

2015

Environmental Management Report



BDP.

Foreword

Sustainability remains a core value to BDP and we are proud that our own environmental management activities continue to influence every aspect of our business operations. As natural resources wane, we all have a duty to behave responsibly to safeguard the future.

As a leading design practice advocating environmental consciousness in everything we do, it is important that we practise what we preach. This year, through ongoing interventions and improved awareness campaigns across our studios, we have reduced carbon emissions per capita by nearly 25%. Even more notably, we have more than halved the impact of our business travel in the last three years.

We hope we can continue to improve our performance whilst demonstrating the ongoing value in minimising environmental impact to our employees, colleagues and client groups.

Our aim is to maintain openness and transparency through the public communication of our environmental performance in the hope that we will positively influence others to consider how they work and behave.

A handwritten signature in black ink, appearing to read 'John McManus', with a stylized flourish at the end.

John McManus

BDP's headline environmental targets 2014 - 2018:

BDP's headline 2015 performance figures against our 2013 baseline, are as follows:



5% reduction of total CO₂ emissions arising from Scope 1 and 2 per capita on 2013 baseline

24.10% decrease in Scope 1 and 2 CO₂ emissions per capita



Develop a Business Travel Carbon Management Plan

Business Travel Carbon Management Plan not developed but a 60.63% decrease in business travel carbon emissions from 2013 levels achieved



5% reduction of total water consumption per capita on 2013 baseline

1.98% increase in water consumption per capita

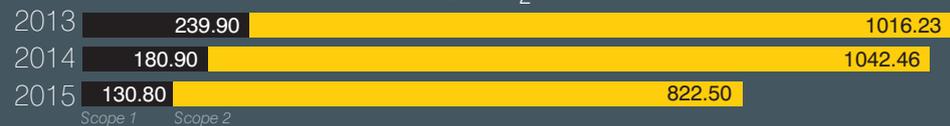
Throughout this report all figures are shown to two decimal places. All percentage changes have been calculated based on the full figures within the background data (not rounded). As such there may be slight discrepancies between percentages shown and those which can be calculated from the figures tabulated in the report.

Headline Performance Figures 2015

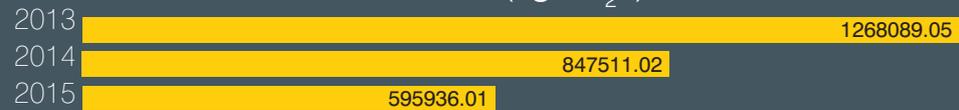
Total emissions from Scope 1 and 2 (kgCO₂e)



Scope 1 and 2 per capita (kgCO₂e/person)



Total business travel emissions (kgCO₂e)



Business travel emissions per capita (kgCO₂e/person)



Total water use (m³)



Water usage per capita (m³/person)



Introduction



Welcome to BDP's 2015 Annual Environmental Report. This report marks the third year of BDP's formal environmental reporting.

BDP occupies seven studios in the UK and Ireland. On average in 2015 we grew by over 100 employees, increasing our studio capacity and leading to the occupation of new spaces in some studio locations. This has provided both challenges and opportunities for our environmental performance in 2015.

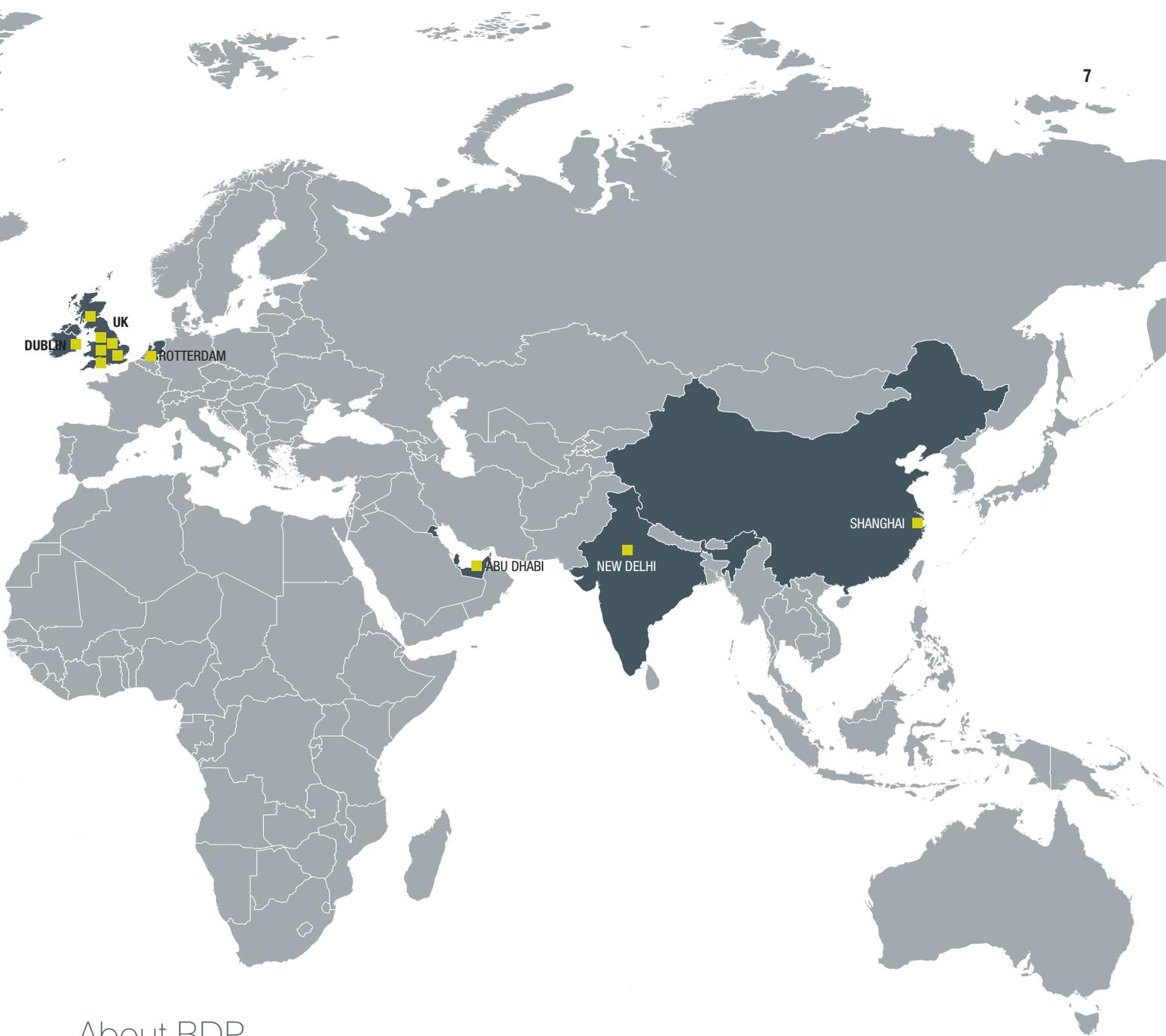
2015 saw the achievement of another environmental milestone as we became ISO 50001:2011 certified. This internationally recognised standard acknowledges our energy management system and confirms our compliance with the DECC Energy Savings Opportunity Scheme (ESOS) 2014 Regulations. Our new ISO 50001 certification joins our existing ISO 14001:2004 (Environmental Management Systems) certification ensuring that we demonstrate continual procedural and performance improvements in our environmental and energy management.

This report provides a comprehensive review and analysis of our environmental performance across our UK and Ireland studios during 2015. It details environmental performance for each of our UK and Ireland studios, reporting on progress against our targets and aspirations, and establishing new targets for the coming year, where applicable. This report contributes to our commitments to ISO 14001 and ISO 50001.

Studio environmental headlines 2015

Summarised below are some of the initiatives undertaken in our UK studios throughout 2015 that have contributed to our improved environmental performance:

- BDP achieved ISO 50001:2011 certification. This internationally recognised standard is awarded to organisations that operate a robust energy management system, and confirms our compliance with the DECC Energy Savings Opportunity Scheme (ESOS) 2014 Regulations.
- We introduced two Brompton pool bikes to our Manchester studio. These have proved a great success amongst staff for local transport; reducing taxi/car travel and associated emissions whilst keeping our staff fit!
- Our recent ISO14001 audit reported favourably on BDP's environmental management system, confirming our continued adherence with the ISO requirements and successful monitoring and management of our internal environmental performance.
- We adopted our Responsible Procurement Policy. This policy requires that procurement decisions are not driven purely by cost, and considers the environmental impact, energy performance, life cycle cost, ethical sourcing and supply chain management.
- We continued the process of server virtualisation to reduce physical space, energy consumption and cooling requirements associated with server equipment in our studios. In 2015 we decommissioned 30 virtual servers - 15 in Manchester, five in London, two in Glasgow, four in Bristol, two in Birmingham and two in Dublin.
- Environmental risk and opportunity became a standard assessment criteria for biannual studio budget allocation. This means that decisions regarding interventions and improvements to our studios are environmentally driven.
- Studio environmental performance is now a standard agenda item at all company board meetings, ensuring senior management are fully engaged in the process of improving our environmental performance.



About BDP

BDP is a major international, interdisciplinary practice of architects, designers, engineers and urbanists. We work closely with users, clients and the community to create special places for living, working, shopping, culture and learning across the world.

Founded in 1961, we now have studios across the UK, Ireland, Netherlands, the MENA region, India, and China. BDP has a leading track record in all major sectors including health, education, workplace, retail, urbanism, heritage, housing, transport, leisure, public safety and energy utilities.

We are in a fortunate position where the decisions our designers and consultants make can influence the way people behave and the impact they have on the environment. We have been working hard over the last five decades to deliver truly sustainable buildings and places that have improved and continue to improve quality of life, promote aspiration and drive prosperity.

We possess the technical, planning and design expertise to not only deliver resource efficient developments but also human, vibrant places in which people want to live, work and play. This expertise is connected and shared across professions to create successful developments that enhance quality of life now, without jeopardising our collective journey to a truly sustainable future.

We believe we have a duty to promote excellent environmental and sustainable design with our clients and in our projects, and to also ensure good environmental performance within our business operations.

Our Studios

The interdisciplinary practice of BDP emerged in 1961 from one founded in Preston in the north west of England in 1936.

Since then our company has grown, giving a good geographical spread around the UK and Ireland - in addition to those further afield. While there is no longer a studio in Preston, in the north BDP is now based in Manchester, Sheffield and Birmingham. In the south the studios are located in London and Bristol; in Scotland, BDP is in Glasgow.

In addition to these studios spread across the UK and Ireland, studios also now exist in The Netherlands, the MENA region, India and China.

All of our studios range in size and vary in style – some in historic surroundings, others in the very latest BDP-designed buildings. During 2015 we have seen an increase in staff numbers across all of our UK and Ireland studios, reflecting our growing workload and economic positivity within the industry. Total annual average staff numbers have increased by 119 employees from 2014 to 2015. This means many of our studios are nearing capacity with some potentially looking for new premises in the coming year.

Birmingham

The Birmingham studio is located at 158 Edmund Street, a high profile newly refurbished building situated in the heart of the city's traditional commercial core. The studio hosts around 17 technical staff.

Bristol

The Bristol studio, built in 1974, is situated close to College Green, in the heart of this historic city. It has a gross area of 563m² and around 50 staff are located here.

Dublin

The Dublin studio is situated in the Old Stone Building at Blackhall Green, just off Prussia Street. This area was previously known as the gateway to Dublin City. The building has three floors and an overall gross area of 790m². BDP occupies the ground floor area (197m²). Due to increasing staff numbers, the architectural department has recently moved into a new 325m² studio adjacent to the existing building. In total between the two buildings, the Dublin studio is home to around 39 staff.

Glasgow

The Glasgow studio has developed an enviable reputation as a leading practice in Scotland and is situated in the heart of the city's main shopping area, Buchanan Street. The studio has a floor area of around 1500m². Around 80 staff are located in BDP's Scottish studio.

London

London's characterful studio is situated in a converted brewery in Clerkenwell. The vast reception space hosts a multitude of social and educational events both for BDP and external companies. This is the largest of our UK and Ireland studios with a gross floor area of almost 5000m². Around 359 staff are located in London. BDP shares studio space with around 115 people from tenant organisations Peter Brett Associates and Urban Flow.

Manchester

The exemplary Manchester studio overlooks the Piccadilly Canal Basin, centrally located adjacent to Manchester's vibrant Northern Quarter. It has been recognised as one of the best new buildings in the city. Designed by BDP, the studio sets new standards for energy efficiency in the north west of England and has achieved a BREEAM Excellent rating – the first naturally ventilated building to receive this rating in Manchester. This is our second largest studio with a gross floor area of around 3000m² and around 191 staff. Until the end of 2015 the fourth floor of the studio was occupied by tenants Code ComputerLove. Our reported Scope 1 and 2 emissions and water consumption figures discount the fourth floor area, which has been outside of BDP use since annual environmental reporting began in 2013.

Sheffield

Also designed by BDP, the Sheffield studio has been instrumental in regenerating the historic Wicker area of the city. In recognition of its environmental credentials, the building was awarded a BREEAM Very Good rating. The building has a gross floor area of 1100m² and the 4th floor is occupied by BDP's 53 Sheffield staff.



Staff Numbers

To account for fluctuation in staff numbers over time, and between studios of different sizes, we set and report against per capita targets. The table outlines our staff numbers

for 2013, 2014 and 2015 demonstrating the changes in staff numbers throughout our reporting years. Scope 1 and 2 emissions and water consumption per capita figures are calculated based on the total staff

occupying our studios (including any subcontractors, temporary staff and tenants who share our floor space). Business travel emissions account only for BDP staff, with Central staff reported separately.

	2013				2014				2015			
	Studio Staff	Central Staff	Other occupants	Total	Studio Staff	Central Staff	Other occupants	Total	Studio Staff	Central Staff	Other occupants	Total
Birmingham	12.1			12.1	12.1			12.1	17.3			17.3
Bristol	56.6	1.0		57.6	49.2	0.1		49.3	50.2	0.3		50.5
Dublin	21.5			21.5	27.2			27.2	39.8			39.8
Glasgow	62.4	1.9		64.3	67.0	3.0		70.0	76	3.9		79.9
London	265.2	12.6	84.9	362.7	303.5	10.4	109.3	423.2	345.2	14.3	115	474.5
Manchester	144.4	31.6	*	176.0	140	31.6	*	171.6	162.8	28.8	7.5 (& *)	199.1
Sheffield	52.3	1.8		54.1	40.6	1.0		41.6	52.3	0.9		53.2
				748.3				795				914.3

Table 0.1: Staff numbers per studio. * The 4th floor of our Manchester studio was tenanted in 2013, 2014 and 2015 (to end Dec 2015). Our environmental reporting discounts the 4th floor occupation and energy/water consumption which is separate and outside of BDP use.

ISO 14001 and 50001



Environmental Management System: ISO 14001:2004

All of our UK and Ireland studios have been certified under ISO 14001:2004 since 2011. Key to maintaining the certification is continual improvement; demonstrating year on year progress in reducing the environmental impact of our operations. ISO 14001 also audits the processes and procedures we have in place for both monitoring our environmental performance and engaging staff in contributing to improving environmental performance.

In 2015, we were surveyed by our auditors (LRQA) in the first and last quarter of 2015. The production of an Annual Environmental Report since 2013 has contributed significantly to demonstrating to our auditors that BDP as an organisation takes environmental management seriously. It serves as an important communication tool to engage our staff and stakeholders in a combined effort to continually reduce our environmental impact and enhance environmental credentials, as well as confidently justifying our position as an environmentally conscious design practice. With the improvement in data granularity we have achieved, as well as more robust programmes of interventions and engagement, LRQA are satisfied that we are making the continual improvement required to maintain our ISO 14001 certification.

Opportunity for improvement exists in refining our targets, which are considered to be conservative. As we approach our target dates for levels of improvement, we will seek to refine these to continue to give ourselves realistic, yet ambitious, targets. We continue to seek to find improvements in how we monitor and demonstrate environmental management within our professional service offer. 2015 saw the launch of our new design process, and the associated quality assurance process associated with new design stages and gateways. As part of this, the revised Sustainability Checklist was implemented, intended to ensure that sustainability is embedded and monitored on each project and design proposal we embark upon.

BDP is now required to comply with the new version of ISO 14001; ISO 14001:2015. We will be working hard throughout 2016 to ensure that environmental management in our UK and Ireland studios is compliant with the new requirements of ISO 14001:2015.

Energy Management: ISO 50001:2011

BDP achieved ISO 50001:2011 certification in August 2015. This internationally recognised standard is awarded to organisations that have a robust energy management system (EnMS) in place. To demonstrate compliance, we underwent three audits at our London, Manchester and Bristol studios to demonstrate that we had the appropriate processes and systems in place across the organisation.

In preparing for certification, new policies were developed in agreement with our Chief Executive to guide energy management and purchasing. In addition, new process and audit trails were devised to ensure all relevant stakeholders and subconsultants undergo checking for compliance against ISO 50001:2011 requirements.

Achieving ISO 50001:2011 prior to December 2015, we notified the Environment Agency of their compliance with the DECC Energy Savings Opportunity Scheme (ESOS).

Going forward, our ISO 14001 and 50001 accreditations will be aligned to streamline the audit process and ensure continuity across the board.



Our Performance 2015



The following section summarises our environmental performance during 2015, our third year of formal annual environmental reporting. Our environmental performance targets were established in our first Annual Environmental Report (2013) and are based on improvements against our 2013 baseline year.

Since the formalisation of our studio environmental monitoring procedures we have been working to improve the granularity of our data to ensure the integrity and accuracy of our environmental management and reporting. We're conscious that we still have some way to go and this is something we are currently working to improve, particularly in some of our smaller studios where we are tenants in multi-occupancy buildings and rely on metering data provision from third parties.

Scope 1 (direct emissions)

Scope 1 emissions arise from activities owned or controlled by an organisation that directly releases emissions into the atmosphere (e.g. onsite gas boiler). For this report we have used the gas consumption figures from each of our studios to calculate resultant CO₂ emissions.

Scope 2 (energy indirect)

Scope 2 emissions are associated with indirect emissions that are a consequence of an organisation's activities but which occur at sources it does not own or control (e.g. production of grid electricity). For this report we have used the electricity consumption.

Business Travel Emissions

Our reported business travel emissions are calculated based on train and rail travel bookings through our travel provider CTI. Vehicle emissions are calculated based on business mileage expenses claims. At present we are unable to account for vehicle emissions from taxi journeys, however we are looking at means of accounting for taxi mileage in future business travel emissions reporting.

Carbon Conversion Factors

We have calculated our carbon emissions throughout the report using carbon conversion factors provided by Defra. Defra revise the UK carbon conversion factors annually, reflecting changes to the UK's energy mix; a result of changes in generation technology and proportion of gas, electricity and fuel imported from abroad. Carbon factors can vary considerably year on year due to the influence of the relative prices of coal and natural gas, as well as fluctuations in peak demand and renewables. Vehicle emissions factors are influenced by advances in automotive fuel efficiency.

The table below shows the carbon conversion factors we have used to calculate our 2013 (baseline) emissions and emissions in subsequent reporting years (2014 and 2015).

DEFRA Conversion Factors	Units	2013	2014	2015
Scope 1 (natural gas)	kgCO ₂ e/kWh	0.18404	0.184973	0.18445
Scope 2 (grid supplied electricity)	kgCO ₂ e/kWh	0.44548	0.49426	0.46219
Car emissions (average car)	kgCO ₂ e/km	0.19023	0.18943	0.18635
National rail	kgCO ₂ e/km	0.04904	0.04738	0.04506
Domestic flight	kgCO ₂ e/km	0.326615	0.29316	0.29795
Short-haul flight	kgCO ₂ e/km	0.192457	0.16625	0.16972
Long-haul flight	kgCO ₂ e/km	0.226528	0.21022	0.19813

Table 0.2: DEFRA carbon conversion factors

BDP report on direct emissions associated with Scope 1, Scope 2 and business travel. "Well to Tank" emissions are not included.

Energy Use and Carbon Emissions

Tables 0.3 and 0.4 provide a summary of our 2015 energy consumption and carbon emissions against our 2013 baseline. New for the 2015 Environmental Report we have included figures for energy consumption alongside emissions. This is a useful metric to show trends in our actual energy consumption, irrespective of annual changes in national carbon emissions factors.

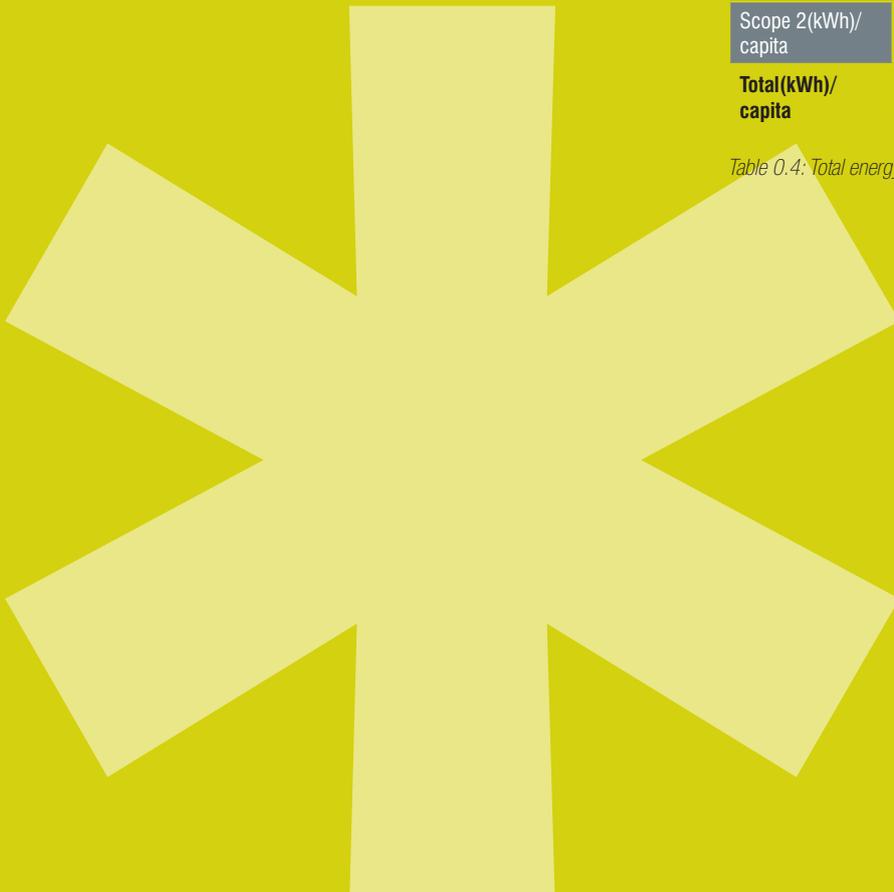
Overall, Scope emissions and energy consumption have decreased against our 2013 baseline. In 2015 we exceeded our 2018 target, reporting a significant 24.10% reduction in emissions per capita against the baseline.

	2013 (Baseline)	2015	% change from baseline
Scope 1 (kgCO ₂ e)	179,492.48	119,584.85	-33.38%
Scope 2 (kgCO ₂ e)	760,448.30	752,056.73	-1.10%
Total (kgCO₂)	939,940.78	871,641.58	-7.27%
Scope 1 (kgCO ₂ e)/capita	239.90	130.80	-45.48%
Scope 2 (kgCO ₂ e)/capita	1,016.23	822.50	-19.06%
Total (kgCO₂)/capita	1,256.13	953.30	-24.10%

Table 0.3: Total Scope emissions.

Scope 1 (kWh)	975,290.61	648,332.06	-33.52%
Scope 2 (kWh)	1,707,031.29	1,627,159.24	-4.68%
Total (kWh)	2,682,321.90	2,275,491.30	-15.17%
Scope 1 (kWh)/capita	1,303.34	709.10	-45.59%
Scope 2 (kWh)/capita	2,281.21	1,779.70	-21.98%
Total (kWh)/capita	3,584.55	2,488.80	-30.57%

Table 0.4: Total energy consumption.



Energy Use and Carbon Emissions by Studio

The graphs below summarise the energy and carbon emissions trends for each of our UK and Ireland studios from 2013 (our target baseline year) to 2015.

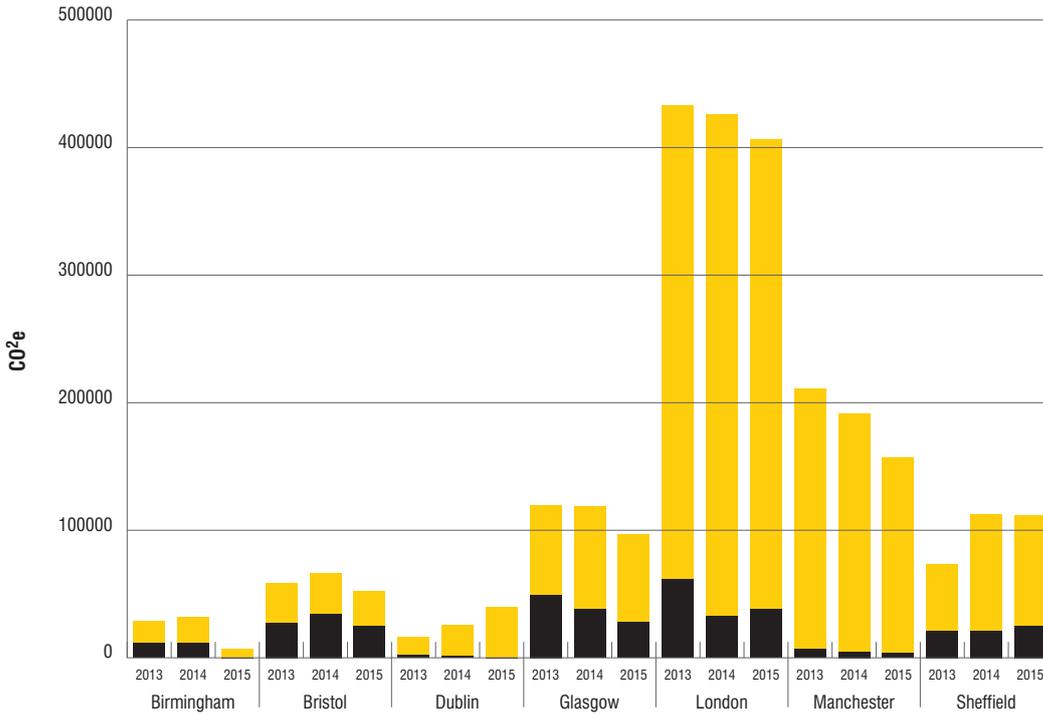


Figure 01:
Carbon emissions (CO₂e)
by studio

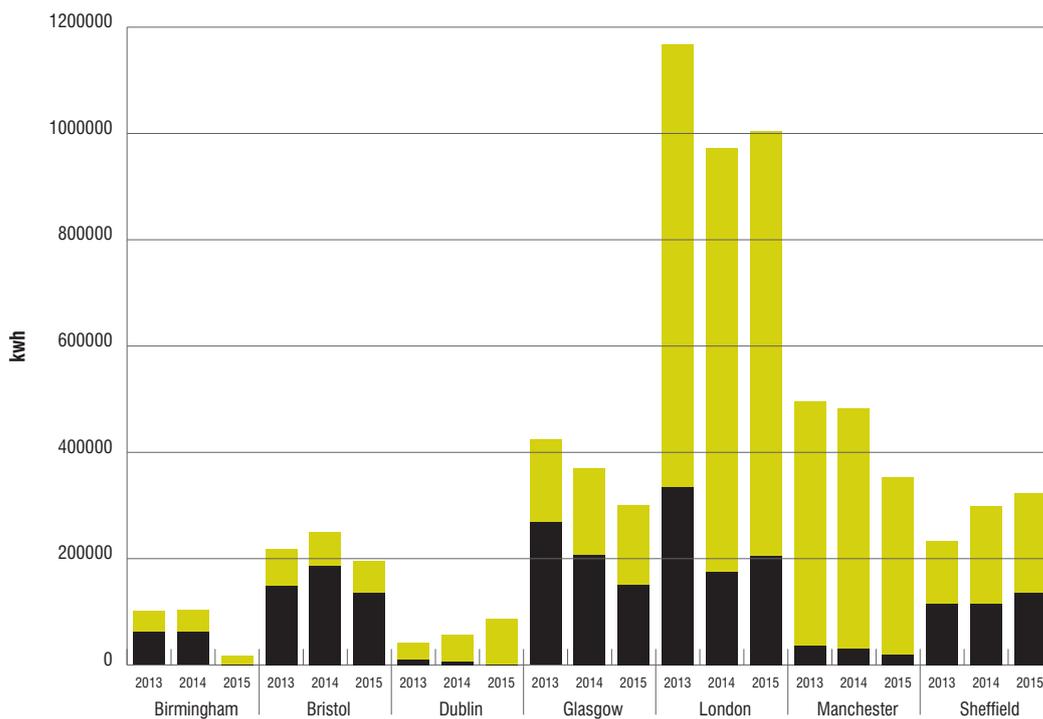


Figure 02:
Energy consumption (kWh)
by studio

Figures 01 and 02 (opposite) show trends in our total energy consumption and associated carbon emissions for each of our studios. We have included energy consumption alongside carbon emissions within our 2015 Environmental Report to show our actual energy consumption, independent of carbon emissions, which are influenced by the current UK carbon factors for Scope 1 and 2 emissions.

Our carbon emissions target uses a per capita normalisation as a means of making comparisons across our studios and with other similar organisations. Figure 03 shows the per capita carbon emission trends for each of our studios from our 2013 baseline year to date (2015 reporting year). For comparison as opposite, figure 04 shows our energy use (kWh) normalised per capita for each studio.

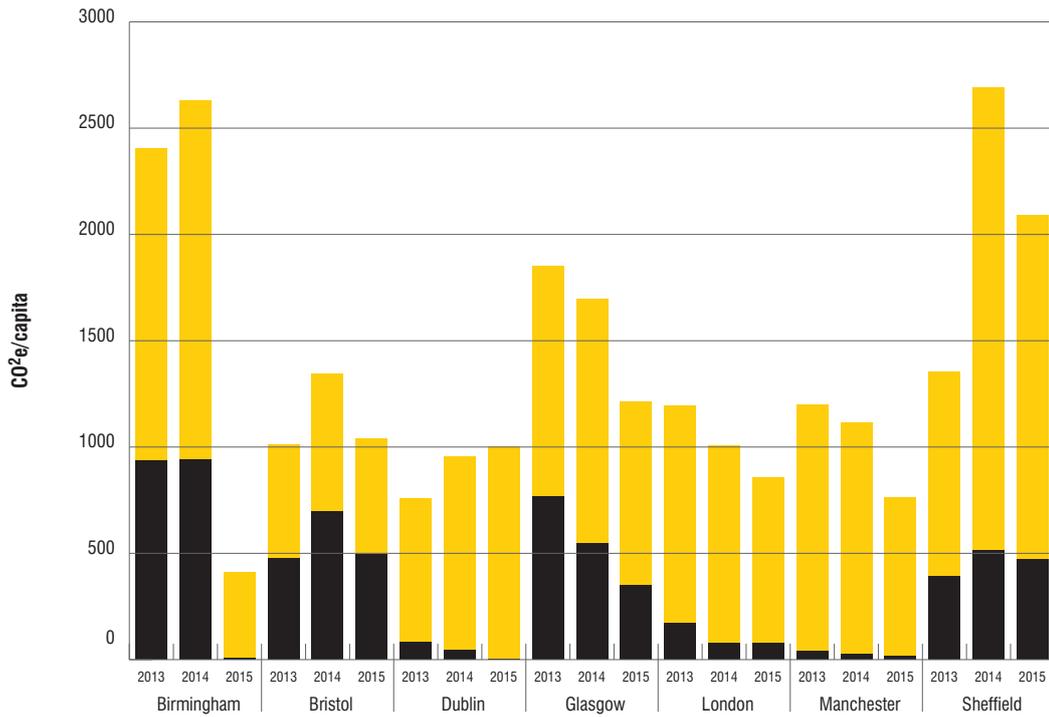


Figure 03:
Carbon emissions per capita
(CO₂e/capita) by studio

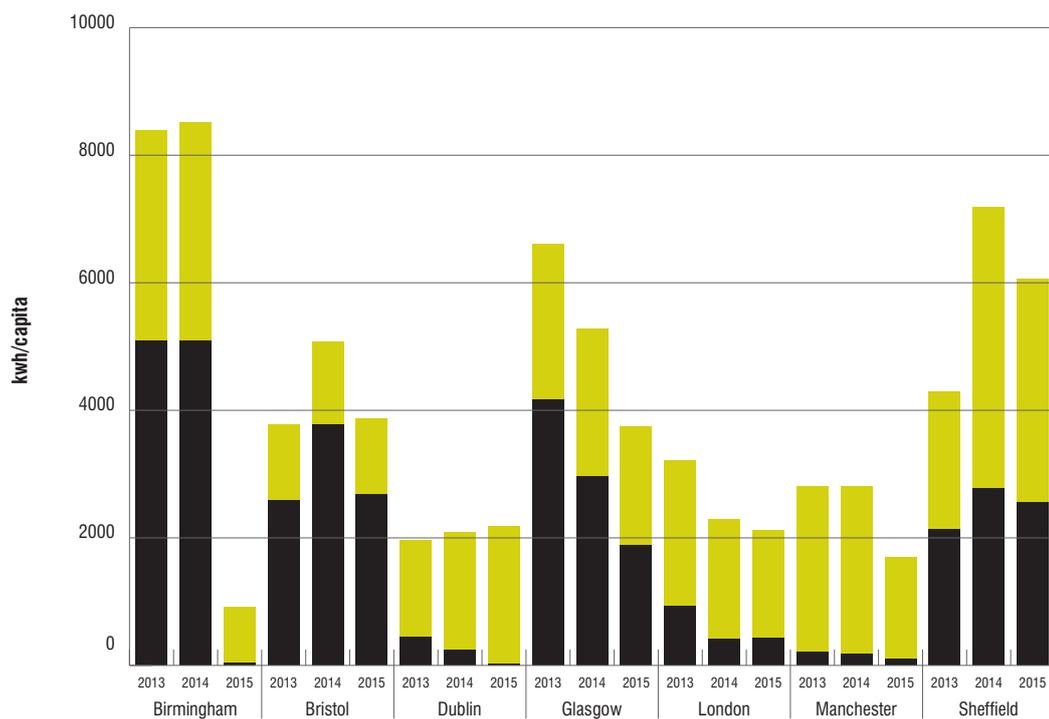


Figure 04:
Energy consumption per capita
(kWh/capita) by studio

Water

Table 0.5 shows our total water consumption across all studios in 2015 against the 2013 baseline. Tables 0.6 and 0.7 show consumption by studio, and normalised per capita. Our total water consumption has increased significantly by over 24%. The per capita the increase is less significant at just under 2%. Whilst an increase in the usage of water appliances, attributed to increased staff numbers, can justify an increase in overall consumption, the trend in per capita water consumption is adverse to the annual decrease we are targeting to achieve a 5% reduction in water use per capita by 2018. Further explanation for studio specific water consumption is provided later in this report, but to summarise, it is likely that this increase can be attributed primarily to two main issues:

- Data granularity:** Water sub-metering is not available in all of our UK and Ireland studios. Where this is the case, in order to extrapolate water usage data it is necessary to aggregate whole-building consumption by occupied floor area by BDP. We are continuing a drive towards sub-metering of energy and water usage in all of our studios. It has proved difficult in some instances to retrospectively introduce sub-meters, especially where BDP's lease on studio space is due for renewal in the coming few years and environmental improvement measures are focused on more short-term measures which will pay back within the lease period. To reduce data granularity issues in the future, the availability of studio-specific sub-metering is now a key consideration in agreeing new studio lease agreements.
- Water leaks:** Intrinsically linked to the aforementioned data granularity issues, where water sub-meters are absent (or where there is no facility to alert to a leak) small water leaks can persist until significant enough to be identified and rectified. One solution to reducing leaks in toilet areas is the installation of presence detection auto shut-off valves to turn off water supply when the toilet area is unoccupied. Having achieved significant water savings in 2015 through the installation of PIR linked water shut off valves within male toilet areas of our Bristol studio, similar controls are due to be installed in common areas toilet areas.

Water	2013 (baseline)	2015	% change against baseline
BDP (m ³)	6023.16	7505.39	+24.61%
BDP (m ³) per capita	8.05	8.26	+2.64%

Table 0.5: Total water consumption

m ³	2013 (baseline)	2015	% change against baseline
Birmingham	50.28	50.51	+0.45%
Bristol	642.21	267.40	-58.36%
Dublin	135.97	284.50	109.23%
Glasgow	179.00	221.00	23.46%
London	3075.00	3690.00	20.00%
Manchester	1590.19	2691.98	69.29%
Sheffield	350.50	300.00	-14.41%

Table 0.6: Water consumption per studio

m ³ /capita	2013 (baseline)	2014	2015	% change against baseline
Birmingham	4.16	4.16	2.92	-29.74%
Bristol	11.15	9.82	5.30	-52.51%
Dublin	6.32	6.12	7.15	13.03%
Glasgow	2.78	3.96	2.77	-0.64%
London	8.48	7.84	7.78	-8.27%
Manchester	9.04	10.80	13.52	49.65%
Sheffield	6.48	6.50	5.64	-12.96%

Table 0.7: Water consumption per studio per capita

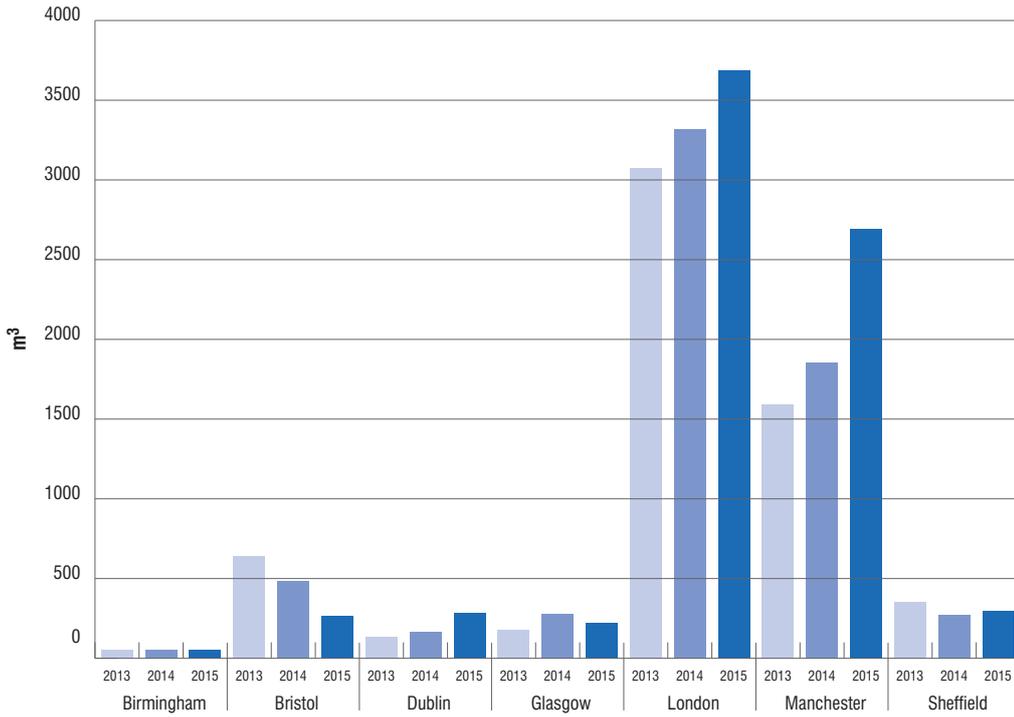


Figure 05:
Water consumption (m³)
by studio

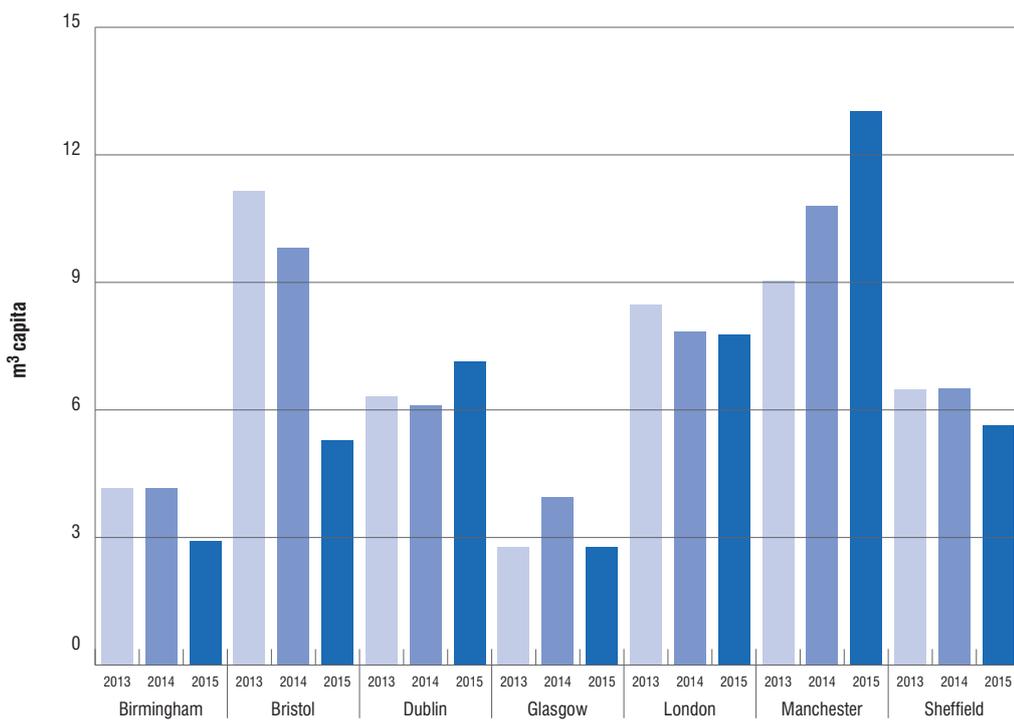


Figure 06:
Water consumption per
capita (m³/capita) by studio

Materials and Waste



All of our studios have in place robust waste management procedures to ensure that we are accountable for the waste we produce and make every effort to maximise waste diversion from landfill. Waste management procedures vary considerably between each studio. For example, in some studios comingled waste is collected for sorting and recycling off site, whilst in other studios waste is separated at source.

Where our studios are located in multi-tenanted buildings, waste management is typically dealt with on a whole-building basis. Whilst the variation in data per studio does not lend itself well to the analysis of data trends, we feel that it is important to our environmental reporting to include yearly figures. Table 07 below shows the availability of waste data across all of our studios, demonstrating the variation in approach.

Waste		Birmingham	Bristol	Dublin	Glasgow	London	Manchester	Sheffield
	White paper/ Cardboard	✓	✓	✓	✓	✓	✓	✓
	Comingled recyclables (plastic)	✓	✓	✗	✓	✓	✓	✗
	Glass	✗	✓	✗	✓	✓	✗	✗
	Organic waste	✗	✓	✗	✗	✓	✓	✗
	General waste	✗	✓	✗	✓	✓	✗	✓
	Printer cartridges	✗	✓	✗	✓	✓	✗	✓
	Mobile phones	✗	✓	✗	✗	✓	✗	✗
	Computers	✗	✓	✗	✓	✓	✗	✗
	Printers	✗	✓	✗	✓	✓	✗	✗
	Batteries	✗	✓	✗	✗	✓	✗	✗
	Other WEEE	✗	✓	✗	✓	✓	✗	✗

Table 07: Waste data availability per studio

Table 08 (below) reports the quantities of waste and recyclables produced per year since formal environmental reporting began in 2013. When interpreting this table it is necessary to refer to table 07 (opposite) to note where lack of data availability may impact on reported figures.

Waste		2013	2014	2015
White paper/Cardboard	kg	14113.20	20591.00	25813.00
Comingled recyclables (plastic)	kg	75864.00	65802.00	59690.00
Glass	kg	4680.00	3055.00	789.00
Organic waste	kg	21020.00	19690.00	14590.00
General waste	kg	42357.00	40236.00	31422.00
Printer cartridges	units	143.00	571.00	667.00
Mobile phones	units	21.50	14.00	4.00
Computers	units	38.00	88.00	97.00
Printers	units	3.00	4.00	12.00
Batteries	kg	164.10	65.00	60.00
Other WEEE	units	368.00	499.00	1510.60

Table 08: Waste and recyclables totals per year

During 2015 our studio managers have been working with waste contractors and, where applicable, the building manager/landlord, to interrogate the waste management procedures and attempt to improve data availability. At present it is still proving difficult to obtain a robust breakdown of waste streams and recycling rates for each of our studios. When renewal of waste contracts is due, the ability of the contractor to provide the necessary waste data feedback to BDP for reporting purposes will be influential in awarding the contract.

Studio Analysis 2015

This section of the report provides a detailed review of the trends in carbon emissions, energy use and water consumption across our UK and Ireland studios. Performance against our targets are shown at the top of each studio page, accompanied by a narrative for each studio, which aims to link key activities and initiatives during the year with the figures reported. Improvement proposals for the coming year are also outlined for each studio.

Birmingham



Percentage Change from 2013 baseline	
Scope 1 emissions per capita	(No reliable data)
Scope 2 emissions per capita	(No reliable data)
Water Consumption per capita	Decrease 29.74%

2015 marked the first full year of BDP Birmingham’s occupation of 158 Edmund Street. The building does not currently contain sub-meters, so studio consumption is aggregated by floor area. This process is managed and maintained by the landlord’s facilities management company. During the early part of 2015 faults were observed in both the gas and electricity meters. As a result, replacement and recalibration of the gas meter was undertaken in February, and the electricity meter in April. The impact of the meter problems means that there is a lack of reliable gas and electricity data from January to April. With an absence of data for a number of months at the start of 2015 it has unfortunately not been possible to report on annual consumption during 2015 against our 2013 baseline.

Whilst problems persisted with the gas and electricity meters, water metering remained reliable throughout the year and no metering errors have been detected. Our water consumption figures for 2015 show a decrease of 29.74% against our 2013 baseline. This can be attributed to the water efficient sanitary fittings (namely auto stop/aerated taps and dual flush WCs) installed within 158 Edmund Street, compared to the standard facilities within the building that the BDP Birmingham studio previously occupied at Colmore Row.

Improvement Proposals 2016

158 Edmund Street was refurbished in 2014 to high sustainability standards. Building features include a 10kWp Photovoltaic solar panel system, industry leading energy efficient HVAC system with heat recovery, and presence/daylight linked LED lighting. Unfortunately, the metering problems during the first part of 2015 led to poor data granularity that in turn meant that we have been unable to accurately gauge the impact of the sustainability features on the studio’s environmental performance.

During early 2016 we have engaged with the landlord and facilities management company in order to ensure that our studio operation is optimised and that we can benefit fully from the raft of sustainability features within the building. As a result of initial engagement, the following actions and initiatives are proposed for 2016 to optimise environmental performance:

- Review of the temperature controls with the studio fit out contractor to optimise comfort conditions and energy use to best fit our use profile.
- Training for studio management staff in correct operation of the temperature controls.
- Repositioning of lighting sensors to rectify current issues with some PIR lighting remaining operational when not required.
- Review of sub-metering facilities with the landlord. Explore options for improved data granularity through installation of BDP-specific sub-meters for electricity, gas and water.

Bristol



Percentage Change from 2013 baseline	
Scope 1 emissions per capita	Increase 4.13
Scope 2 emissions per capita	Increase 1.78
Water Consumption per capita	Decrease 52.51%

Per capita carbon emissions have reduced significantly from 2014 Scope 1 and 2 figures, which can be largely attributed to increased space utilisation (increase in studio staff during 2015) and the installation of presence detection lighting controls in some areas. Even so, carbon emissions are still marginally higher than our 2013 baseline. This is likely to be attributable to occupant behaviour, which is the current focus of a staff environmental campaign within the Bristol studio. At present there are occasional issues with staff manually adjusting the thermostat to suit personal preferences, and cleaning staff and other building tenants leaving lights on in common areas. Longer working hours by BDP staff on two key projects this year in addition to weekend heating requested by other building tenants are also likely to have contributed to higher than baseline carbon emissions. Finally, there has been an issue with the lighting to the stairwell where a faulty sensor led to continued illumination.

Water consumption has decreased significantly in 2015 from our 2013 baseline. This is attributed to the monitoring and restriction of water use in the common toilet areas. This has been achieved through manual adjustment of the isolation valve to reduce the water flow. In particular, this has resulted in a significant reduction in water consumption from the urinals in the male toilets, which were prone to flushing continuously.

Improvement Proposals 2016

In 2016 the Bristol studio will continue its campaign to enhance staff awareness of environmental issues and encourage efficient use of light and heating. As is highlighted above, the behaviour of other building tenants may be influencing the Scope 1 carbon emissions due to the absence of gas sub-meters specific to BDP studio space. Discussions with the landlord regarding the potential for sub-meter installation are ongoing but unlikely to be agreed at present due to the remaining lease timescales.

During the last quarter of 2015, LED lighting was installed in an area of the studio as part of the refurbishment programme. It is hoped that the replacement of standard fittings with energy efficient LEDs will prove beneficial in reducing energy use and subsequent carbon emissions in 2016.

PIR sensors are to be fitted in all common toilet areas. This will provide water supply only when the facilities are occupied, thereby preventing water wastage through faulty fittings, leaks and occupant misuse when the toilet areas are unoccupied.

Dublin



Percentage Change from 2013 baseline	
Scope 1 emissions per capita	Decrease 94.62
Scope 2 emissions per capita	Increase 48.04
Water Consumption per capita	Increase 13.03%

The Dublin studio took occupation of new premises adjacent to the existing office in September 2014. 2015 therefore marks the first full year of occupation during which time staff numbers have increased by an average of 12.6 people over the year. The new studio space utilises electric night storage heating. Space heating via the night storage heaters is attributed with the significant increase in Scope 2 emissions against the baseline; the electric heaters are both inefficient and have a higher carbon intensity than gas heating. In addition, it has been necessary to supplement the night storage heaters with portable electric heaters on some occasions during the winter months in order to maintain internal comfort conditions. The decrease in Scope 1 emissions can be attributed to the absence of gas supply within the new studio space.

Water consumption has increased in 2015. Whilst the kitchen fittings (water efficient dishwasher and zip taps) act to reduce water consumption, the sanitary fittings within the new studio space are old and water inefficient. Large single flush cistern WCs and standard taps utilise higher quantities of water per use than more modern water efficient fittings.

Improvement Proposals 2016

It is recognised that the additional studio space now occupied by the Dublin studio falls short of environmental good practice standards in a number of areas. Whilst the night storage heaters are recognised for their poor environmental performance, the lack of gas supply to the building means that replacement with a more efficient gas-fired space heating system is not immediately viable. There are however, a number of other areas for environmental improvement which will be addressed during 2016.

It is proposed to replace the lights in the main three architect studio spaces with LED fittings to reduce energy consumption and address the summertime overheating risk. This retrofit work will be the subject of a comprehensive study undertaken by our in-house energy engineers to establish an environmental and financial case for a wider roll out of LED lighting across all Dublin studio space.

A number of the double glazed units within the new studio space require maintenance to improve their thermal performance. It is proposed that a review of all window units is undertaken and maintenance on sub-standard units undertaken to improve the air tightness and thermal comfort of the studio.

The sanitary fittings and fixtures in the new studio space are of significant age and consequently use higher volumes of potable water per use than modern equivalents. In 2016 a review of existing fittings will be undertaken to inform a programme of retrofit to water efficient fittings.

Glasgow



Improvement Proposals 2016

During early 2016, the programme of works to replace all lighting with LED fittings will be completed, allowing the studio to benefit both financially and environmentally from energy efficient lighting.

The studio will be installing two large video screens during 2016. These will be purchased in line with the recently adopted Responsible Procurement Policy. An environmental comparison exercise will be undertaken so as to determine the environmental impacts of each model throughout the product lifecycle.

Percentage Change from 2013 baseline	
Scope 1 emissions per capita	Decrease 54.71
Scope 2 emissions per capita	Decrease 20.44
Water Consumption per capita	Decrease 0.36%

The Glasgow studio has seen a significant reduction in Scope 1 and 2 emissions against the 2013 baseline. In 2015 BDP continued its programme of server virtualisation. In the Glasgow studio, server virtualisation led to the removal of two physical servers, thereby reducing direct energy demand and cooling requirements, impacting on Scope 2 emissions. Following adjustments to the boiler settings in 2014, Scope 1 emissions associated with heating have continued to fall. A programme of minor refurbishment and adjustments to the sash windows throughout the building was undertaken by the building landlord in June/July 2015. The window adjustment works ensured that windows fit and operated well, thereby reducing heat loss associated with poor fitting windows. This work was primarily aimed at improving the operation of the windows recording and readjusting, but in doing so has improved operation so that occupants can benefit from natural ventilation, regulating thermal comfort conditions and reduce energy consumption associated with mechanical heating and ventilation.

2014 saw an increase in water consumption as a result of the ground floor building tenant taking an unauthorised spur off the BDP water supply. This issue was rectified in 2015 and the impact recognised in the 2015 water consumption figures show a small decrease against our 2013 baseline.

London



Percentage Change from 2013 baseline	
Scope 1 emissions per capita	Decrease 53.17
Scope 2 emissions per capita	Decrease 23.99
Water Consumption per capita	Decrease 8.27%

The London studio has seen a steady increase in staff numbers from 2013 to 2015. The increase in staff numbers is mirrored by an inverse trend in Scope 1 and 2 emissions that have decreased as space utilisation efficiency improves. In 2015, the continued programme of server virtualisation saw the removal of five physical servers in London, thereby reducing both the direct energy consumption associated with their operation and the cooling requirements for the server room. Similarly, the retirement of the PABX telephone exchange system (replaced by Lync) saw the removal of physical equipment and the consequential reduction in operating energy requirements.

In order to reduce unnecessary lighting during out of hours working, the London studio is installing a light switch numbering system and zoning map to allow staff to easily locate appropriate lighting for their work area rather than lighting the whole floorplate.

In an effort to reduce water consumption, the flow rate to hand basins in toilet areas was reduced. This has resulted in an 8.27% decrease in water consumption during 2015, despite the installation of two new showers in the basement to increase provision for those wishing to walk/run/cycle to work.

During 2015 the London studio undertook a trial of Piclo. Piclo is an innovative online marketplace for renewable energy which directly links renewable energy generators and commercial consumers. This means that we were able to directly specify where our London studio energy is sourced from, providing consumer control and reassurance as to the sustainable and ethical source of our energy supply.

The London studio achieved the bronze award in The Business Energy Challenge awards. Now in its second year, these awards celebrate private sector businesses which have made the biggest reductions in their energy consumption. Gold, silver and bronze awards are distributed to the businesses who are most successful in reducing their carbon intensity. BDP achieved its Bronze award for being in the top 45% of businesses that achieved the greatest reduction in carbon intensity per square metre.

Improvement Proposals 2016

The 2014 Annual Environmental Report cited a full lighting review of all studio space to optimise settings and maximise energy efficiency. Due to the project workload of our lighting team, this exercise was unable to take place and is now scheduled for implementation in 2016. Lighting to the stairwells may (subject to the full lighting review) be upgraded to more energy efficient fittings and linked to daylight sensors to ensure they are operational only when ambient conditions necessitate.

Weather conditions precluded the thermographic survey which was scheduled to determine areas of significant heat loss and inform a programme of works to improve air tightness and reduce energy inefficiencies. The thermographic survey is now rescheduled to be undertaken in 2016.

Manchester



Percentage Change from 2013 baseline	
Scope 1 emissions per capita	Decrease 51.17
Scope 2 emissions per capita	Decrease 33.62
Water Consumption per capita	Increase 49.65%

Manchester has seen a continuation of the trend in decreasing Scope 1 and 2 emissions in 2015. This can be attributed in part to increased space efficiency as staff numbers grow. During 2015 efforts were concentrated on optimising the performance of the building’s BMS so that boilers and fan coil units respond to changing external climate conditions.

Efforts to reduce water consumption were hampered by a number of problems with the rainwater harvesting system and several water leaks that were not immediately detected and rectified. Our proposed actions for 2016 respond to the need to reduce water use as a result of leaks in both 2014 and 2015 which adversely impacted water consumption.

Improvement Proposals 2016

An initial review of the BMS system in 2015 identified that the system was not operating as designed and that there were potential energy efficiency savings to be made from a review and overhaul. A key area for improvement identified was the building sub-metering; at present it is not possible to obtain the meter output data via the BMS. The ability to record and post-process meter data is key to understanding the building’s performance to determine a baseline from which interventions can be implemented and assessed. To begin the process of optimising building performance in 2016 it is proposed that a real-time energy management technology tool (‘Active Energy’) will be integrated with our existing Cylon BMS, together with a revised metering strategy. Once established, the system will allow the identification of high energy/water consuming areas/equipment/processes to inform improvement works. The new software is also capable of issuing alarms via text message/email to our building manager when consumption exceeds a specified threshold. This will be a valuable feature in identifying system issues quickly and should prevent future water leaks such as those which affected the Manchester studio in 2014 and 2015.

Following an initial trial of Active Energy, it is proposed that the system is expanded to capture studio environmental performance data for our other UK and Ireland studios. The capacity to centrally post-process all studio environmental data would be a powerful tool in monitoring, reporting and improving on our internal environmental performance.

Sheffield



Percentage Change from 2013 baseline	
Scope 1 emissions per capita	Increase 19.47
Scope 2 emissions per capita	Increase 68.83
Water Consumption per capita	Decrease 12.96%

In 2014, Scope emissions in our Sheffield studio appeared to increase significantly as a result of the installation of BDP studio specific electricity sub-meters, thereby providing accurate electricity consumption figures for the BDP occupied area (as opposed to previously aggregated figures based on whole building consumption). Therefore, although 2015 Scope 2 emissions show an increase on the 2013 baseline figures, they are lower than the figures reported in 2014, which can be considered a more accurate representation of actually electricity consumption than the apportioned 2013 values. Enhanced space utilisation due to increases in staff numbers in 2015 is likely to have been instrumental in improving power and lighting efficiencies within the studio.

In terms of specific energy saving initiatives implemented in 2015, the pre-existing 230 volt pump for the Zip Tap was replaced with a new 12 volt version. The Zip Tap located in the kitchen is the primary source of boiling and chilled water in the studio and is heavily used throughout the day. As such, replacement of the pump is significant in terms of improving energy efficiency and consequently reducing Scope 2 carbon emissions.

Scope 1 emissions have increased but are lower than the figure reported in 2014. Unlike electricity, the studio's gas consumption continues to be aggregated by floor area from the whole building gas meter. Changes in building occupancy are likely to be the primary reason for fluctuations in Scope 1 emissions. 1 North Bank as a whole is now 65% occupied. This increase in people and equipment within the building is likely to have contributed positively to reductions in Scope 1 emissions associated with heating in 2015 on a per capita basis.

Directly metered water consumption is not available for the Sheffield studio. Toilet areas are within the common areas and therefore used by BDP staff as well as other building occupants. Kitchen taps and dishwashers are within the studio but not sub-metered. Annual average consumption is based on industry standard usage figures and therefore does not accurately represent consumption within the studio. The decrease in per capita consumption reported is a result of an increase in staff numbers.

Improvement Proposals 2016

It is envisaged that staff numbers within the Sheffield studio will continue to rise in 2016 in line with projected workload. This is likely to impact positively on emissions as systems efficiencies (power, heating, and lighting) are further improved on a per capita basis. In particular, it is envisaged that increased staff density will reduce heating demand during winter months.

The studio will be upgrading the meeting room audio visual equipment during 2016. These will be purchased in line with the recently adopted Responsible Procurement Policy. An environmental comparison exercise will be undertaken to determine the environmental impacts of each model throughout the product lifecycle.



BDP IT

Responsible Procurement of IT Equipment

As part of our ISO 50001 commitments we have developed and implemented a specific responsible procurement policy for IT equipment and services. This policy sits alongside and draws on the principles within our overarching Responsible Procurement Policy. The IT responsible procurement policy includes guidelines for the specification of IT equipment, including specific environmental and energy standards to be achieved for common equipment (monitors, desktops, laptops, projectors, printers, servers).

IT Energy and Environmental Improvements 2015

Across all of our UK and Ireland studios, a programme of continual IT improvements ensures that we benefit from the latest developments in energy efficient and environmentally sound products. Headlines for 2016 include:

- **Continuation of server virtualisation.** In 2016 30 physical servers were decommissioned (15 in Manchester, 5 in London, 2 in Glasgow, 4 in Bristol, 2 in Birmingham and 2 in Dublin). This will result in reduced energy loads and cooling requirements in each of the host studios.
- **Roll out of new monitors to replace ageing less efficient monitors.** The new 27 inch AOC Q2770PQU monitors are certified under Energy Star (V6.0: Computers Specifications) and achieve an EU Energy Lab B rating. Reported annual energy consumption is 61kWh/annum and the “zero switch” functionality means that the monitor draws no power when switched off.
- **Upgrade of network switches in Glasgow, Bristol and Dublin studios.** To replace the old Cisco4500 chassis switches with individual connectable 48 port switches. The change is intended to achieve a reduced energy cooling requirement due to more efficient processors and cooling technology.

IT Improvement Proposals 2016

During the first quarter of 2016 a rolling replacement of all BDP Multifunction Devices (MFDs) will be undertaken. This will provide BDP with new reliable and energy efficient facilities for copying, scanning and printing. It will also provide the facility to implement new print management software which will allow more detailed reporting on usage, and ultimately can be used as a tool to alter our colour and B&W printing habits. Towards the end of 2016, following the release of a new product range, all copiers will then again be exchanged giving the business contemporary machines at the beginning of their product lifecycle.

Environmental and energy efficient features of the proposed Konica Minolta Bizhub C654 include:

- Energy Star certified;
- Annual energy consumption 4.9kWh. 57% better than Energy Star v2.0 standard value;
- Energy saving mode activated at learnt periods of low use;
- 33% improvement in energy efficiency from previous equivalent model (Bizhub C652DS);
- EPEAT-Gold certified;
- Eco-indicator aids monitoring of paper, toner and energy usage.



Emissions Business Travel



Business travel is necessary for the company to seek and develop new business opportunities and deliver projects successfully. Recognising that the extent of travel required is project specific and largely dictated by client demands, BDP has not set a specific target for a reduction in carbon emissions related to business travel as we have done for Scope 1 and 2 emissions. We are nonetheless committed to reducing our business travel emissions wherever possible and have introduced a number of measures aimed at reducing our travel emissions. Highlights in 2015 include the following:

- Lync is now fully established and fully utilised in all of our UK and Ireland studios. The integrated functionality and ease of use has proved a great success with staff and Lync is now used extensively for desk based video conferencing in place of physical attendance at meetings.
- The purchase of two Brompton pool bikes for our Manchester studio in September 2015. The bikes have been well utilised by staff, replacing taxi and private car travel particularly for short journeys within Manchester. Staff logged over 100 miles in Brompton bike journeys in 2015 from their introduction in September. This can be equated to the avoidance of over 39 kgCO₂ emissions associated with taxi journeys over the same distance. Following the success of the pool bike scheme in Manchester, a similar Brompton pool bike has been purchased for the London studio and is available for use by staff in 2016.
- The London studio has installed a two tier 12 space bike storage cage within the basement as well as two new showers. Whilst predominantly used by staff for commuting to work, the improved cyclist facilities also makes it easier and more convenient for BDP staff and visitors to BDP to utilise cycle transport for business travel, particularly for short local journeys within London.

Figure 07 (opposite top) shows our business travel emissions per capita against our 2013 and 2014 reporting year data. We have achieved a considerable reduction in emissions of 60.63% since 2013. As in previous years we have reported on business travel emissions for Central staff independently of the studio in which these staff are located in recognition of the high travel requirement demanded of some members of the central executive team. At present we are still unable to record emissions associated with taxi journeys for business travel. We are aware that this is a data granularity issue that needs to be addressed in the future to complete the picture for business travel emissions, and we will be looking into means of accessing this data in the future.

Improvement Proposals 2016

Within our 2014 Environmental Report we committed to developing a Business Travel Carbon Management Plan during 2015. Ultimately this was not undertaken as efforts were instead focused on the implementation of practical travel initiatives which it was felt would be more successful at encouraging environmentally responsible business travel than a formal Business Travel Carbon Management Plan. To this end, the successful uptake of Lync and the Manchester studio pool bikes and the significant reduction in emissions from business travel during 2015 suggests that facilitating ease of sustainable travel choices by staff is arguably a more effective approach.

During 2016, the original target for the development of a Business Travel Carbon Management Plan will not be pursued. We will instead continue focusing on the implementation of practical measures to encourage staff to make sustainable travel choices, recognising that this approach is more likely to be successful at engaging staff than a policy document which in reality may not be read or referred to by a majority of staff.

Figure 08 (opposite bottom) breaks down our per capita business travel emissions by studio, demonstrating reductions in all studios with the exception of Glasgow, Sheffield and Dublin.

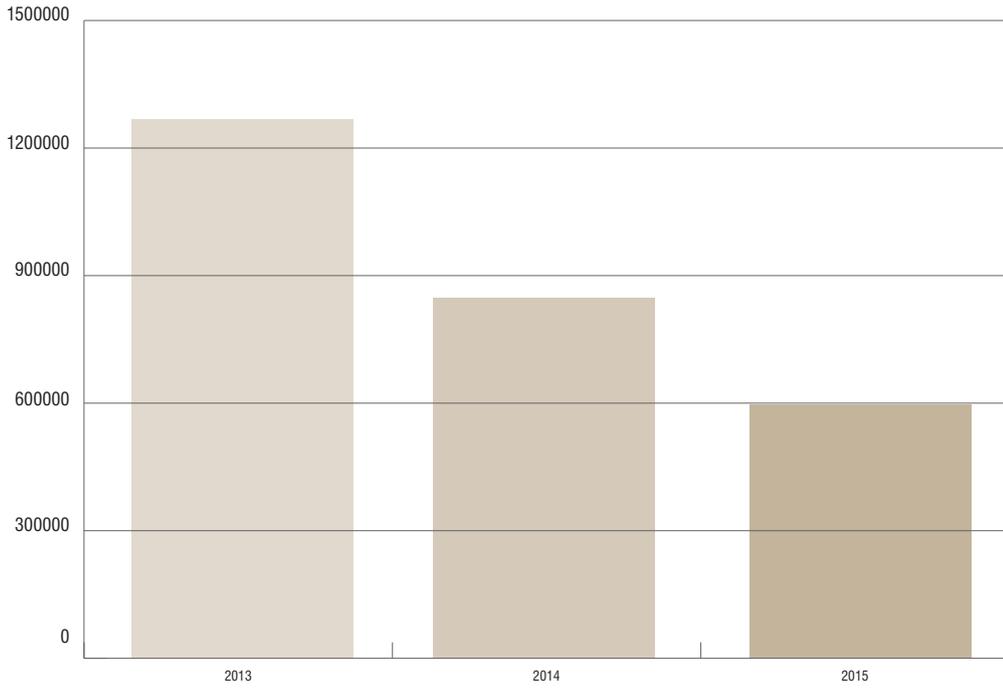


Figure 07:
Business Travel (kgCO2e) per capita

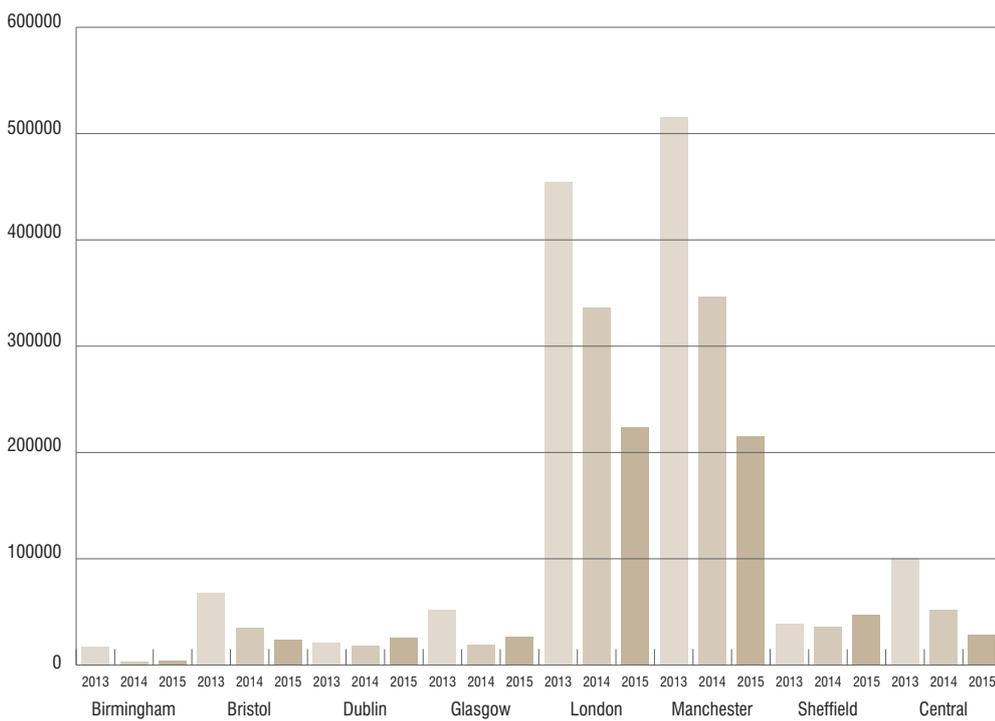


Figure 08:
Business Travel (kgCO2) (by studio) per capita

Summary and Projections

The purpose of our annual Environmental Report is to provide a review of our UK and Ireland studios' environmental performance, ensuring that we are accountable for the environmental impact of our business activities and continue to strive to better our performance.

Carbon and Energy

In 2015 we have been successful in considerably reducing our Scope 1 and 2 carbon emissions, in doing so exceeding our 2018 target for a 5% reduction from the 2013 baseline. This improvement can be partly attributed to increased studio utilisation resulting in improved system efficiency per capita. The studio analysis pages detail some of the studio-specific initiatives which have been successfully implemented to contribute to a reduction in carbon emissions. From 2015 we have introduced new procedures for reviewing the environmental impact of proposed studio budget allocation to prioritise measures and projects that positively impact on the environmental performance of our studios.

Figure 0.8 projects our carbon emissions per capita. This shows that emissions are projected to be 9% below our 2018 target, an improvement of 28% against our 2013 baseline.



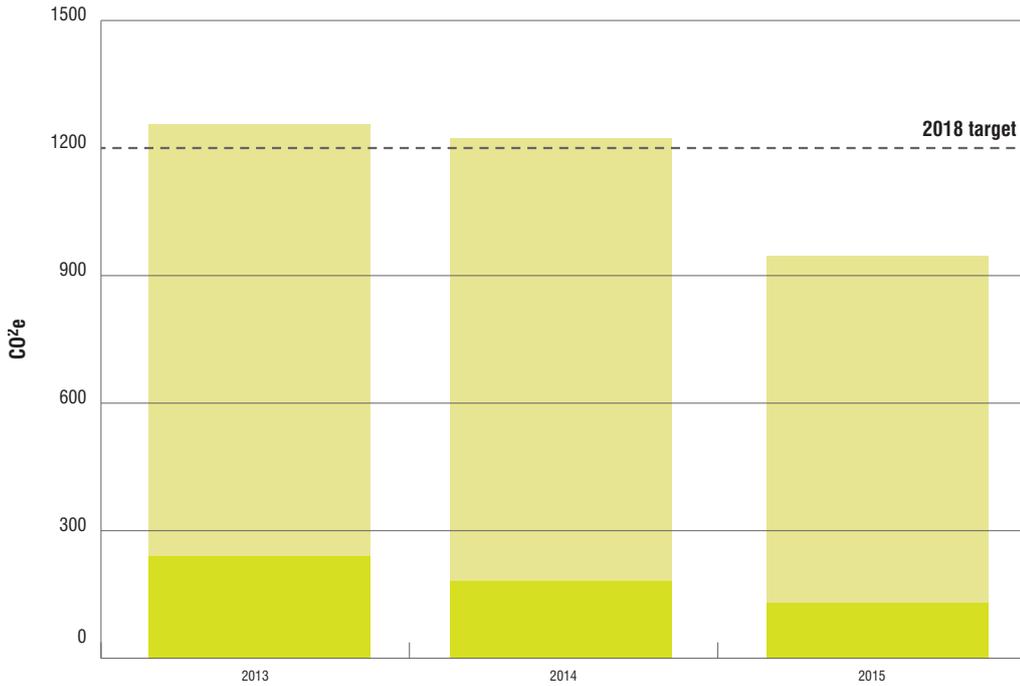


Figure 09:
Scope 1 and 2 carbon emissions per capita against 2018 target

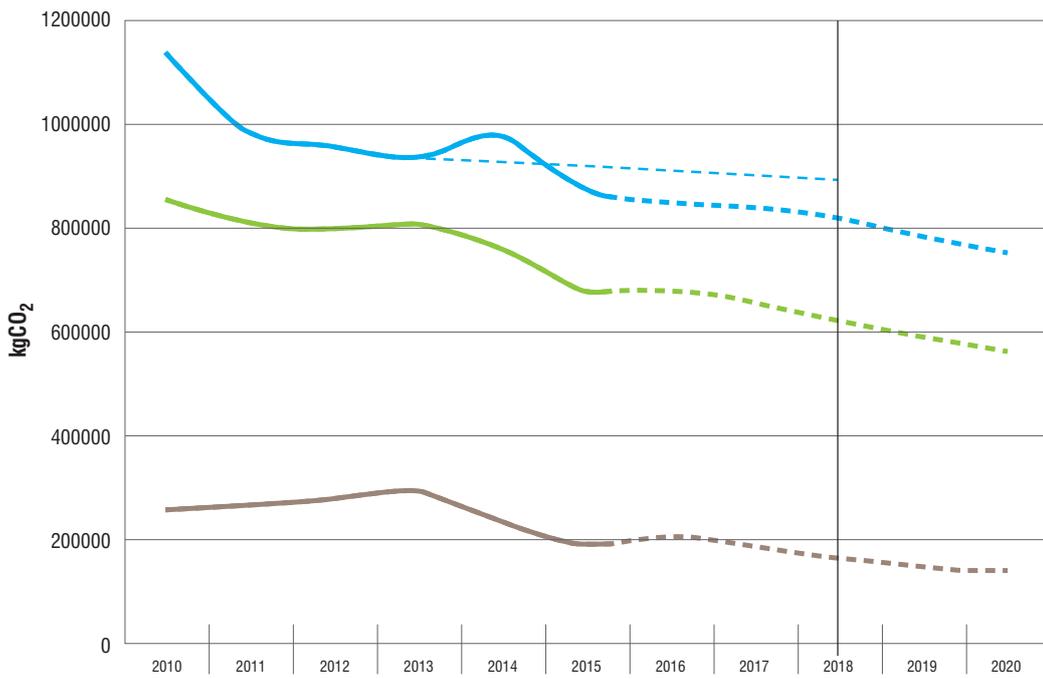
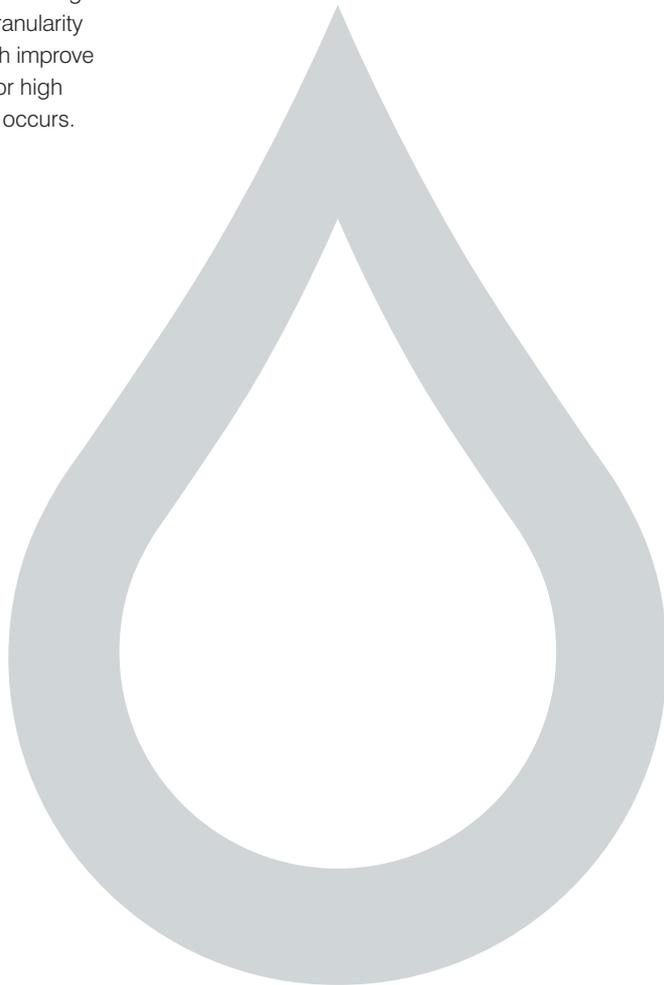


Figure 10:
Carbon emissions per capita projection

- Scope 1&2 (kgCO₂/capita)
- - - Scope 1&2 target (kgCO₂/capita)
- Electricity consumption (kWh/capita)
- Gas consumption (kWh/capita)

Water

Whilst we were successful at reducing our carbon emissions in 2015, our water consumption increased marginally by 1.16% from the 2013 baseline. Figure 12 projects our water consumption and suggests that our 2018 water consumption may be 27% higher than our target. This projection reflects the trend we have seen in both 2014 and 2015 where water consumption has been gradually increasing, away from our proposed 5% reduction target. As previously cited there is a need for improved data granularity (sub-metering of BDP-specific water use) in order to both improve accuracy of consumption data, and identify any leaks or high consumption before significant potable water wastage occurs.



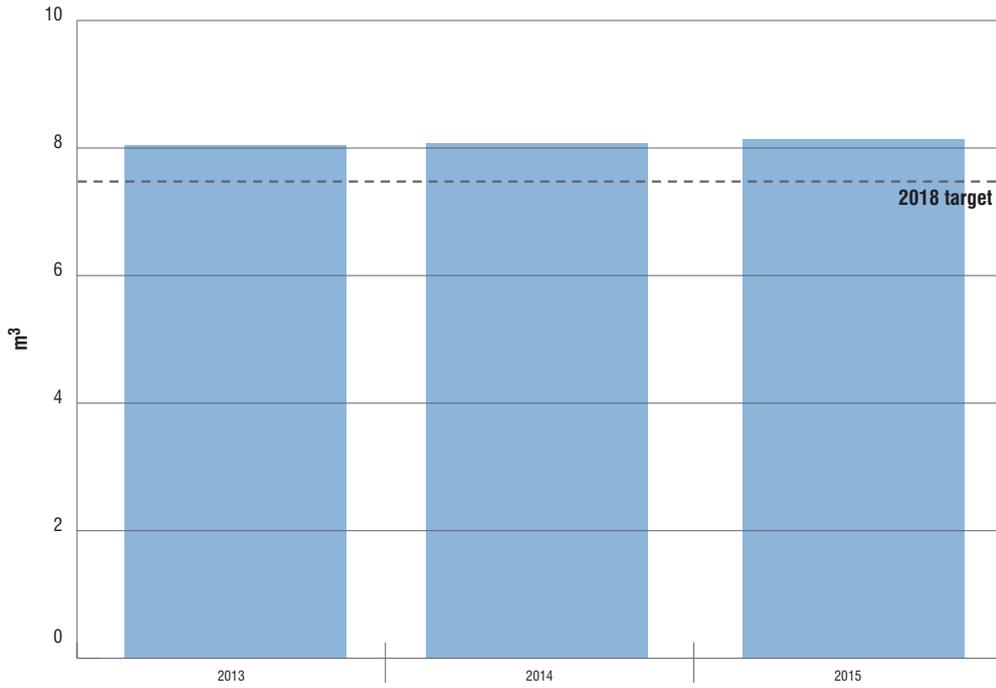


Figure 11:
Water consumption per capita against
2018 target

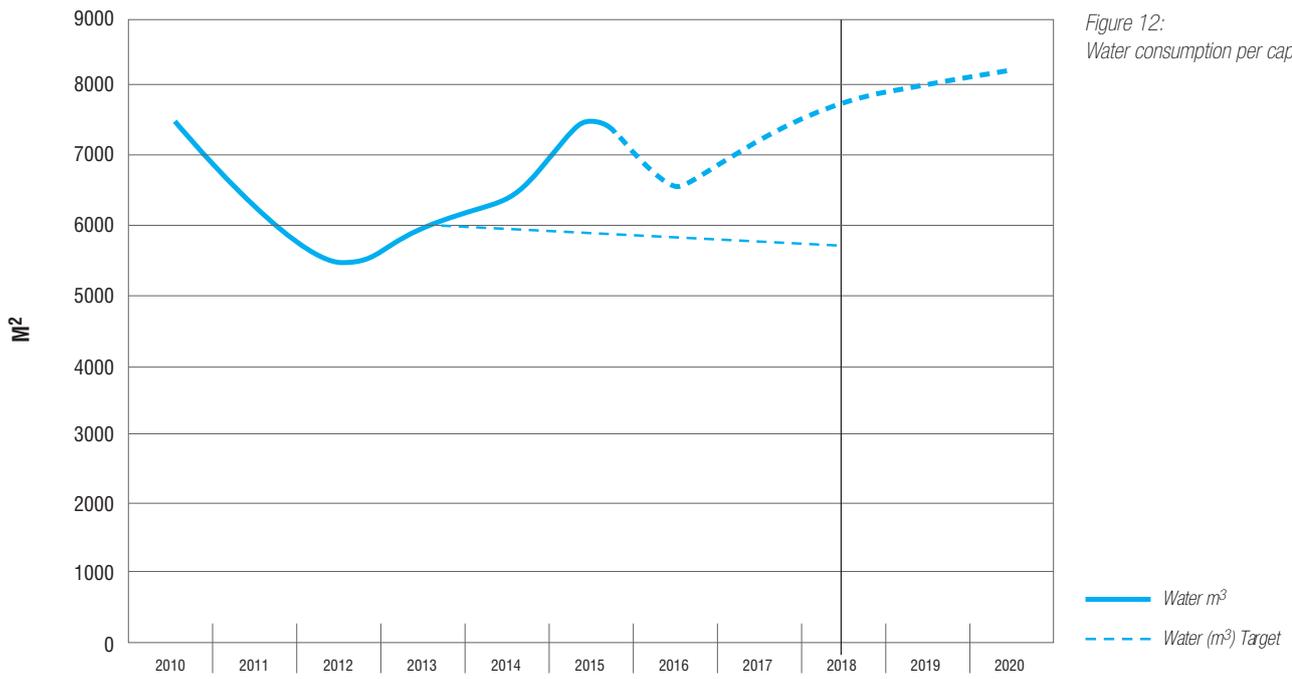


Figure 12:
Water consumption per capita projection

2016 Action Plan

2015 saw BDP surpass the 5% reduction target of Scope 1 and 2 emissions (from a 2013 baseline) set for 2018 – three years early. As our data granularity improves, so has our ability to make inroads to our consumption figures. As a result of achieving our target in 2015 we now need to look to establish a new target to ensure that the impetus to minimise the carbon emissions associated with our operations continues. We have achieved carbon emissions levels of 953kgCO₂e/capita in 2015 through a series of initiatives within our studios. Having worked hard to optimise our environmental performance within our studios we feel that further significant reductions in carbon emissions would likely entail sizeable interventions and investments, which, though desirable, are not always practical. Our new target is therefore aimed at maintaining and, where practicable, reducing our carbon emissions to 2018 so that:

Carbon emissions do not exceed 1000kgCO₂e/capita across all of our UK and Ireland studios.

Our 2018 water target remains at achieving a 5% reduction in 2013 (baseline year) water consumption per capita. Historically we have struggled with data granularity for our water consumption, specifically as a result of a lack of specific sub-meters in our studios. In our Manchester studio, 2016 will see a revision of the BMS and metering strategy for the building resulting in improved data granularity and improved sub-metering, allowing areas of high energy and water consumption to be identified and targeted. It is proposed that improvements to water sub-metering within the building will both improve data granularity and allow building management to identify and rectify water leaks before they result in a significant loss of potable water, as was the case in 2015. It is proposed that similar BMS and metering strategy reviews will be undertaken subsequently in other studios, with the ultimate aim of achieving a centralised, cloud based monitoring system for all of our UK and Ireland studios, which will significantly enhance environmental performance monitoring and assessing the impact and interventions implemented.

In 2015 we have seen significant reductions in our business travel carbon emissions. Although we do not set a formal target for business travel emission reduction, in 2015 we achieved a 60.63% reduction in emissions from 2013 levels. It is likely that this reduction can likely be attributed in part to fluctuations in business travel requirements based on the location of ongoing projects. Nevertheless, practical measures such as the company-wide roll out of Lync, cyclist facilities and pool bikes are recognised as positively impacting on reducing our business travel carbon emissions. Our original target relating to business travel emissions was to produce a Business Travel Carbon Management Plan. On reflection and in light of the success of practical measures to encourage sustainable travel choices, this target will not be pursued in 2016. Instead we will seek to continue to encourage staff to make sustainable travel choices by implementing practical measures across our studios. The recent success of our Brompton pool bike scheme in Manchester has demonstrated that staff are willing to minimise carbon intensive travel where a low carbon alternative is readily available. As such our focus going forward will be to seek additional ways of encouraging and incentivising sustainable travel choices by our staff.

In 2016 we will work to maintain both our ISO:14001 and 50001 certifications during 2016 and beyond. Award of certification is only the start of the ISO journey and BDP will be subject to regular external audits throughout 2016 to ensure ongoing compliance and improvement in our environmental performance. All ISO standards are revised every five years to ensure they remain current and relevant the marketplace. ISO 14001:2015 was released in September 2015. Organisations have a three year transition period in order to migrate their environmental management system to the new version. For BDP, 2016 will see continuation of an upgrade in our environmental management system to make the transition to ISO 14001:2015. Key changes in ISO 14001: 2015 relate to:

- Increased prominence of environmental management within the organisation's strategic planning processes;
- Greater focus on leadership;
- Addition of proactive initiatives to protect the environment from harm and degradation, such as sustainable resource use and climate change mitigation;
- Improving environmental performance;
- Lifecycle thinking when considering environmental aspects;
- Communications strategy.

Revised Targets

Our UK and Ireland studio environmental targets have been revised to reflect our current position and ensure that we continue to push forward our environmental agenda to maximise positive outcomes.

Our revised targets are as follows:



Carbon emissions do not exceed 1000kgCO₂e/capita across all of our UK and Ireland studios.



5% reduction of total water consumption per capita on 2013 baseline.



Seek to implement practical measures in our studios to encourage and incentivise staff to make sustainable travel decisions.

Manchester

Steve Merridew

Environmental Design Director
Head of Sustainability

steve.merridew@bdp.com
+44 [0]161 828 2200



www.bdp.com
sustainability@bdp.com

Europe

11 Ducie Street
PO Box 85
Piccadilly Basin
Manchester
M60 3JA

16 Brewhouse Yard
Clerkenwell
London
EC1V 4LJ

7 Hill Street
Bristol
BS1 5RW

158 Edmund Street
Birmingham
B3 2HB

15 Exchange Place
Glasgow
G1 3AN

1 North Bank
Sheffield
S3 8JY

Blackhall Green
Dublin 7
Ireland

Walenburgerweg 74
3033 AG **Rotterdam**
Netherlands

Asia

PO Box 41670
202, Al Jahili Tower
Corniche Road
Markaziyah East
Abu Dhabi

Unit A, Floor 17
Urban City Centre
45 Nanchang Road
Huangpu District
Shanghai
200020
China

L 20 Green Park (Main)
New Delhi
110016
India

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