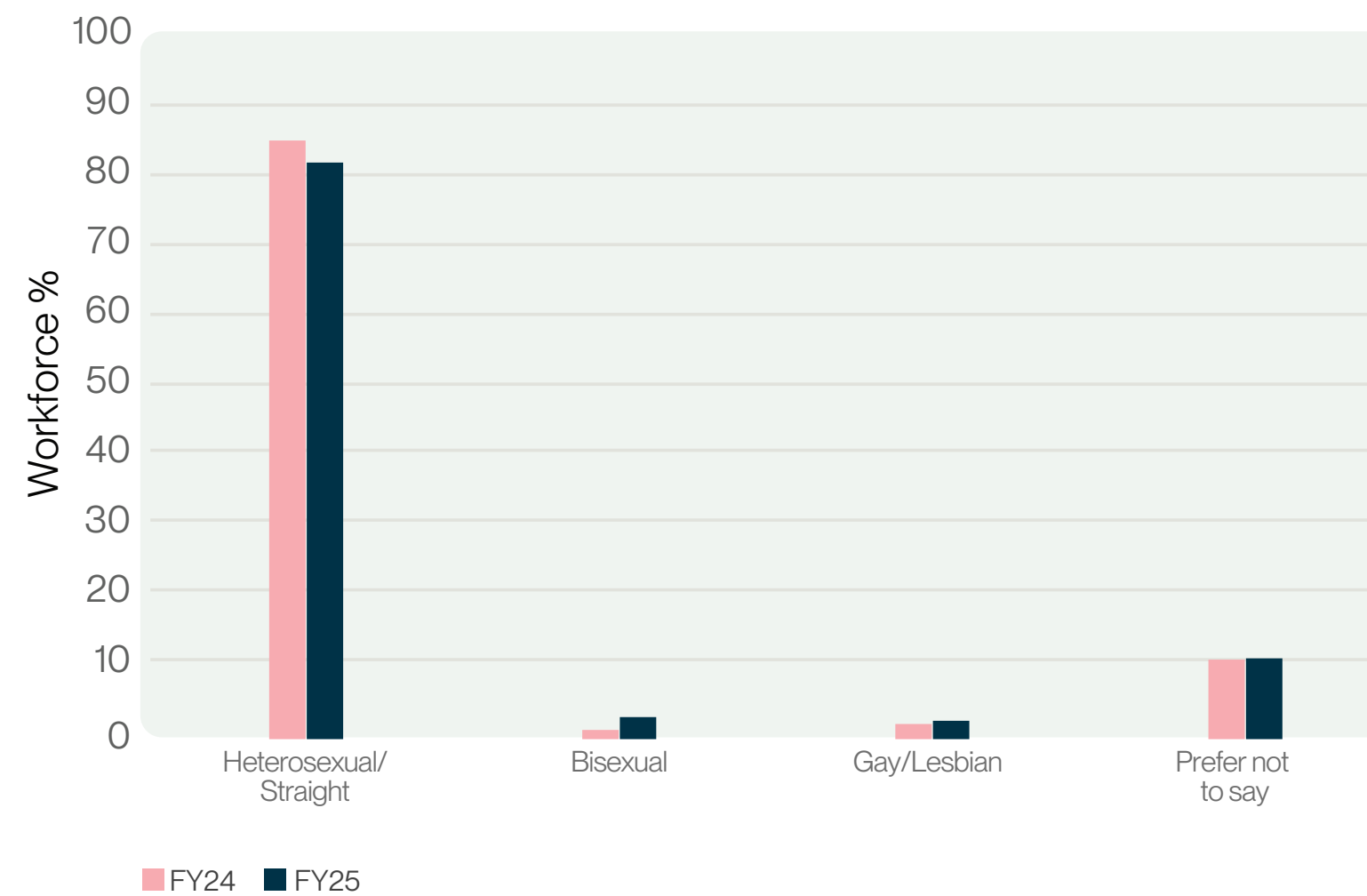


Figure 27: Sexual Orientation

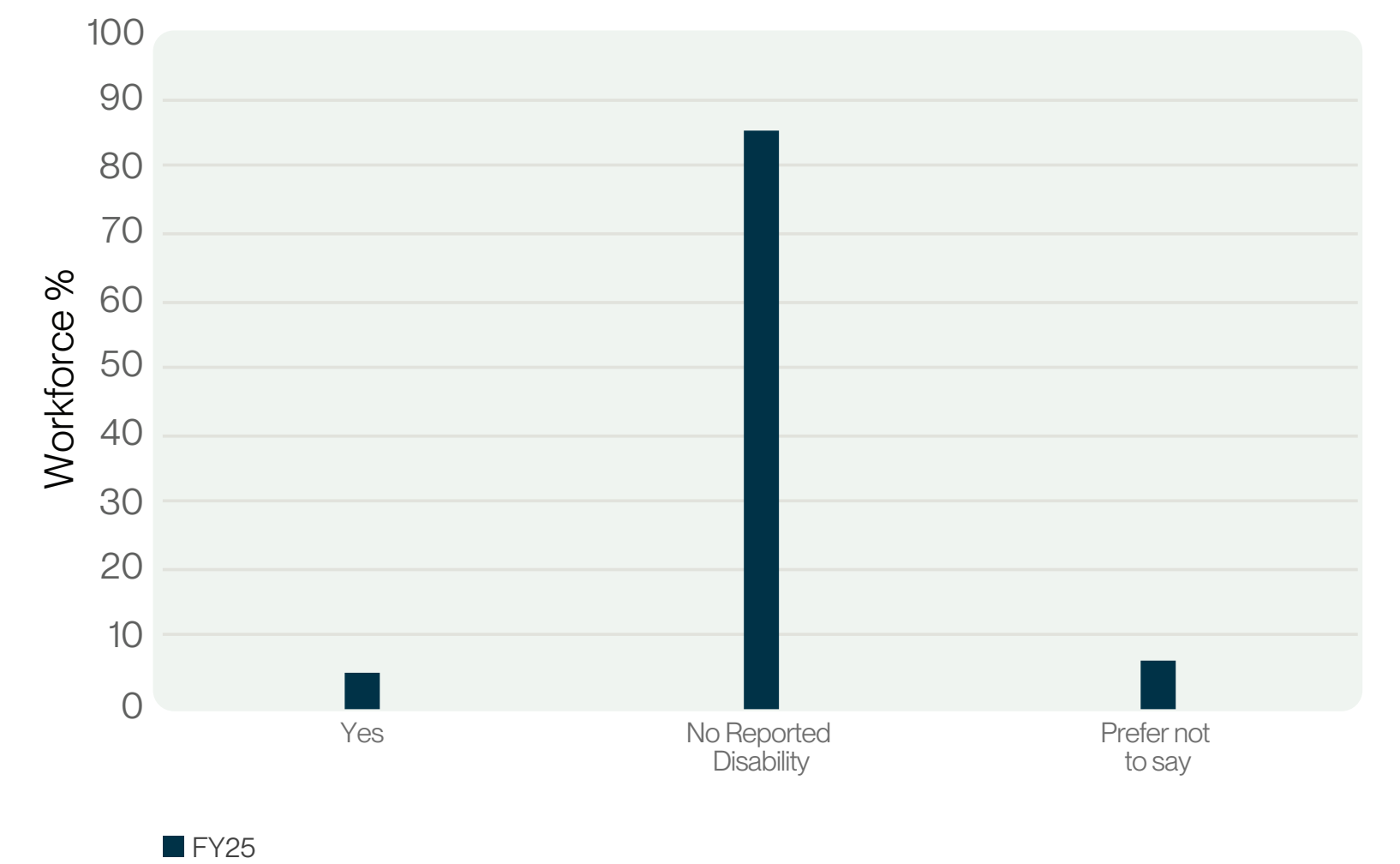


Figure 28: Disability

Our People.

EDI

Management

Social mobility indicators have been added to our EDI data monitoring this year for the first time, reflecting its importance as a core focus for FY2025.

Performance

We have made significant strides in our EDI commitments over the last financial year, with highlights including:

Gender Equity:

- Our workforce is currently 46% female and 54% male, and this year we have closed our mean average pay gap by 2.1% and our median average by 3.6% in our UK studios, the largest positive shift achieved over a period in the last five years.
- Whilst we've made progress to address gender imbalances, we recognise that lasting change requires continued commitment.
- To support this, we've launched a leadership dashboard for UK Studio Chairs and Profession Leads, offering clear visibility into representation, pay, and skill equities, improving and empowering data-driven action into FY2026 and beyond.

Equity Audit:

Since October 2024, we've been working with gender equity consultancy The Tall Wall to better understand how individuals of all genders experience life at BDP. Through interviews and focus groups, we've gathered insights from around 20% of our UK & Ireland workforce to inform a targeted action plan aimed at improving gender balance across all levels of the business and reducing our gender pay gap. The BDP Belonging group will lead implementation of the plan, set to launch in early 2026.

Social Mobility Spotlight:

In accordance with UK Government guidance, we have introduced socio-economic data points into our EDI survey to better understand workforce backgrounds and representation. This data is presented in a live dashboard and includes a unique innovation: a coded response system that generates a singular 'social mobility' score per individual. This enables more targeted, data-driven decision-making across our talent attraction, development, and retention processes. FY2025 marks our baseline data year, with first-time public reporting planned for our FY2026 ESG report.

Our People.

EDI

We are now using Census and ONS data to assess how well our studio teams reflect local communities. The findings are informing EDI leadership and shaping our talent strategies.

Comparative data findings for this year include, see pie chart:

As part of our ongoing efforts, we plan to introduce ethnicity pay gap reporting in FY2026.

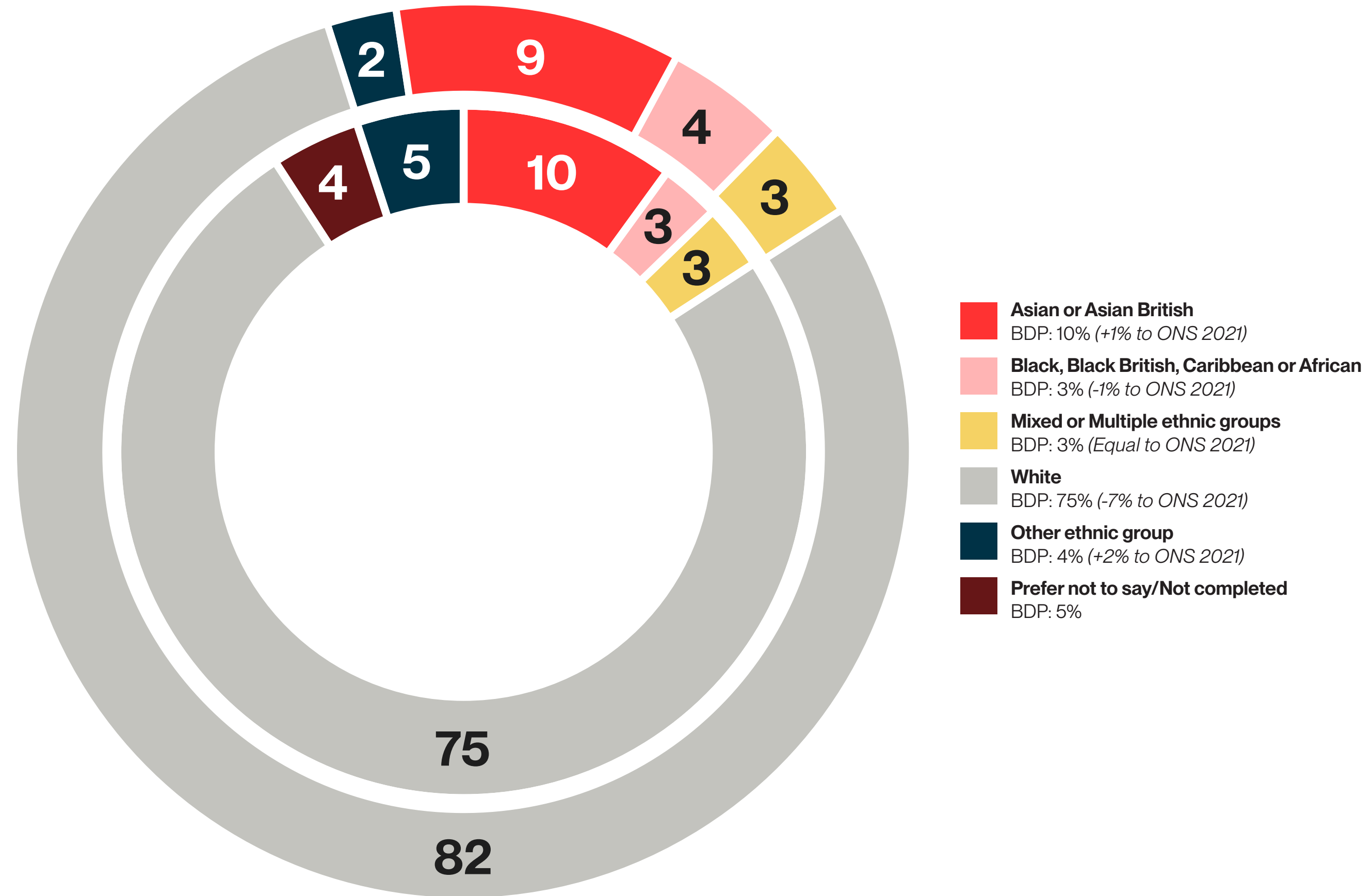


Figure 29: Representation, by %, across BDP (inner circle) against national averages (outer circle)

Our People.

EDI

Inclusive Design

This year, our BDP Belonging group launched a Neurodiversity Support Guide designed to improve access to support employees and help managers better understand the assistance they can offer to neurodiverse colleagues. Tailored editions of the guide have been created for our UK&I, Toronto, and New Delhi studios, with content organised around a non-exhaustive list of neurodiverse conditions, offering brief explanations and links to local external resources for additional support and training. This was officially launched through a partner workshop with 'The Brain Charity' in March 2025 for 169 representatives across our UK&I, Toronto and Delhi studios.

In line with our commitment to telling more inclusive stories through our design process, we have continued to expand our 'People Library' to nearly 300 unique vector characters. This library is a collection of illustrated characters that are representative of the diversity of people in the places we are designing. We have also successfully rolled this out to our New Delhi studio this year, further supporting our ability to tell inclusive stories.



Inclusivity Innovation:

Our Glasgow studio is part of a sounding group advising on the development of a 'Design for Mind' guide, focused on promoting practical considerations and opportunities for how designers can best create neurodiverse-friendly spaces. The guidance will be released during FY2026 and will address physical, cognitive, sensory, identify, and community interventions. Alison Stobie, a member of our Glasgow studio, explains: "Our clients are increasingly aware of the need to meet neurodiversity compliances around spatial design. At BDP, we recognise that by designing for the mind and having a better understanding of inclusivity in spaces, we can improve environmental quality whilst improving equity in access for all".

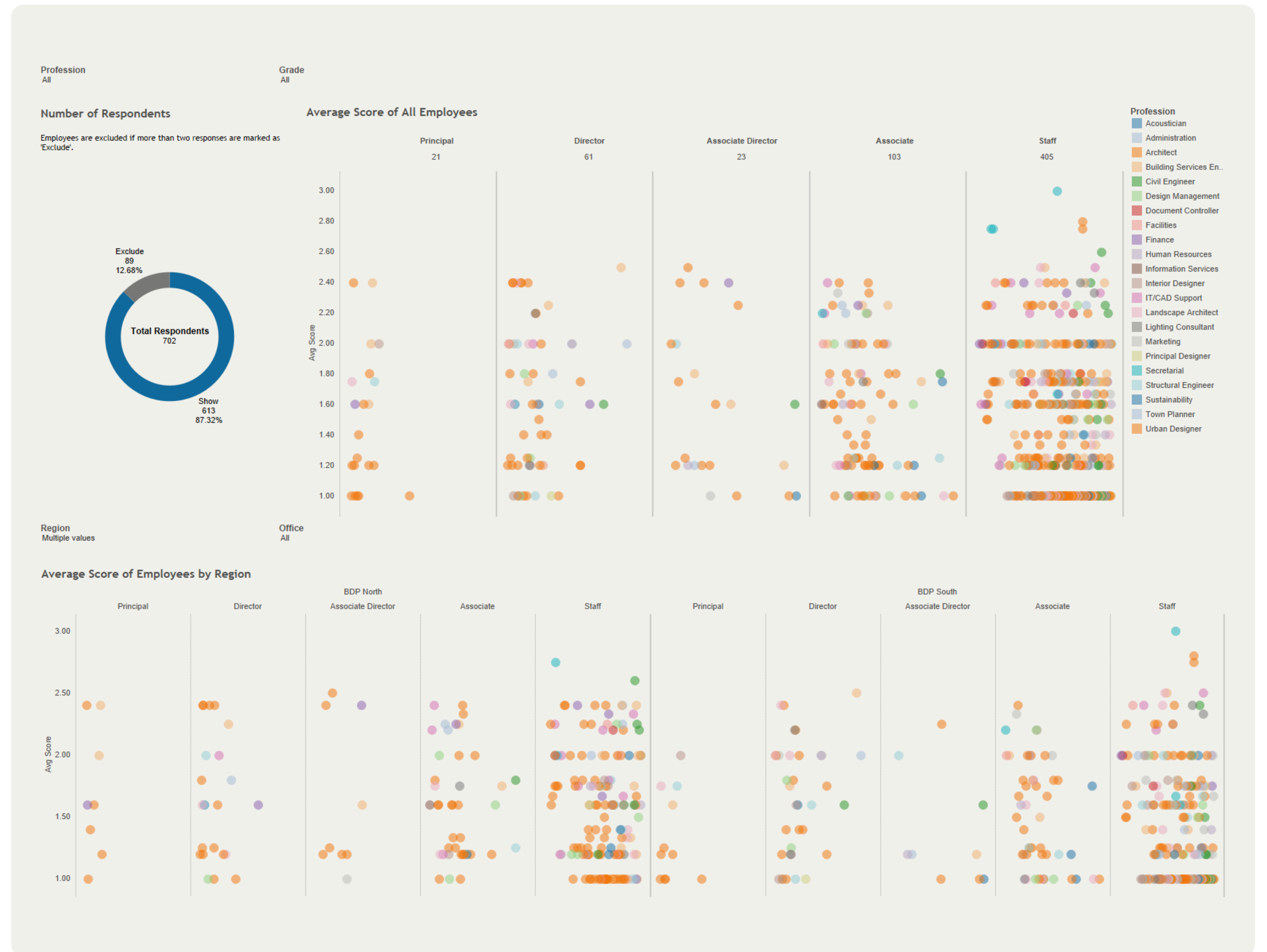
Our People. EDI

Social Mobility

We've completed our first baseline of our workforce against the Social Mobility Commission's index indicators. Based on a 79% response rate across our UK&I studios:

- 64% of our workforce are considered from more advantaged background against 'main householder occupation during childhood', with 17% from more disadvantaged (and 18% no response).
- Based on the indicator of 'school type attended', 10% of our workforce come from more advantaged backgrounds, while 56% are from more disadvantaged backgrounds. 32% either did not respond or were educated outside the UK. Additionally, 11% of employees were eligible for free school meals during their education.
- The highest level of 'parental qualifications' for 86% of our workforce was degree level or equivalent, indicative of a more advantaged background.

We are currently developing our data capture processes to better understand progression rates by socio-economic background across management levels, and monitoring the impact in recruitment, employment, and pay.



Our People. Wellbeing

Management

Wellbeing is managed across our business through a range of complementary people-focused policies, including those related to EDI, Social Value, Sustainability, and Health & Safety. Our BDP Mind group leads the implementation of our approach to wellbeing and is committed to fostering a safe and inclusive environment for all.

In our UK&I studios, our external Employee Assistance Provider (EAP), Health Hero, offers employees free, independent, and confidential support services. This covers areas such as financial and legal advice, family and health support, and counselling. Additional opt-in benefits available to employees based on individual needs include biennial health screenings, gym discounts, dental and health benefits, and flexible public holiday allowances.

Performance

We recorded 6,189 sick days during the last financial year globally (ex. Toronto studio) representing a 12% increase on reporting for FY2024. Over the same period our Toronto studio reported 8,073hrs booked to sickness leave and personal days (reporting separated owing to regional reporting differences). Whilst these figures are not outside of any industry norms, we took the step at the start of FY2025 to introduce a specialist Absence Management Policy and guidance pack for our UK&I studios.

Absence Management Policy Spotlight:

This new policy provides a consistent and fair approach to managing sickness absence across our UK&I studios. Under the Policy, care is taken to understand individual cases and offer appropriate support, whilst also balancing the needs of the individual with those of their immediate team and BDP. The policy and accompanying guidance aim to provide greater consistency and transparency around: (1) steps to take during absence, (2) sick pay entitlements, (3) return-to-work processes, (4) welfare review meetings, (5) reasonable adjustments, and (6) available support networks. This ensures that everyone at BDP is better informed and empowered to access the support and benefits available to them when needed.

Our People. Wellbeing

This year we have also continued to monitor the uptake of our wellbeing benefits to better understand the impact of our support and communications and the value our people place on these.



'Health Hero' Portal

There were 195 requests made through our EAP portal this year, representing a 33.3% drop in usage from FY2024. This is an average of 16 contacts per month, with the maximum being 29 in June 2025.

Counselling treatment sessions and clinical assessments were the most popular support solutions requested over the year.



Health Screening

33.4% of employees utilized our Health Screening Benefit this year, a 27.6% increase in usage from FY2024. We believe this growth is linked to a targeted communications plan we've delivered this year to promote awareness of this benefit across relevant studios.



Private Medical Insurance

58.4% of our UK&I workforce have enrolled in our private medical insurance scheme, down from 67.9% reported for FY2024.



Critical Illness

We have seen a slight increase from FY2024 in uptake of our critical illness cover benefit this year, rising from 6.5% to 7.9%.



Pension

For FY2025, 76% of BDP workforce have utilized our pension benefit. This represents a 13.4% drop in uptake reported for FY2024. Performance changes are due in part to changes in the number of people leaving the business between the reporting periods as well as amendments to the policy.

Toronto Spotlight:

This is our first year of reporting on benefits uptake for our Toronto studio, linked in part to previous challenges in collating performance data across differing regions. From the tailored set of options available locally, we have seen: a 60% uptake in prescription drugs benefit, a 37% uptake in Extended Health Care benefit, and an 81% uptake in Dental Care. This year's reporting will be used as a baseline from which we can start to better understand the impact of our benefits and how our offering can best meet local priorities.

Our Business.

Commitments

As a responsible business, we are committed to minimising the environmental, social, and ethical impacts of our operations and services. We promote and respect cultural diversity across all areas of our work, ensuring our practices are inclusive and responsive to the communities and stakeholders we engage with globally.

We are committed to minimising the holistic impacts of our supply chain, and recognise the importance of positioning social, ethical, and environmental impacts alongside cost within major procurement and governance decisions.

Management

Understanding that legal and cultural frameworks differ globally, we have put in place a comprehensive framework of corporate policies and guidance to uphold regional standards around our business practices. These documents are regularly reviewed to ensure ongoing alignment with local requirements and best practices.

The influence of these policies and corresponding people management processes can be explored through our approach and performance against:

- **Health and Safety**
- **Human and Labour Rights**

- **Anti-bribery and Corruption Policy**
- **Data Protection Policy**
- **Equality, Diversity and Inclusion Policy**
- **Health, Safety and Wellbeing Policy**
- **Modern Slavery and Human Trafficking Global Policy**
- **Modern Slavery and Human Trafficking UK Policy Statement**
- **Professional Conduct and Professional Liability**
- **Quality Policy**
- **Responsible Procurement and Ethical Trading Policy**
- **Sustainability Policy**
- **Social Value Policy (UK)**
- **Whistleblowing**
- **Violent and Threatening Behaviour**
- **Use and Misuse of IT Policy**

Our Business.

Health and Safety

Management

Our H&S arrangements are separated into two areas:

- Occupational H&S Management System
- Construction Design and Management (CDM)

The Office Manager at each studio is responsible for managing daily Occupational Health & Safety (OHS) activities, while the Studio Chair (UK) and Leads (International) and designated Project Director oversee project-specific Health & Safety arrangements. The BDP Board has overarching responsibility for health and safety; collectively, its members must ensure that the organisational arrangements and systems are in place to enable effective management.

We are certified by CHAS under the Safety Schemes In Procurement (SSIP) as Designers and Principal Designers in line with UK H&S Legislation, and have maintained our ISO 45001 certification (audited by LRQA and valid until FY2027).

Performance

In FY2025, we recorded zero reportable incidents across our UK&I studios—resulting in an AFR and AFI of 0—maintaining a five year track record of incident-free reporting. There were five recordable (non-reportable) accidents, a 50% decrease from FY2024 reporting.

Construction Design & Management Leadership:

We are committed to ensuring all employees receive ongoing information, instruction, training, and support to fulfil their responsibilities under the Construction Design and Management (CDM) 2015 Regulations . In support of this, we launched a mandatory training programme for UK&I staff focused on CDM 2015 obligations. The programme comprises of an hour session on a monthly basis. Staff are expected to complete all three sessions

within a two calendar year to remain compliant with our Health & Safety and CDM 2015 commitments. To date, 969 training completions have been recorded across the three modules, delivered through 15 sessions, with an average of 69 attendees per session. This initiative is central to building a culture of safety in design compliance and safety awareness across our teams.

Our Business. Health and Safety



Fela Ajayi
CDM Principal Design Director

“The CDM 2015 training has produced swift and widespread effect. Staff have become more aware of their CDM responsibilities as core compliance and safety principles have been incorporated into routine practice. The steady participation rate averages 69 attendees per session, with 969 training completions so far, demonstrates strong engagement and an organisational commitment to continuous learning. Staff are not only meeting regulatory requirements but also contributing to a collective culture where safety considerations are integrated into the design process. Regular sessions strengthen understanding of CDM and design risk management in design development.”



Our Business.

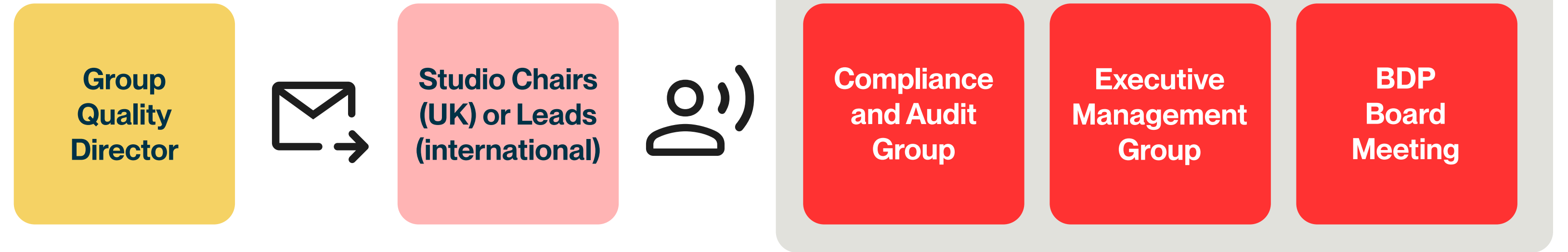
Human and Labour Rights

Management

Our commitment to upholding human and labour rights is embedded in a suite of policies that align with both local laws and cultural expectations, as well as international frameworks including the UN Global Compact and ILO conventions.

The implementation of these policies is led by Studio Chairs (UK) or Studio Leaders (International), with support from internal subject matter experts and designated leadership roles as needed. At the project level, this responsibility shifts to the Project Director, ensuring alignment with project-specific human rights and labour standards.

To ensure ethical alignment within our supply chain, we use a Supplier and Sub-Consultancy Questionnaire to assess our partners' commitments to quality, sustainability, and social value.



Performance

Over the past year, we have further advanced our frameworks for the identification, management, and communication of human and labour rights risks and responsibilities:

Training

All persons working with BDP (inclusive of permanent, fixed term, and contractors) are required to complete the following training modules as part of their induction and mandatory training plan:

- Anti-Slavery and Human Trafficking
- Equality, Diversity, and Inclusion
- Anti-Bribery
- Use and Misuse of IT Systems
- BDP's GDPR for all
- H&S and CDM Induction

97.7% of our workforce have completed our Anti-Slavery and Human Trafficking training module at the time of reporting, equivalent to 491hrs of training (assuming an average training time of 30mins per person to complete).

The status of mandatory training is monitored monthly by our Group Quality Director, who issues an email to Studio Chairs (UK) or Leads (international) on incomplete or overdue status of mandatory training. This is then reported at Compliance and Audit Group (quarterly), Executive Management Group (quarterly) and BDP Board Meeting (bi-annually).

Supplier Audit

To align with our commitments on human and labour rights, all potential suppliers and sub-consultants are required to disclose how their practices align with our due diligence processes. We are currently enhancing the supplier onboarding form and related management procedures to better reflect our updated standards and expectations around people impacts and ethical accountability.

Although a supplier risk mapping exercise was not completed this financial year, due to our ongoing investment in and development of a new supplier management platform, we are preparing for a full reassessment in FY2026. Once this new platform and accompanying system are launched, we will revisit our FY2024 risk assessment, focusing on high-risk suppliers and engaging with priority partners to address and mitigate identified risks collaboratively.

Our Communities.

Commitments

The very ethos of BDP lies in a collaborative, people-focused culture and user-inspired design with a shared aim to value each other and the communities we work within.

As a business, we aim to support the communities in which we work, enabling substantial economic growth; enhancing education and social mobility, building robust supply chains, and increasing employment. We also concentrate on designing healthy and sustainable environments and enabling resilient buildings and communities.

We believe meaningful change starts with listening. That's why we prioritise building relationships with stakeholders to understand their social and economic goals, enabling us to focus our impact where it matters most. Our recognised communities include Nippon Koei, BDP Studios and Employees, Clients, Suppliers, and society at large.

Management Spotlight:

We are an accredited Living Wage employer, applying this to all staff over 18, including contractors and sub-contractors, and we ask suppliers to follow the same standard. We are a Level 1 Disability Confident Committed employer, supporting inclusive and accessible workplaces. As a signatory of the Social Mobility Pledge, we are improving access, outreach, and recruitment for individuals from diverse socio-economic backgrounds. We support fair work standards as a Supporter of the Greater Manchester Good Employment Charter and are accredited under the London Good Work Standard.

Management

We have a series of international and regional policies that define how we manage and monitor our relationship with our stakeholders and community engagement more broadly:

- Equality, Diversity and Inclusion Policy
- Health, Safety and Wellbeing Policy
- Modern Slavery and Human Trafficking Global Policy
- Modern Slavery and Human Trafficking UK Policy Statement
- Responsible Procurement and Ethical Trading Policy
- Sustainability Policy
- Social Value Policy (UK)
- Whistleblowing

We hold several accreditations that demonstrate our commitment to responsible employment and community impact.

Our Social Value Lead provides overarching technical responsibility for our approach to community engagement and impact management. We can understand our performance over the last financial year through three relevant outcome areas:

- Support for Local Communities
- Outreach and Partnerships
- Project Impacts

Our Communities.

Community Impact

Management

Our community engagement initiatives encompass a wide array of activities, including strategic partnerships with charitable organisations, collaborative fundraising endeavours, and the provision of pro bono services.

Stakeholder management is managed on a studio-by-studio and project-by-project basis, driven through our respective employee-led groups (including BDP Belonging, BDP Mind, and cross-studio issue groups) and project commitments.

On projects, responsibility for delivery of our community impact and social value commitments sits with our Project Directors, supported by our Social Value Lead as required.



Managing Impacts:

To help us in being more focused and efficient in how we invest in and support communities, we are developing a global ‘Social Impact: Charitable Giving and Activity’ strategy. This will define a structured process and principles for community donations and support, with current proposals being discussed including: studios working with workforce nominated charity partners locally, creation of a BDP global activities calendar to support collaboration, and using a framework of tailored KPIs to be able to track and cumulate impacts across our practice, studios, and projects. Led by our sustainability team, we will continue to develop this through FY2026.



Our Communities.

Community Impact

Performance

This year, we have contributed £50,793 to charities across the globe, representing a 108% increase in donations made in FY2024. We have also seen a rise in employee payroll giving across our UK&I workforce, up 27.5% this reporting period alone. Highlight engagements include:

Friends of Leighton House, UK&I

The Friends of Leighton House undertake fundraising activities to raise money for local outreach activities in West London. Over the years, BDP's donations have enabled the creation of an education centre, supported outreach programmes, and most recently commemorating 100 years of Leighton House becoming a public museum and community asset.

Design West and Shape My City, UK&I

Shape My City is an award-winning talent accelerator programme for 15-18 year olds that seek to change the future workforce across the built environment through improved engagement with under-represented groups. Additional to our financial donation, members of our Bristol office have participated in multiple events across the city focused on inspiring and encouraging diverse young people to join the sector.

Design West and the Good City Sponsorship, UK&I

We partnered with Design West, One City, and the University of Bristol to deliver a series of talks looking at key components of city-making through the lens of urban design, housing, climate resilience, investment, social innovation, and skills.



Donation Spotlight:

Our Toronto office has invested \$53,702 (local currency) across a range of different initiatives. A \$20,000 donation was made to the SickKids Foundation to put towards various mental health initiatives and programmes within Toronto's Hospital for Sick Children. A \$5,020 donation was made to CanStruction Toronto which went towards raising awareness of food insecurity within the city and supporting the Daily Bread Food-bank through a community design challenge. FY2024's event alone raised over 67,000lbs of shelf-stable food which was distributed to meal programmes and community based food banks across the city to feed an estimated 120,000 people, with FY2025 impacts to be confirmed.

Our Communities. Community Engagement

Management

We have decades of experience engaging with communities through both our studios and projects in helping to shape sustainable, placemaking-led projects and activities. In 2024 we launched BDP's Social Value Strategy which reconfirmed at its heart our commitment to developing and strengthening relationships with local communities through our operations and services. The responsibility for the appropriate and effective application of the strategy across each studio is with the Studio Chair (UK) or Studio Leader (International).

We have developed and continue to strengthen partnerships with a range of different organisations, managed respectively at the practice, studio, and project levels, also holding close relationships and partnerships with primary and secondary schools local to the places we operate.



BDP Social Value Toolkit:

We are currently developing a bespoke Social Value Toolkit to support a more consistent and strategic approach to social value creation across BDP's bids, projects, and studio operations. At the centre of this toolkit is a tailored Social Value Framework, outlining over 60 targeted 'interventions' that BDP can implement to generate stakeholder benefits through both design and delivery. Each intervention is supported by a defined delivery method, performance KPI, and a clear allocation of responsibilities, alongside identified partners or community stakeholders to support implementation. Throughout FY2026, we will focus on embedding this framework and its associated tools into our bidding, project management, and studio workflows to enhance our ability to plan, deliver, and report on social value outcomes.

Our Communities. Community Engagement

Performance

Over the last 12 months, we have actively invested in community partnerships and engagement programmes aligned with our ESG objectives, including:



Blueprints of Change: Access and Inspiration in the Built Environment

BDP Belonging hosted a dynamic panel discussion entitled Blueprints of Change: Access and Inspiration in the Built Environment in our London Studio. The event discussed alternative routes into the industry, social mobility, access, inspiration and the importance of outreach. We were joined by a wonderfully insightful, multidisciplinary panel of individuals from within and outside BDP:

- Albert Williamson Taylor (Co-Founder and Director of AKT II)
- Titi Olasode (Architectural Assistant at BDP)
- Jay Singh (Building Services Apprentice at BDP)
- Sophie Draper (Learning Manager at RIBA); and,
- Steven Msowoya an Architect at BDP acting as panel chair.



Neurodiversity Awareness Training with The Brain Charity

- We invited Gregory Kearns from The Brain Charity to deliver a Neurodiversity Awareness Training session with our UK, Ireland, New Delhi and Toronto studios.
- The session shared the history and context of disability and neurodiversity, and identified barriers to employment for people who are neurodivergent.
- This then finished by exploring the impact of environmental factors on the work place and how to create a workplace where neurodivergent employees can thrive.



Better Buildings Bootcamp with Sustainable Buildings Canada

Better Buildings Bootcamp is a program run by SBC (Sustainable Buildings Canada), a non profit dedicated to advancing green buildings through education of developers, builders, and industry stakeholders. This year we funded and then supported delivery of a pilot for a new programme focused on educating condominium boards on the risks of climate change and potential adaptation strategies. This lasted for three days with groups from multiple different buildings consisting of a condo board member, the building manager and one tenant at each building as a minimum. Sessions included information sharing from experts in legal issues, insurance risk, building envelope, measuring physical risk, decarbonization and how to access funding to make these changes.



Our Commitment to Truth and Reconciliation

This initiative calls on all individuals and organizations to acknowledge the truths of Canada’s residential school system and take meaningful action toward healing and respectful relationships. Guided by the Truth and Reconciliation Commission’s 94 Calls to Action, our focus is on Call #92: Business and Reconciliation— committing to equitable relationships with Indigenous Peoples, inclusive employment opportunities, and education on Indigenous histories and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Through Lunch & Learn sessions and reflective initiatives, we deepened our understanding of Indigenous experiences and explored how to embed reconciliation principles in our work.

Our Communities.

Project Delivery

Management

Our Social Value Policy serves as the foundation for developing tailored methodologies and commitments that then manifest in how we deliver added value through our projects. Our Social Value Lead has primary responsibility for the regular review and update of our approach, with responsibility for application across each studio sitting with our Studio Chairs (UK) or Leaders (International), and across relevant projects with Project Directors.

We are currently piloting a range of bespoke tools and resources to enhance the consistency, quality, and measurable impact of our social value outcomes for stakeholders through our projects.

- **Social Value Framework:** A menu of different value-creating activities that we as BDP deliver across our studios and projects, with linked delivery methodologies, output and outcome performance metrics, targets, and indicative cost planner.
- **Social Value Action Plan:** A template for project teams to collate and monitor delivery of all social value commitments and initiatives delivered on a project, including mechanisms for measuring and reporting on performance targets.
- **Social Value Case Study Template:** A template for project teams to capture lessons learned and impacts from specific initiatives delivered as part of or through our projects and studios.

Making Impact Strategic:

This year we have carried out mapping of our commercial and project commitments around social value. At the time of reporting, we have 23 projects where we have committed to generating social value (UK&I), with 15 having specific activities and performance targets set around this. Throughout FY2026 we will be working with Project Directors and teams to review and monitor their performance against commitments made, providing tailored support as required to progress. Lessons learned will then be shared with project teams and as part of FY2026 reporting.



Our Communities.

Project Delivery

Performance

Our commitment to generating tangible stakeholder benefits through project delivery remains strong.

This year, our performance in environmental, social, and governance areas has been recognised with several industry awards:

Award, Awarding Body, Date	Result, Project	Location
Innovation in Delivering a Sustainable Learning Space Learning Places Scotland Award, June 2025	Shortlisted (ongoing) for 'Maybole Community Campus'	UK
People's choice awards Azure Awards, April 2025	Shortlisted (ongoing) for 'The Well'	UK / Canada
Heritage and Conservation Project of the Year Irish Building & Design Awards, April 2025	Won for 'Drogheda Civic Offices'	Ireland
Sustainability Award for a Single Building Building & Architect of the Year Awards, April 2025	Won for 'TUS Coonagh Campus'	Ireland
Building Performance Champion CIBSE Building Performance Awards, March 2025	Won for 'Entopia Building'	UK
Future Place The Pineapples Awards, January 2025	Won for 'Hind Street'	UK
Regional Finalist Civic Trust Awards, December 2024	Won for 'Lowfield York'	UK
Regional Finalist Civic Trust Awards, December 2024	Won for 'Castlefield Viaduct Vision'	UK
Interiors Category CLF Ontario Embodied Carbon Awards 2024, November 2024	Won for 'BDP Quadrangle Studio'	Canada
Large Building Category CLF Ontario Embodied Carbon Awards 2024, November 2024	Won for 'Valhalla Phase 1'	Canada
Design for Sustainable Development European Healthcare Design Congress, October 2024	Finalist for 'Wexham Park Hospital Redevelopment'	UK
Future Healthcare Design European Healthcare Design Congress, October 2024	Finalist for 'Children's Cancer Centre – Great Ormond Street'	UK
Green Build Back Better Awards, October 2024	Won for 'Covent Garden Market'	UK
Health and Wellbeing Project AJ Architecture Awards, 2024	Won for 'Louisa Martindale Building – Royal Sussex County Hospital'	UK

Our Communities. Project Delivery

BDP Lab:

BDP Lab is a platform for research and thought leadership across our practice, driving innovation that delivers greater value to our clients, partners, and the communities we serve. This year the group ran a challenge to raise ideas for topics that will raise BDP's reputation for innovative thinking across the climate emergency, AI, financial crisis, and geopolitical instability.

Linked to our project impact and people management commitments, winning proposals this year included:

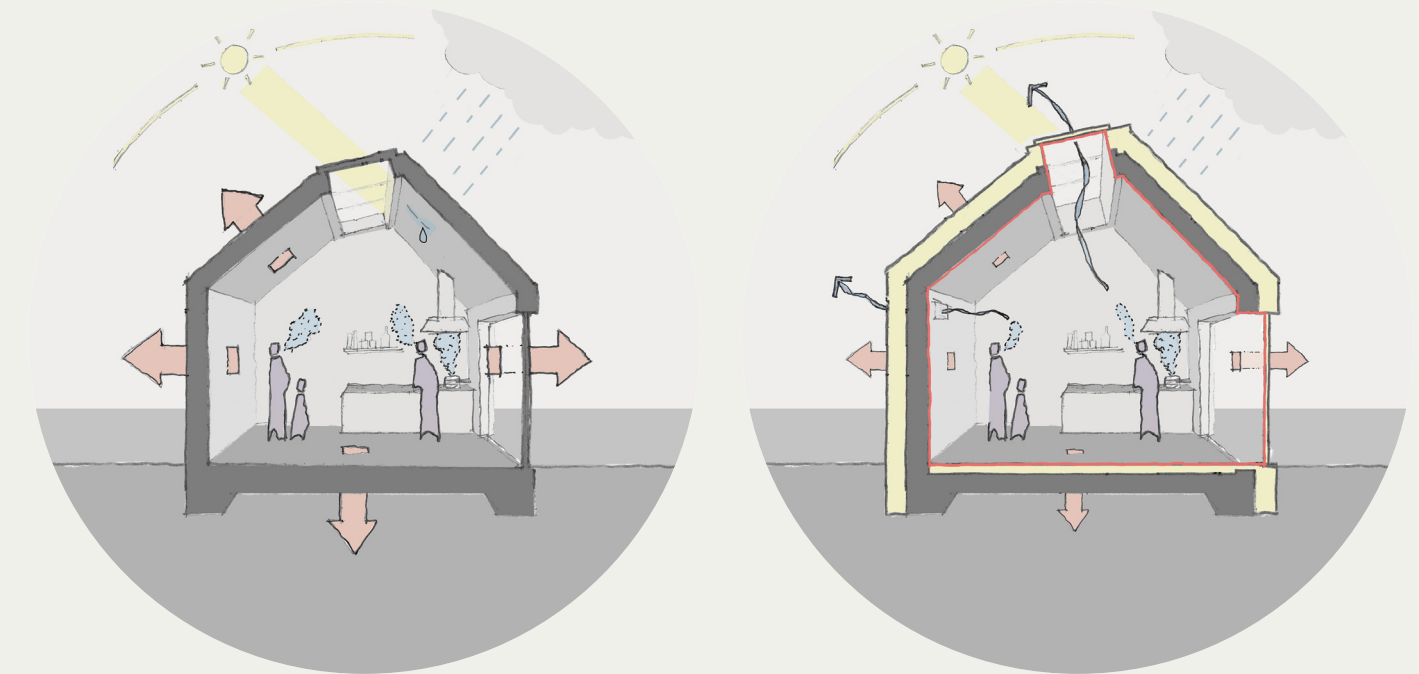
- Popular Vote Winner: Develop a distinct and holistic low-energy retrofit and decarbonisation service at BDP.
- Evaluators Choice: Are TOHDs (Transit Orientated Healthcare Developments) able to deliver a more sustainable future?
- Both schemes will be supported by BDP over FY2026 to help deepen our knowledge of key subjects, provide opportunities for multidisciplinary collaboration, and inform the continued update of our client service offering and project delivery processes.

Through this competition, we have invested £25,000 (GBP) across winning schemes to fund research and development.

Winners Evaluators Choice 1

Develop a distinct and holistic low-energy retrofit and decarbonisation service at BDP.

Ste Garlick



Winners Evaluators Choice 2

Are TOHDs (pronounced 'Toads') able to deliver a more sustainable future?

James Hepburn
Will Butcher

TOHD Benefits

Economic Development / Regeneration

Healthcare services available to a broader population due to convenient access, addressing health inequalities

Improved Quality of Life

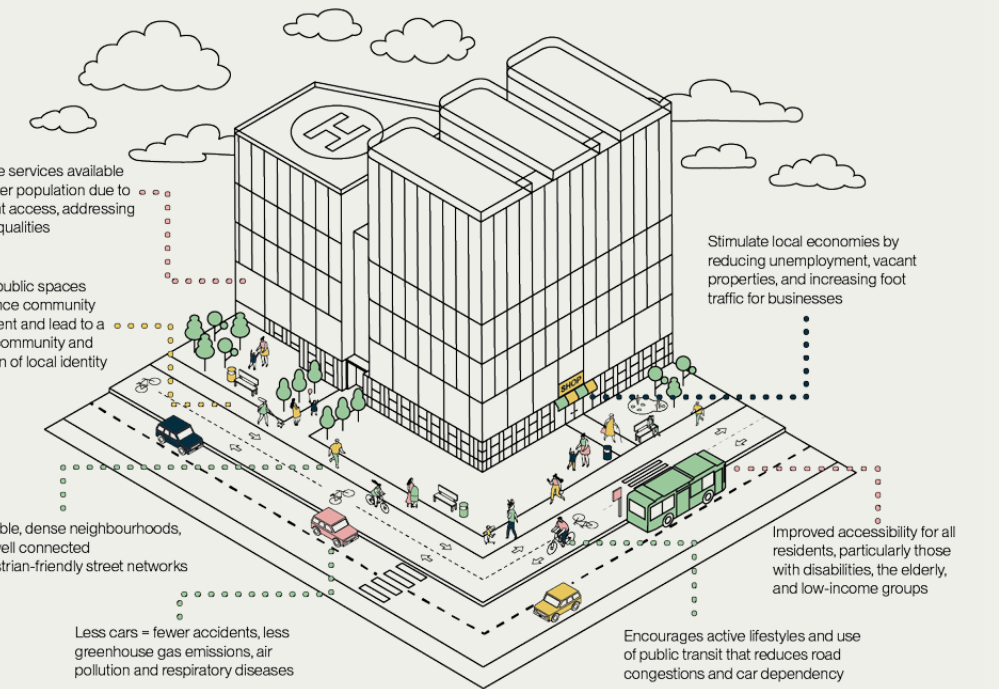
Dynamic public spaces that enhance community engagement and lead to a sense of community and celebration of local identity

Inclusive Cities

Walkable, dense neighbourhoods, with well connected pedestrian-friendly street networks

Placemaking

Less cars = fewer accidents, less greenhouse gas emissions, air pollution and respiratory diseases



Stimulate local economies by reducing unemployment, vacant properties, and increasing foot traffic for businesses

Improved accessibility for all residents, particularly those with disabilities, the elderly, and low-income groups

Encourages active lifestyles and use of public transit that reduces road congestions and car dependency

Governance.



Governance.

The BDP group of companies is owned by Integrated Design and Engineering Holdings Co., Ltd (ID&E) which is the 100% shareholder of BDP Holdings Limited. ID&E Holdings, established in July 2023 by Nippon Koei Co Ltd (Nippon Koei), is responsible for the formulation of group-wide strategies and governance, while each operating company under the Nippon Koei and BDP brands promotes its business autonomously and flexibly.



Nick Fairham
Chief Executive Officer ⁽¹⁾
Andrew Swain-Smith
Head of Building Services Engineering and Environmental Design ⁽²⁾
Lucy Townsend
Head of Sustainability ⁽³⁾



The Board of BDP Holdings Limited currently comprises five directors, three of whom are provided by ID&E and two of whom are provided by BDP. In 2025, BDP became part of the Tokio Marine Group, a global insurance company, following the acquisition of our parent company, ID&E (Nippon Koei). ID&E is now a wholly owned subsidiary of Tokio Marine supporting their strategy towards infrastructure-driven growth and risk assessment.

The main operational company of the BDP Group of companies is Building Design Partnership Limited, which is wholly owned by BDP Holdings Limited. The Board of Building Design Partnership Limited currently comprises 28 Principals. Led by our *Chief Executive*, **Nick Fairham**, the Board oversees the development of our Group Strategy (current version BDP Group Strategy 2025-2028).

Within this strategy, 'People and Planet' and 'Prosperity' are identified as the outcome areas through which we understand and measure delivery of our strategic goals, positioning social, economic, and environmental impacts at the heart of our business. Alongside this Group Strategy, we have continued to develop an ESG strategy over FY2024-2025, which sets out the factors we believe are intrinsically important to consider within our current and future business

operations. The BDP Council is the mechanism by which delivery of the Group Strategy is monitored, meeting monthly to review the strategy objectives and KPIs. This structure enables us to uphold human rights, promote inclusion, and deliver social value across all aspects of our work.

Andrew Swain-Smith, *Principal and Head of Building Services Engineering and Environmental Design*, is the Board representative responsible for ESG. In delivery, **Lucy Townsend**, *Head of Sustainability*, is the ESG lead.

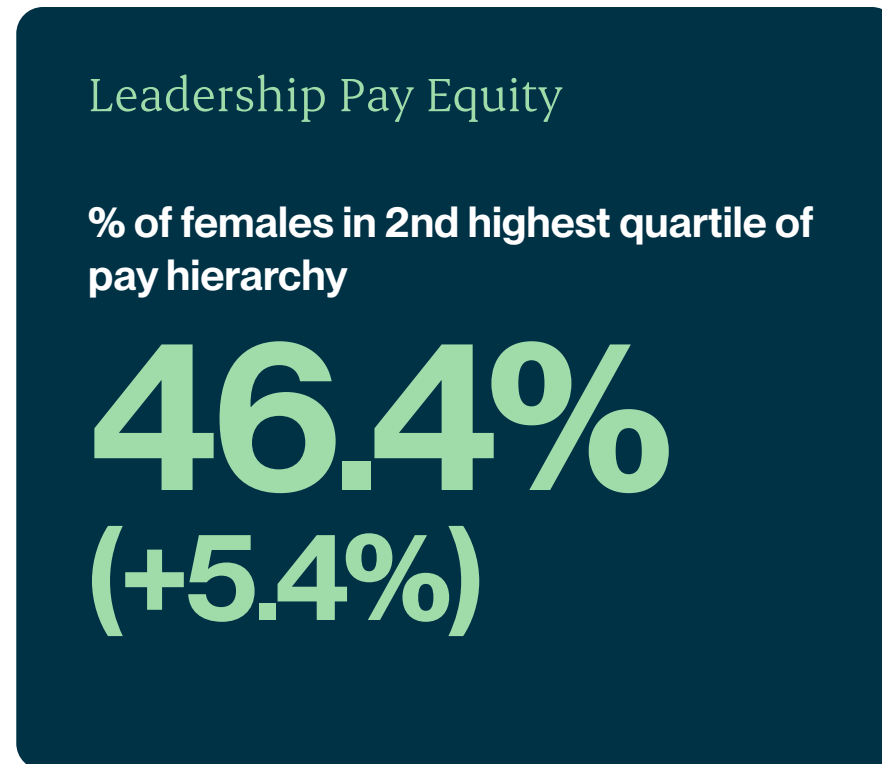
The Board, via the BDP Council, is served by an Executive Management Group to which all functional groups and business units report. This Group's remit is to agree and commit to our Integrated Management Policies and address any issues raised by the BDP Compliance and Audit Group. As Head of Sustainability, Lucy Townsend reports all ESG matters through Andrew Swain-Smith to this group.

Under the 'governance' element of our corporate ESG approach, we are best placed to drive meaningful progress against the SDGs shown above.

This chapter explores key areas of our governance approach and performance over the past 12-months, with relevant topics grouped under chapters to evidence our progress.

Impact KPIs.

The KPIs adjacent highlight the impact of our social initiatives and investments over the past year. While not exhaustive, they offer key insights into the effectiveness of our people management and delivery. In FY2026, we'll continue refining our metrics to better capture outcomes and stakeholder impact.



(change from FY2024)

Board and Senior Leadership Diversity.

Commitment

Whilst diversity and inclusion is fundamental at all levels, we recognise the importance of senior leadership and Board diversity in ensuring the decisions we make are reflective of the communities we operate in.

We have been working to redress imbalances in the make-up of our teams for the past three years, but these initiatives take time to reach completion.

We are pleased to see a swing of 5.4% to 46.4% in our 2nd highest quartile of pay hierarchy this year.

Performance

We remain confident that BDP colleagues are paid fairly and equitably for the work they do, however our most senior and highly paid roles remain heavily male dominated. Globally, women hold 25% of senior leadership positions within BDP (inc. principals and directors) with men occupying the remaining 75%. At the board level, this gender representation is 30% to 70% female to male respectively.

We are pleased to see a swing of 5.4% to 46.4% in our 2nd highest quartile of pay hierarchy this year, demonstrating the increasing number of women in senior roles. It is noted within the data that the percentage of females receiving a bonus payment in 2024 is lower than the percentage of males receiving payment. This is because there was a higher proportion of females joining after the cut-off date for eligibility for the payment.

We are continuing to review our processes for ethnicity data collection and handling globally to be able to publicly report on this. This is aligned to wider workstreams being reviewed as part of our approach to EDI.



Ethics and Compliance.

Commitment

We conduct every aspect of our business with honesty, integrity, and transparency, while upholding human rights and respecting the interests of our employees, clients, and partners.

- Use and misuse of BDP IT, Communications and Systems
- Data Protection
- Expenses
- Sustainability
- Whistleblowing
- Professional Conduct and Professional Liability

Management

To ensure we maintain the highest professional standards, our policies and practices include:

- Anti-bribery and Corruption
- Modern Slavery and Human Trafficking
- Social Value (UK)
- Equality, Diversity and Inclusion
- Responsible procurement and ethical trading
- Health, Safety and Wellbeing
- Substance and alcohol
- Guidance on acceptance of gifts
- Violent or threatening behaviour

To promote and support compliance with key legal obligations, our parent company requirements, and good governance practice, we have an established Compliance and Audit Group.

The role of this group is to review the outcomes of BDP's Risk Management, Internal Audit, Quality, Health & Safety, Sustainability & Financial Accounting mechanisms and ensure that issues arising are identified, resolved, and any learning applied across the organisation as appropriate, recommending improvements to Executive Management Group where appropriate. The group meet quarterly and report to the BDP Executive Management Group via a written Compliance Reports.

- Group Finance Director** - Heather Wells ⁽¹⁾
- Chief Executive Officer** - Nick Fairham ⁽²⁾
- Chief Information Officer / Chief Compliance Officer** - Alistair Kell ⁽³⁾
- Group Head of Risk & Audit** - Marika Hillaire ⁽⁴⁾
- HR Director** - Karen Phillips ⁽⁵⁾
- Executive Director (South or Delegate)** - Chris Langston ⁽⁶⁾ / James Baker ⁽⁷⁾
- Integrated Management System Lead** - Kira Peters ⁽⁸⁾
- Executive Director (Toronto or Delegate)** - Anna Madiera ⁽⁹⁾ / Jesse Klinitz ⁽¹⁰⁾ / Laura Rachin ⁽¹¹⁾
- Group Financial Controller** - Rebecca Collinge ⁽¹²⁾
- Group Quality Director** - Alex Mashedar ⁽¹³⁾
- Head of Social Value** - Alfie Gilbert ⁽¹⁴⁾
- Head of Sustainability** - Lucy Townsend ⁽¹⁵⁾



Ethics and Compliance.

Performance

We've seen the results of our governance approach and commitments reflected in numerous initiatives and impact areas over the past year:



Process Management

For the second consecutive year, we reported zero incidents of non-compliance with relevant laws and regulations across BDP's studio and services, as confirmed through leadership meeting outputs.



Supply Chain Management

As a global company, we are committed to monitoring and measuring our impact across the entire supply chain. This transparency enables us not only to address potential risks but also to identify opportunities for value creation and to leave a lasting, positive legacy.

In FY2025, we have begun integrating a new supplier platform 'RedSky', centralising due diligence, standard terms and onboarding, embedding updated project controls to reduce appointment risk and shorten setup time, and improving our data quality. Over 100 existing subconsultants have been onboarded at present, and we will continue this process throughout FY2026.



Climate Risk Management

Climate change is integrated into BDP's risk assessment process. As part of our annual Group Audit, we evaluate climate-related risks, aligning this assessment with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Environmental information and performance is included within the Group Financial Accounts.

Climate Risks and Opportunities.

Commitment

BDP is committed to the monitoring of environmental/sustainability risks and opportunities both to and from our business and services reported in the BDP Group Risk and Opportunity Register.

Management

Climate risks are reviewed as part of the ISO 14001 audit process including identification of significant environmental aspects and impacts and associated control measures. Internal ISO 14001 audits are undertaken at six monthly intervals. Identified risks are incorporated into our Group Risk and Opportunity Register, which is reviewed quarterly by the Compliance and Audit Group.

Performance

A summary of the climate risks within our group audit risk table is as follows:

Risk name	Risk description	Physical / transitional	Time horizon	Impact on the business	Description of impact
Energy procurement costs	Increase in energy procurement costs such as fuel costs due to carbon pricing	Transitional	Short (1 to 3 years)	Moderate	Main impact will be on BDP Studio utility costs. Increases in the Carbon Price Floor within the UK are likely to be passed on to consumers through utility bill increases. Mitigation is in the form of our Scope 1 and 2 reduction plans. Studio consumption reduction is targeted year on year through Studio Action Plans. Switch to 100% renewable electricity tariffs will bring our Scope 2 emissions to zero and opportunities to eliminate gas are being considered. Studio lease dates are also being reviewed and environmental performance of existing assets will be considered. Any Studio move will be informed by an Environmental Performance specification.
Carbon Credits	Increase in carbon credit procurement costs	Transitional	Short (1 to 3 years)	Limited	BDP have committed to carbon neutrality of our Scope 1 and 2 emissions through annual offsetting. The price of offsetting may change year on year and is likely to increase over time to reflect carbon pricing. Mitigation is as above to reduce consumption and residual carbon emissions.

Climate Risks and Opportunities.

Risk name	Risk description	Physical / transitional	Time horizon	Impact on the business	Description of impact
Articulation of ESG related aspirations	Reputational risk that we do not clearly articulate our climate change related aspirations or that our aspirations are not bold enough and we are perceived as out of step with global priorities particularly when compared to our peers/competitors.	Transitional	Short (1 to 3 years)	Moderate	Impact on potential work winning and attraction and retention of staff.
Energy Prices	Rising Energy Prices	Transitional	Short (1 to 3 years)	Moderate	Same as risk 1
Rising Temperatures	Increased electricity and water consumption due to rising temperatures	Physical	Medium (3 to 5 years)	Moderate	The UK recorded its hottest ever year in 2022 and this has also been felt across the globe. Increased cooling requirements and water consumption could be a potential risk. Analysis of cooling strategies in each Studio to be reviewed alongside future climate weather data. BDP have also produced a proposed Studio specification so that any future Studio relocations can use the guidance. Climate change adaptation within the building design is considered as part of this e.g. passive cooling measures.
Climate Related Reporting Requirements	Risk that we are unable to comply with future climate related financial disclosure requirements. Opportunity that we may be able to be an early adopter of enhanced reporting requirements	Transitional	Short (1 to 3 years)	Moderate	Misalignment with parent company (NK) reporting requirement.
Increased revenue from ESG related services (design and consultancy)	Opportunity: BDP has an increased market opportunity to provide ESG consulting and design services based on client demand and current upskilling of sustainability professions through delivery of internal ESG strategy and reporting.	Transitional	Short (1 to 3 years)	Moderate	Business strategy for new opportunities to be developed.

Quality.

Commitment

As a leading international design practice, we are committed to continually improving the services we provide to meet our clients' requirements. All personnel within BDP are responsible for the quality of their work. The company provides training and has established systems to assist all personnel in achieving the standards required.

Management

Our Chief Information Officer has primary responsibility for the regular review and update of our Quality Policy. The responsibility for the appropriate and effective application of the policy across each studio is then with the Studio Chair (UK) or Studio Leader (International).

This policy is supported by further specialist global policies and procedures, including:

- Data Protection Policy
- Employee Privacy Notice
- Modern Slavery and Human Trafficking
- Professional Conduct and Liability
- Quality Policy
- Responsible Procurement and Ethical Trading Policy
- Special Category Data Policy
- Sustainability Policy
- Time-out policy and guidelines
- AI Policy
- Use and Misuse of IT, Communications and Systems

Quality performance Monitoring is completed at the following levels:

Quality Management System Spotlight:

During FY2025, we have maintained our environmental management system, quality management system, and Occupational Health and Safety Management system certifications (by LRQA and CHAS) against ISO 14001:2015, ISO 9001:2015, and ISO 45001:2018 respectively. Systems are owned by relevant technical leaders in our Director of Sustainability, Group Quality Director, and Chief Information Officer, ensuring appropriate governance within our business.

Internal project audits:

Internal project audits are performed against the criteria of BDP's Design Process (Process+). Each studio must carry out a set number of internal project audits. Results from internal project audits are available on the central quality intelligence dashboard.

Studio performance:

Studio Quality Managers review the studio project audit results and report issues to the Studio Chair (UK) or Lead (International).

Quality Managers Group:

The Quality Managers Group meet quarterly, where they are required to provide an update on the studio's internal project audit performance. Our project quality intelligence dashboard is used during Quality Managers Group meetings to aid discussion. A bi-annual report on the studio's internal project audit performance is issued to the Group Quality Director. The Group Quality Director reports quarterly to the Chief Information Officer and Compliance and Audit Group on changes and areas for improvement to the BDP Design Process.

BDP Leadership:

The Chief Information Officer presents the project quality intelligence dashboard at the regular UK & Ireland Studio Chairs meetings. The Compliance and Audit Group report the performance of the BDP Design Process to the Executive Management Group.

Quality.

Performance

We can further interrogate and understand our performance around quality impacts this year through the following topics:

Information Security

In March 2024, we achieved the Cyber Essentials Plus certification alongside our Cyber essentials accreditation. Our recertification in May 2025, evidences our continued commitment to and investment in cyber protection across our business and operations.

Guided by our Security Policy, over the last financial year we have made strategic Cyber Security investments to expand our defensive capability, offering greater protection to both BDP and its staff against a number of threats.

- No. of security breaches: 0 (sustained FY2024 performance levels).

No. of security breaches:

0 (sustained FY2024 performance levels).

- No. of security vulnerabilities remediated: 3.36 million (+460k against FY2024 performance levels).
- % of endpoints and servers patched within 14 days: 91.4% (+1.1% improvement on FY2024 performance).

We continue to work with independent cyber penetration testing teams to validate our approach and identify areas of weakness within BDP's global IT network. These exercises are essential, to better understand the approach an attacker might take within the live, IT network, ultimately enabling us to remediate vulnerabilities or adjust technical controls accordingly. BDP's supply chain are provided with limited access to BDP devices, configured and controlled by BDP's build and device management platform or leverage their own equipment, following Director level approval and a satisfactory response to security baseline questionnaire – largely centred around the Cyber Essentials and CE Plus programs.

No. of security vulnerabilities remediated:

3.36 million (+460k against FY2024 performance levels).

Information Security Training

Cyber Security training is mandated annually for all BDP staff and is regularly reviewed by BDP's internal IT team. Employees engaged in sensitive projects also complete bespoke induction modules aligned with project requirements. Completion rates at the end of FY2025 for relevant training modules included:

- Use and Misuse of IT, Communications and Systems Training: 93.3% completion rate across 16 trainees.
- BDP's GDPR for all Training: 95.3% completion rate across 149 trainees.
- BDP's GDPR Information for Data Processors: 100% completion rate across 16 trainees.
- Cyber Security Protocols Training: 98.1% completion rate across 977 trainees.

Cyber Security Protocols Training:

98.1% completion rate across 977 trainees.

We will continue to monitor completion rates of mandatory training modules in line with training timelines, with non-compliances raised to line and senior management as relevant.



Quality.



Business Continuity

We continue to review and maintain business continuity plans and disaster recovery plans for Central systems and BDP Offices, including disruptions associated to information and technology. Our leadership team monitors government advice across all of our locations and is meeting regularly to review our policies and processes and to put in place mitigation plans accordingly.

Reporting Frameworks

We have maintained our ISO 14001 and ISO 50001 certifications and continue to report progress annually against our Science Based Targets. As we increase the accuracy of our ESG data, we are starting to align our reporting with recognised ESG Reporting Frameworks, as reflected opposite.

We will continue to review external frameworks for relevancy and value to our own reporting requirements, in line with sectoral and regional requirements as well as those set by our parent organisations.

ESG Reporting:

As part of improving our corporate and project management processes around ESG, this year we are pleased to have increased our performance score through the Ecovadis Certification Platform. The Ecovadis framework aligns its methodology with several widely recognized global standards including: GRI, the UN Global Compact, ISO 26000, The ILO convention and the UN Guiding Principals on Business and Human Rights.

Our score increase from 41/100 to 52/100 has been driven through improvements in our people and governance processes and supported by our already leading environmental management and performances. Alongside our updated score, we have received the 'Committed Badge' demonstrating our commitment to sustainability.



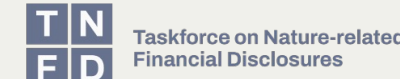
IFRS Sustainability Disclosure Standard

Reference to standards as part of information published within our Financial Statement.



TCFD Recommendations

Report in accordance with TCFD via ID&E Holdings as one of their Group Companies



TNFD Recommendations

Reference to linked disclosures as part of reporting to ID&E Holdings as one of their Group Companies.



United Nations Global Compact

We applied and were accepted as signatories of the UNGC during this financial year. As new joiners this year, we are preparing for our first submission during FY2026.



GRI Standards

During this financial year we had staff undertake and pass the GRI qualification to become GRI Certified Sustainability Professional. With this knowledge, we intend to evolve our annual reporting to align with the GRI Standards.



BDP.

Built Original.