



PERFORMANCE AGAINST SIX IMPACT AREAS

2020-2021

CUNDALL

Based on our materiality analysis in 2018 , we have set annual targets and goals for each of our impacts. We track and report on our performance against annual targets. We report on several key performance indicators of interest to our stakeholders and in alignment with One Planet Living framework.



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Climate Positive Action

Reducing whole carbon footprints beyond zero.

Our annual carbon footprint per full time employee.

This annual carbon footprint includes scope 1, 2 and 3 emissions following the One Planet Living framework. The breakdown is available on [page 3](#).

Our climate positive action strategy is to:

1. Reduce

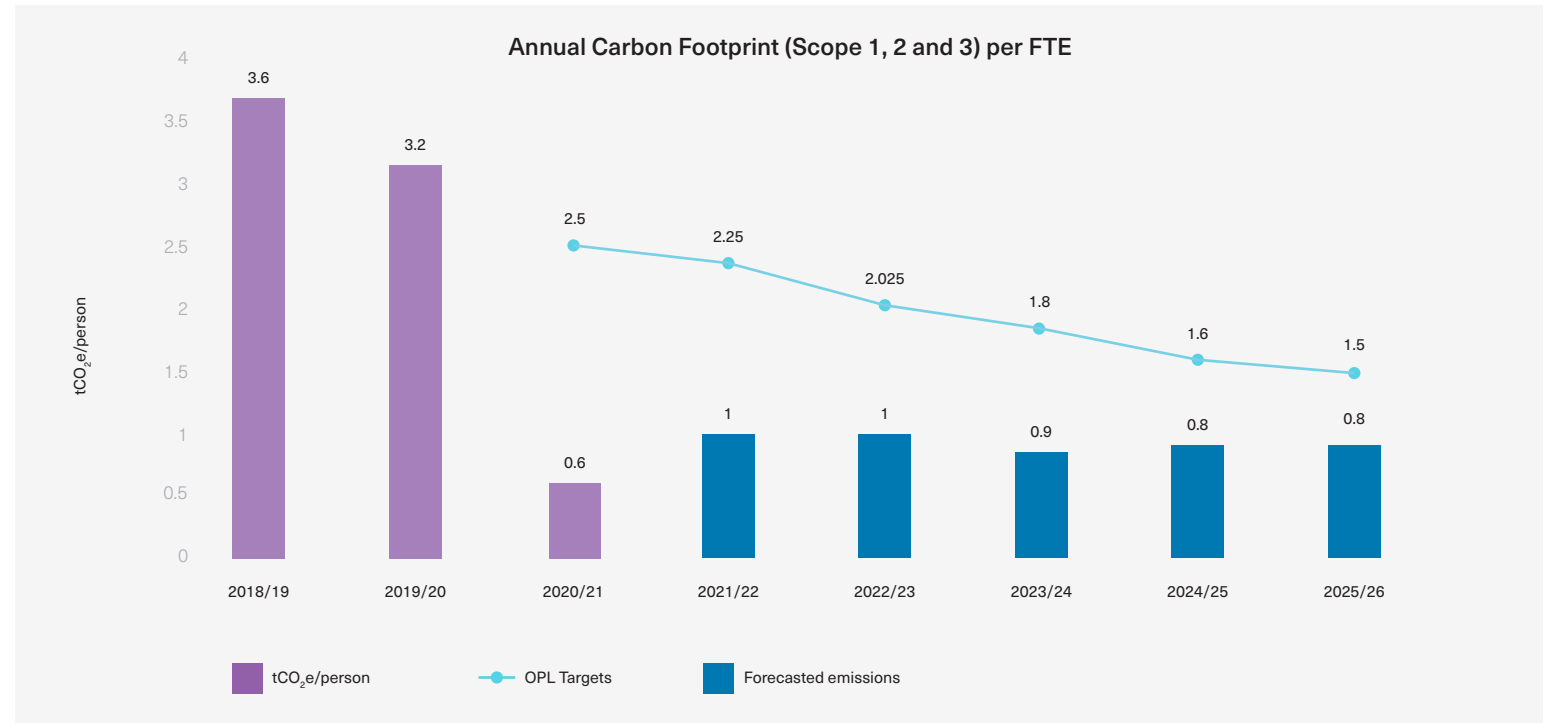
- Energy consumption in our offices and work with our landlords to reduce their energy consumption associated with providing services to our offices.
- Travel emissions associated with business and commuting.
- Material embodied carbon in office consumables and fit-out works.
- Waste through reduction and re-use/recycling initiatives.

2. Decarbonise

- Generate or purchase 100% renewable electricity.
- Transition from fossil fuels in buildings.

3. Transform

- Preference low or zero carbon products in our supply chain.
- Purchase credible carbon offsets equivalent to 115% of remaining carbon footprint directly supporting projects in new renewable energy generation.



- Our carbon footprint FY2020 is certified carbon neutral by Carbon Trust. The scope of our certification covers scope 1 with tenant gas, heating, cooling, company cars and fugitive emissions, scope 2 with our tenant electricity consumption using market-based methodology and scope 3 only including our business travel emissions.

Climate Positive Action

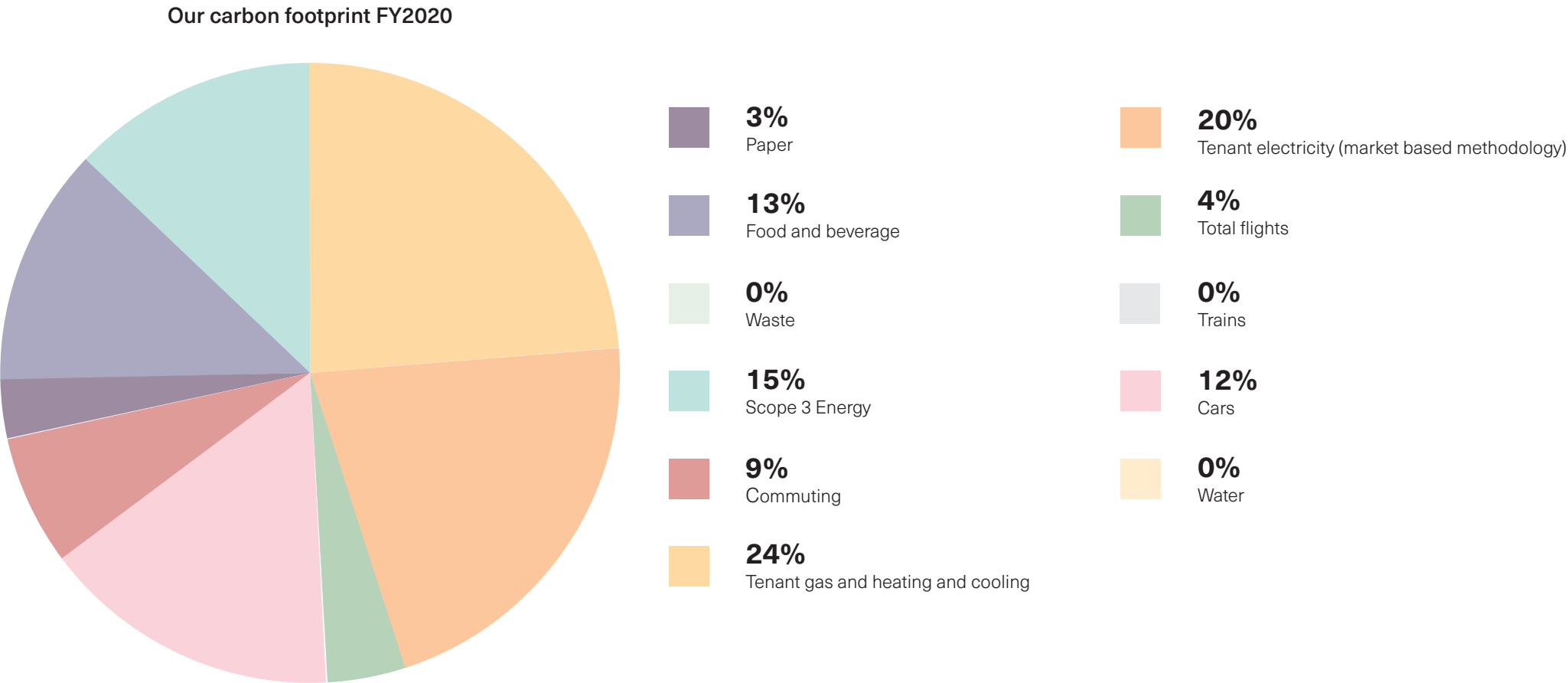
How did we reduce our carbon emissions during this reporting period?

Whilst COVID-19 had thrown business travel into disarray, we managed to deliver excellent services and projects to our clients. It highlighted deeper questions on the true benefits of all those air miles. Our business travel emissions per person have plummeted. Before the pandemic, meetings, conferences and trade shows in another country or convening in-person to sign deals was the norm. But after nearly two years of restrictions, we have shown that we can do our work effectively with significantly less travel. We will look to curb travel-related emissions by limiting trip frequency, drawing on lessons learned during the pandemic. Keeping internal meetings online, encouraging trains and optimising schedules to reduce the number of flights taken are extremely effective ways to reduce carbon emissions in line with what is needed to reach the Paris agreement goals.

Our carbon footprint FY2020 is certified carbon neutral by Carbon Trust. The scope of our certification covers scope 1 with tenant gas, heating, cooling, company cars and fugitive emissions, scope 2 with our tenant electricity consumption using market-based methodology and scope 3 only including our business travel emissions.



Climate Positive Action



Climate Positive Action

Scope	Boundary	Unit	Total
Scope 1	Tenant gas + Heating + Cooling	tCO ₂ e	110.70
Scope 2	Tenant electricity (market based methodology)	tCO ₂ e	93.06
Scope 3	Total Business travel	tCO ₂ e	74.7
	Total flights	tCO ₂ e	17.96
	Trains	tCO ₂ e	1.53
	Cars	tCO ₂ e	55.22
Scope 3	Commuting	tCO ₂ e	42.00
	Water	tCO ₂ e	1.40
	Paper	tCO ₂ e	14.64
	Food & Beverage	tCO ₂ e	62.23
	Waste	tCO ₂ e	0.07
	Scope 3 Energy	tCO ₂ e	70.36
Total carbon footprint		tCO ₂ e	469.16
Carbon footprint per person (FTE=835)		tCO ₂ e/ FTE	0.56

Climate Positive Action

Develop solutions for carbon positive buildings and infrastructure.

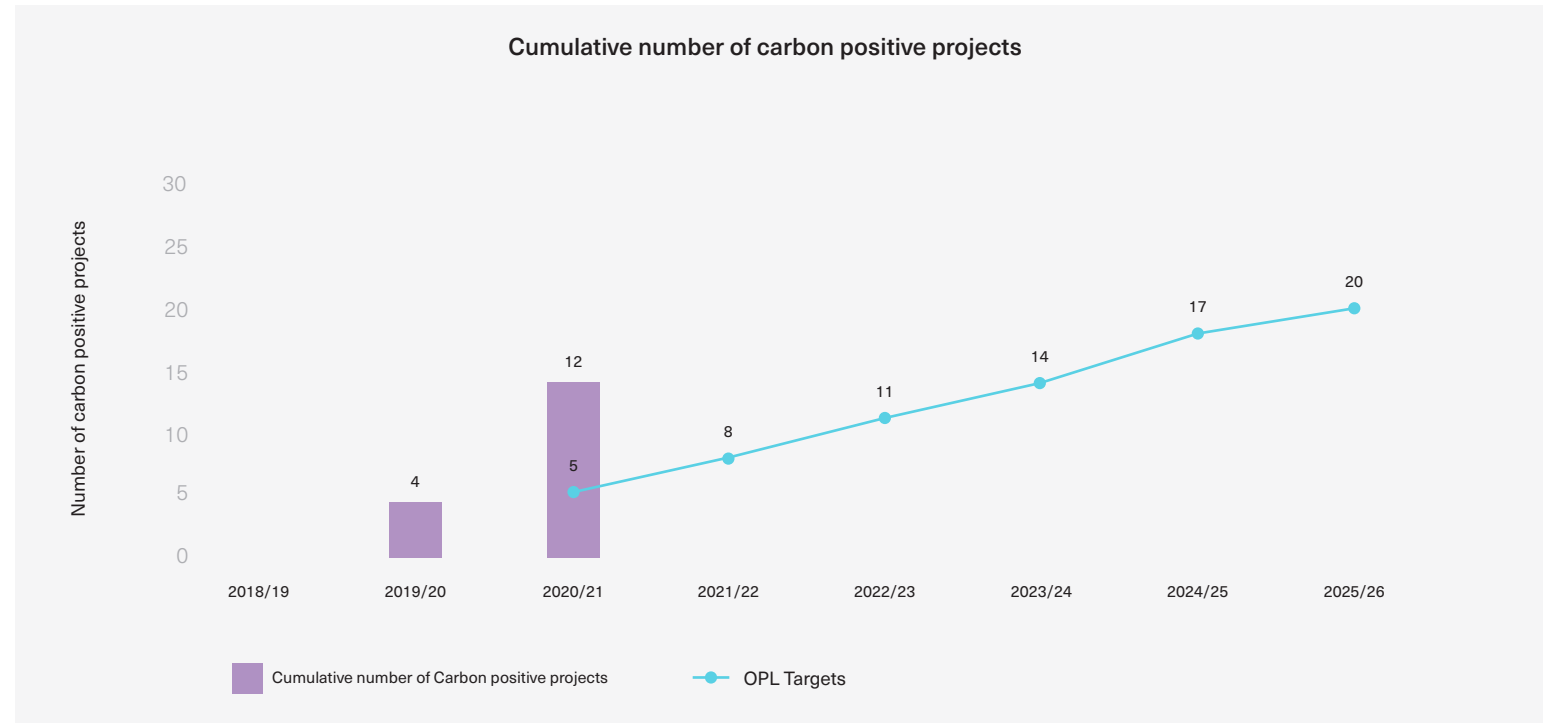
Our carbon positive projects are verified by carbon neutral certification.

What is a carbon neutral footprint?

A carbon neutral footprint is one where the sum of the greenhouse gas emissions (CO₂e) produced is offset by natural carbon sinks and/or carbon credits.

What can we offer you?

At Cundall, we work with our clients to define your priorities, level of ambition, set goals and targets, integrate and embed sustainability initiatives, then monitor and report on performance. We do this through a combination of market research, listening to internal and external stakeholders, workshops with key team members, and applying our knowledge and technical expertise to ensure the strategy is both ambitious and achievable. We develop strategies for organisations, funds, portfolios, precincts and buildings, including developing net zero carbon strategies and roadmaps based on science-based targets.



Zero Carbon Energy

Making buildings and infrastructure energy efficient and supplying all energy from renewables.

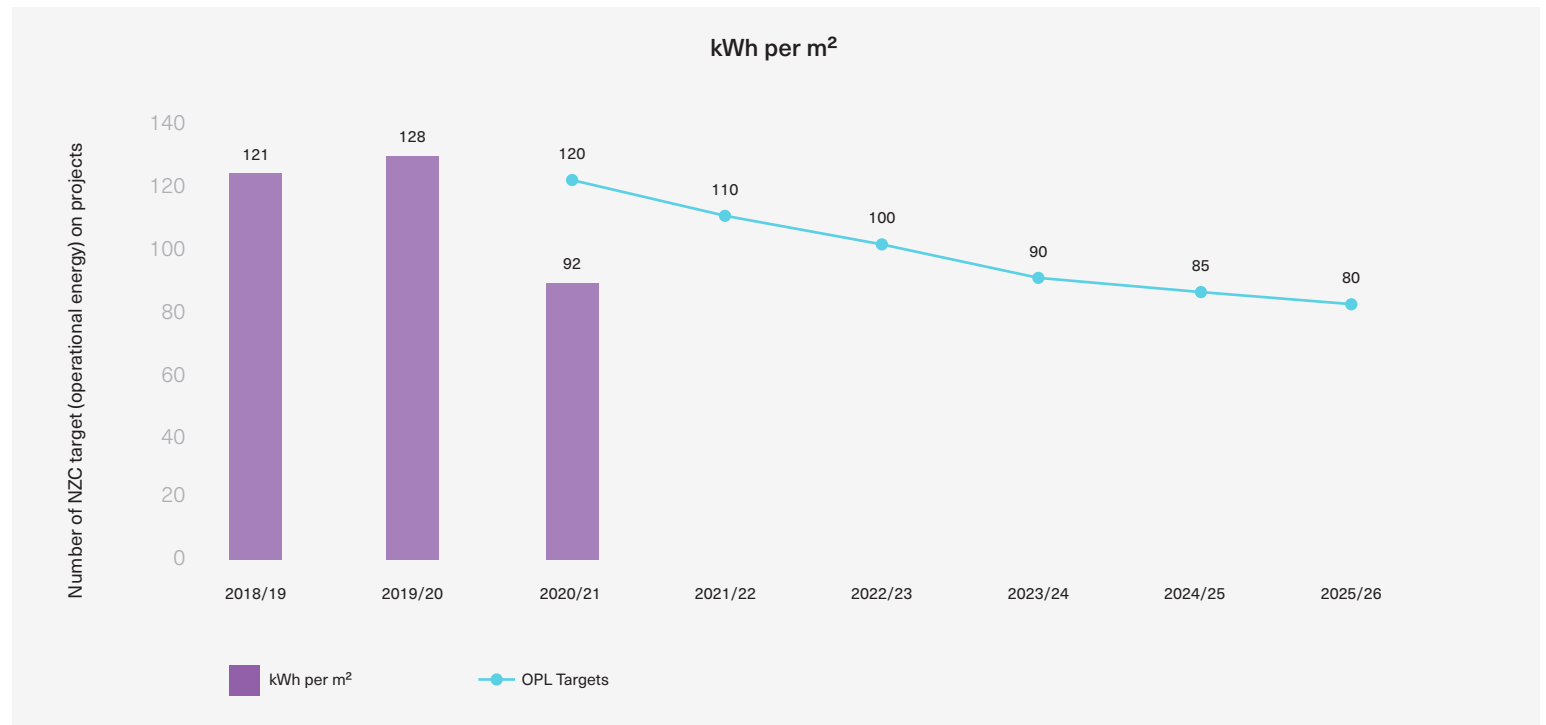
Cundall office energy consumption

How do we maximize energy efficiency?

We are a member of EP100. EP100 is a global initiative led by the international non-profit Climate Group, bringing together energy smart businesses committed to measuring and reporting on energy efficiency improvements.



Being part of EP100, we committed to maximizing energy efficiency through these three commitments across all our offices:



Double Energy Productivity

We commits to doubling our economic output from every unit of energy we consume globally within at least 25 years, from a fixed baseline year of 2018.



Implement an Energy Management System

We commit to implementing an Energy Management System (EnMS) globally across our operations within at least 10 years.



Net Zero Carbon Buildings

We commit that by 2030 we will only occupy, own, or develop net zero carbon operational assets.

Zero Carbon Energy

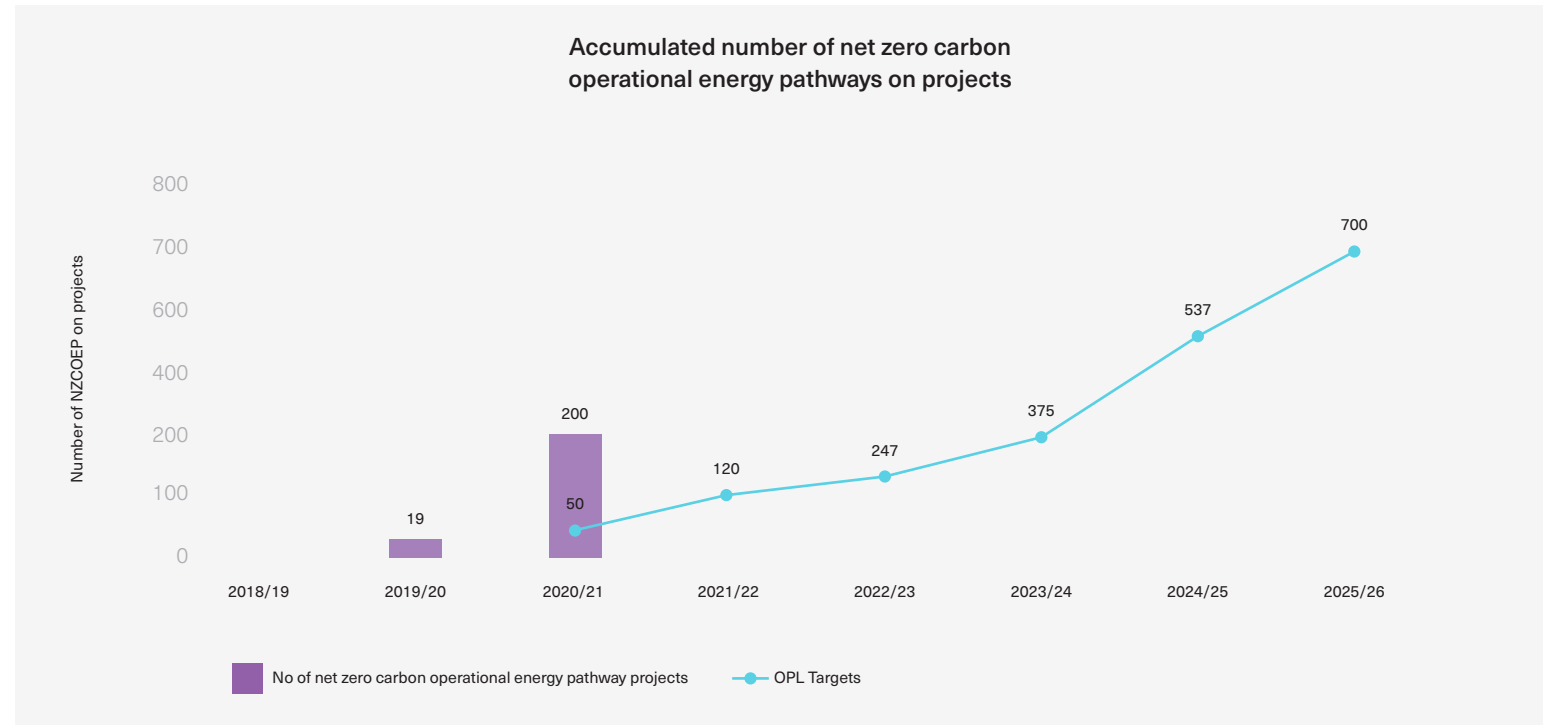
Zero carbon energy projects

A 'Net Zero Operational Carbon – Energy' asset is one where no fossil fuels are used, all energy use (Module B6) has been minimized, meets the local energy use target (e.g. kWh/m²) and all energy use is generated on- or off- site using renewables that demonstrate additionality. Direct emissions from renewables and any upstream emissions are 'offset'.

This year, we launched the Zero Carbon Design 2030.

Zero Carbon Design 2030 is a global initiative that engages everyone in Cundall (every office, every discipline and every level) to deliver zero carbon solutions necessary to keep global heating below 1.5°C. After 2030, Cundall will only work on design projects that are zero carbon.

To read more about Zero Carbon Design 2030, discover our Sustainability report 2020/2021.



Materials & Supply Chain

Reducing material consumption and using products from sustainable sources with transparent and ethical supply chains

Compliance with Cundall Sustainable Procurement for office consumables and services

Cundall aims to ensure that its suppliers meet high standards with respect to both the conduct of their business and their management of social and environmental issues. To ensure that the negative sustainability impacts of products and services are minimised, our Sustainable Procurement Policy is designed to complement current procurement processes. A category and project level risk and opportunity assessment was conducted through the consideration of major products and services likely to be procured for Cundall.

Risks and impacts were assessed for each individual consumable.

The top procurement items from a spend perspective for Cundall are:

1. IT hardware and software
2. Fitout and furniture
3. Food and beverage
4. Cleaning services and products
5. Paper
6. Other stationery

For each category, mandatory and best practice targets will be required. For example, we highly recommend to source food and beverage products which are local, organic, plant-based, unprocessed, ethical, plastic free packaging and purchased from social enterprises.

Our Sustainable Procurement Policy is being reviewed and will be adapted throughout all offices by December 2022.

Materials & Supply Chain

Conducting whole life cycle carbon assessment on our projects

Whole-life measurement is critical to achieving net zero and moving towards a circular economy.

What does whole life cycle carbon mean for buildings?

Whole life cycle carbon is all upfront embodied carbon and operational carbon emissions, including maintenance, fit-outs, minor and major refurbishments, deconstruction and the reuse of building materials.

What are the most carbon efficient solutions over the building's life cycle?



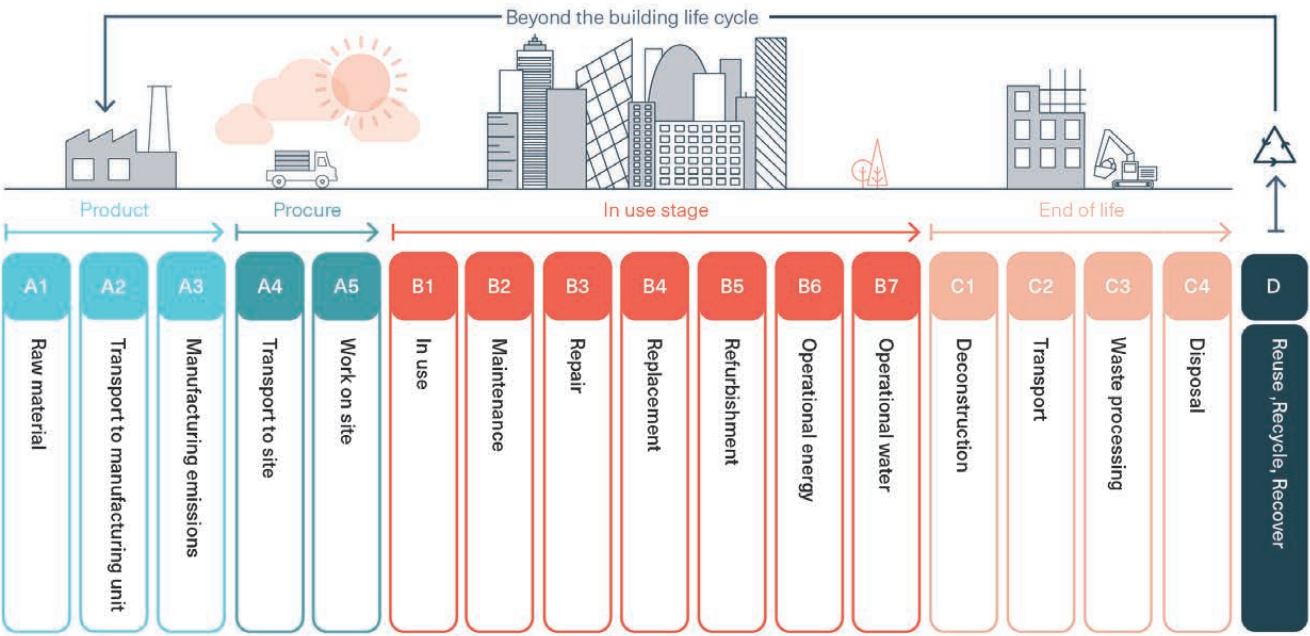
Building should be built to last.



Material should be robust and durable, but this decision needs to be considered holistically.



Building should be adapted and modified as necessary to be suitable for future requirement.



Materials & Supply Chain

The life cycle assessment tool Cundall uses is able to help the client and design team to select the most carbon efficient solutions over the building's life cycle and the key principles one should look at during design stage are:



Designing for durability and flexibility

Durability means that repair and replacement is reduced which in turn helps reduce life-time building costs. A building designed for flexibility can respond with minimum environmental impact to future changing requirements and a changing climate, thus avoiding obsolescence which also underwrites future building value.



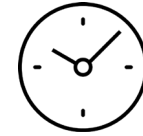
Disassembly and reuse

Designing for future disassembly ensures that products do not become future waste and maintain their environmental and economic value.



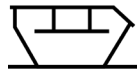
Optimisation of the relationship between operational and embodied carbon

Optimising the operational/embodied carbon relationship contributes directly to resource efficiency and overall cost reduction.



Building life expectancy

Defining building life expectancy gives guidance to project teams as to the most efficient choices for materials and products. This aids overall resource efficiency, including cost efficiency and helps future proof asset value.



Minimising waste

Waste represents an unnecessary and avoidable carbon cost. Buildings should be designed to minimise fabrication and construction waste, and to ease repair and replacement with minimum waste, which helps reduce initial and in-use costs.



Efficient fabrication

Efficient construction methods (e.g. modular systems, precision manufacturing and modern methods of construction) contribute to better build quality, reduce construction phase waste and reduce the need for repairs during post completion and the defects period (snagging).



Circular economy

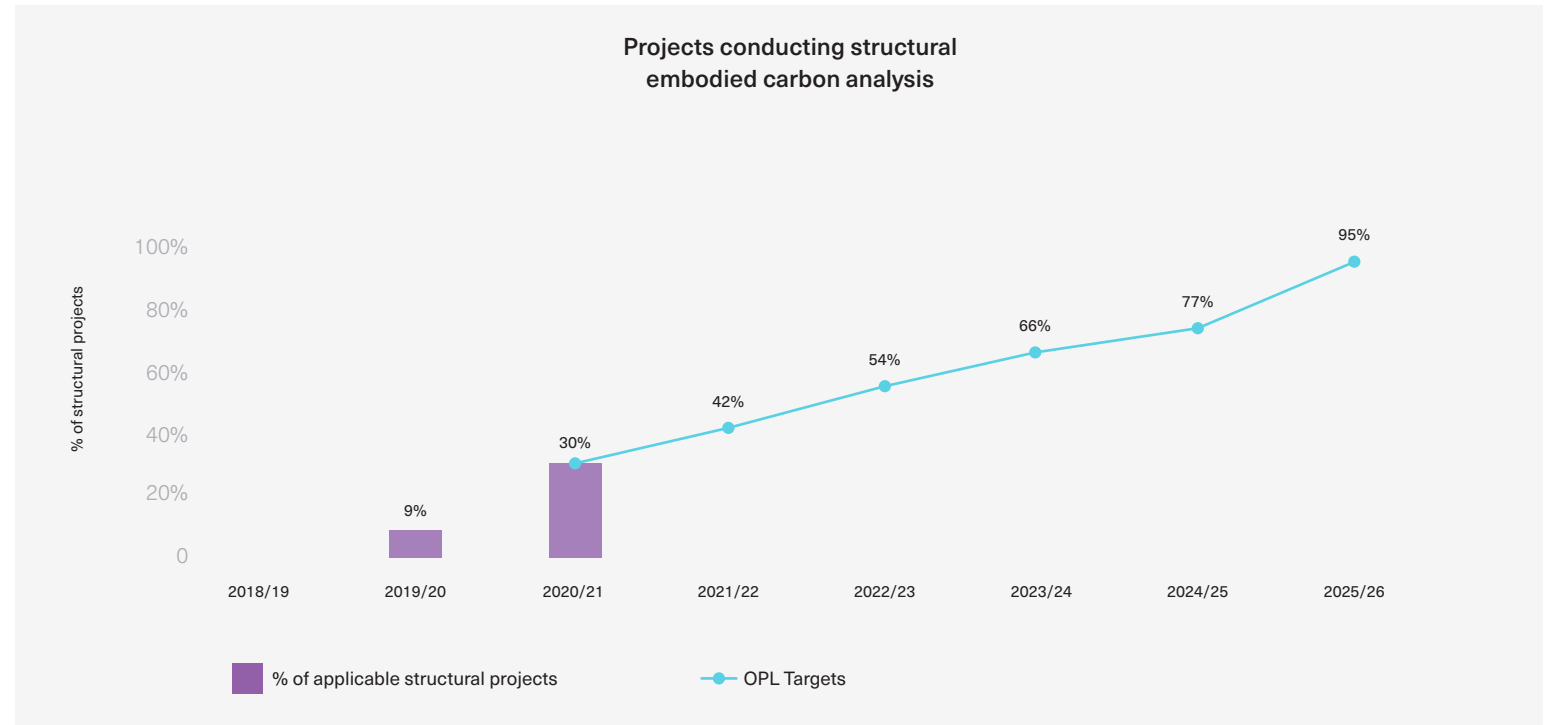
The circular economy principles focusses on a more efficient use of materials which in turn leads to carbon and financial efficiencies.

Materials & Supply Chain

Adopting whole life carbon assessment is the crucial next step that will allow the global buildings sector to reduce carbon emissions.

Our commitment to whole life carbon assessment is accompanied by investment in learning, tools, and training for its global teams to embed standardised methods for assessing whole life carbon.

Local authorities around the globe are taking up the challenge, and Cundall has produced the whole life-cycle carbon assessment guidance for the Greater London Authority (GLA), as well as the Hong Kong Construction Industry Council's Carbon Assessment Tool.



In December 2020, we held a webinar discussing why WLCA is necessary and how it should be incorporated into every project.



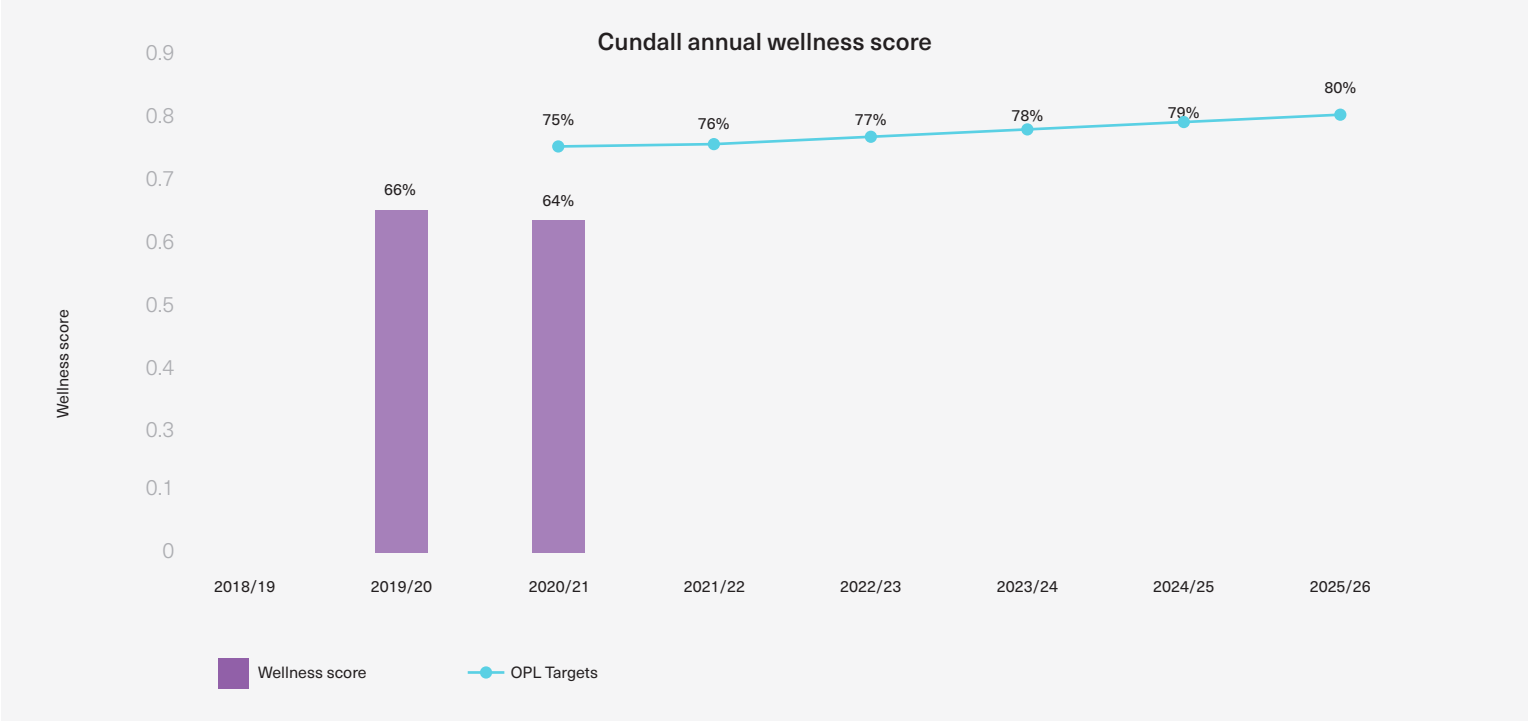
Health & Wellbeing

Encouraging active, social, meaningful lives and providing the buildings, infrastructure and spaces to support good health and wellbeing.

Cundall annual wellness score

At the end of 2019, we carried out our first “Health and Wellbeing” survey, enabling us to calculate a wellness score of 66.4%. This score was based on how our people felt about their health and wellbeing.

During this financial year 2020, we completed the second survey. It provided us with valuable insight into the health and wellbeing of our people during these unprecedented times. It was an opportunity to compare the results with those of our first survey back in 2019 and use this data to really focus the wellbeing support we offer over the next 12 months and beyond.



Though there are some clear regional differences - social events, healthy food/snack initiatives, flexible working opportunities and additional annual leave are the most favoured initiatives related to wellbeing. These were also the most popular initiatives last year. Looking forward, staff are most interested in further opportunities for flexible working, physical activity and stretching/yoga sessions, subsidised gym membership and activities that focus on promoting good mental health.

Crucially, 75% of staff perceive being too busy/lacking available time as the key barrier to accessing such activities (this is an increase from 60% in 2019). In the future, we will ensure their participation is both encouraged and facilitated.

Discover more about our strategy for health and wellbeing by reading our Cundall Health and wellbeing strategy 2020-2025 document.



Health & Wellbeing

Post occupancy Indoor Environment Quality Studies for our projects

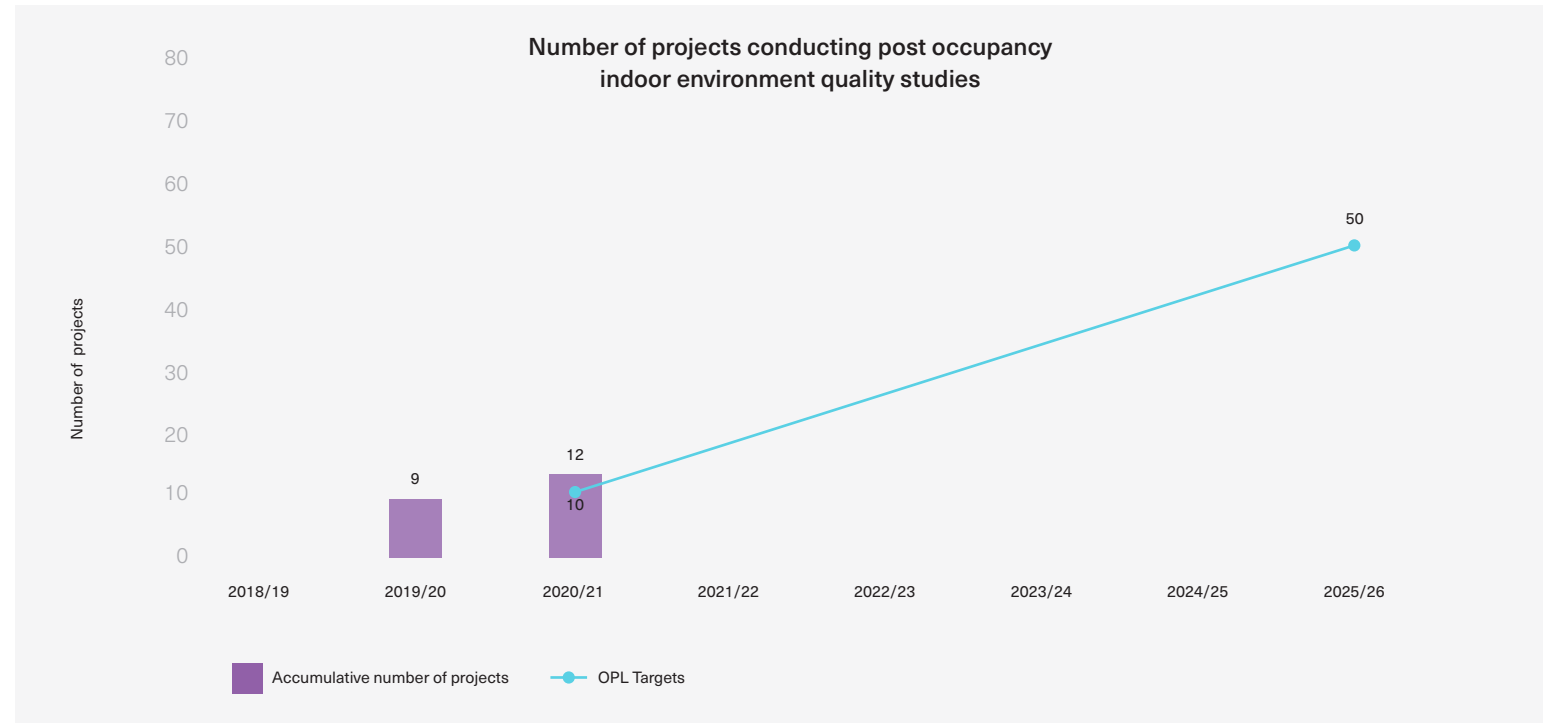
Why is Indoor Environmental Quality important?

Indoor environmental quality (IEQ), which encompasses various factors that influence comfort like temperature, daylight, noise levels and air quality, has been shown to directly affect our health, wellbeing and productivity. This is especially prevalent in the workplace since we spend 90% of our time indoors and a large percentage of that at work.

Cundall's Work on IEQ

Effective monitoring strategies of both thermal and air quality parameters allow for mitigation measures to be implemented immediately, alleviating possible health, wellbeing and productivity impacts on occupants. At Cundall, we first investigated this during the fit out of our London office – One Carter Lane. Helping us become the first building in the UK and Europe to achieve the WELL Building Standard Gold certification – and only the seventh in the world.

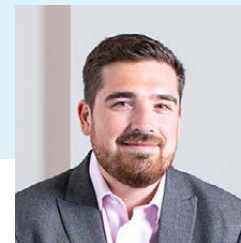
We now continuously monitor IEQ inside all of our offices with the help of desktop IEQ sensors that measure elements like temperature, CO₂ and relative humidity. We've then passed on what we've learnt to our various clients, helping them to enhance occupant health, wellbeing and productivity



in their buildings. Inside our own office, a number of years after we moved in, we noticed an increase in CO₂ concentrations from an average of approximately 700 parts per million (ppm) to a much higher 1300 – 1400 ppm. On a different floor within our building, a fit-out was taking place and with it a re-balancing of the ventilation system – effectively robbing us of our fresh air. If we were not monitoring our IEQ, we would have been oblivious to this and our health, wellbeing and productivity would have suffered as a result.

The pandemic has shown the importance of indoor air quality, especially as we spend most of our time inside. Having a good indoor air environment with an appropriate ventilation strategy in place has a positive impact on human health and wellbeing as well as productivity.

Curtis Gubb,
Senior
Sustainability
Consultant



Ethics & Equity

Creating ethical and equitable places to live and work.

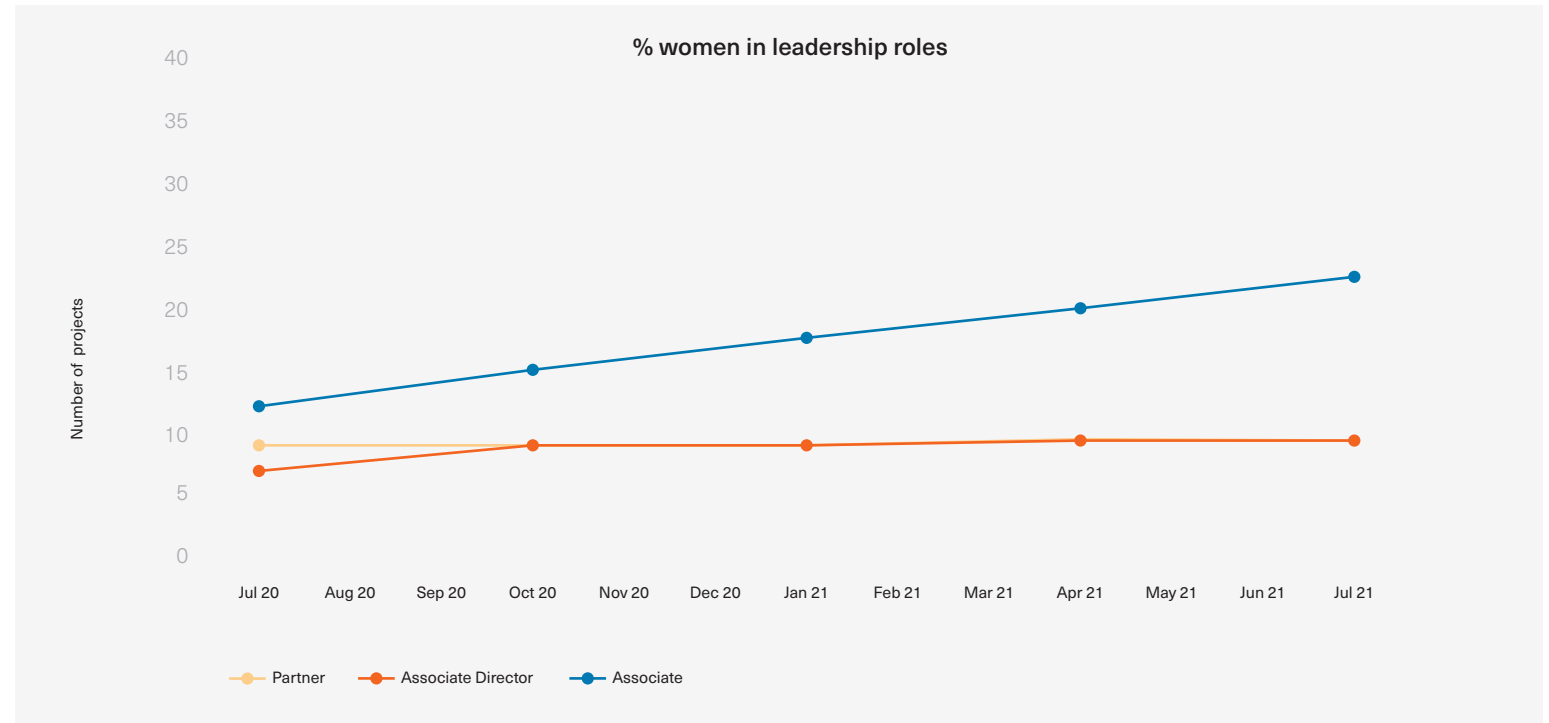
Ensuring gender diversity in leadership roles

Globally, the construction industry operates with a gender imbalance. Employers across construction must work together to effect change. The results of our Health & Wellbeing survey indicated a need for investment in recruitment, retention and development strategies that mitigate bias, remove barriers and positively encourage a more diverse workforce – from top to bottom. We will be developing new policies and initiatives to address these gaps. We are committed to developing programs supporting women to progress to senior positions.

To reinforce our commitment to gender inclusivity, Cundall launched in 2020 GAIN.

GAIN is Cundall's Gender, Affinity and Inclusion Network. GAIN provides a supportive network for women and gender minorities; and works to influence greater gender diversity, representation, and inclusion across the practice. The GAIN network aims to facilitate discussion among colleagues around the practice who are of a minority or under-represented gender, to raise awareness of gender inequality, and to further gender equality at Cundall.

The network is inclusive, and as such welcomes participation from men as allies who wish to play an active role in challenging gender inequality in our business and our industry.



What did we do during this reporting period?

Speed mentoring

Women are generally less likely to reach out to a potential mentor especially in a predominantly male environment and may be less likely to partake in events where relationships are created and strengthened.

As part of International Women in Engineering Day, GAIN held a speed mentoring event on 23rd June to provide women across the UK and Ireland offices (up to and including Principal level) the opportunity to meet senior leaders around the business whom they might not otherwise have a chance to, with the goal to build relationships to aid their career progression. It was a great success with some connections made during the event carried beyond it into mentoring relationships.

Ethics & Equity

Cundall pro bono works

Pro bono is short for the Latin phrase pro bono publico, which means “for the public good.” The term generally refers to services that are rendered by a professional for free or at a lower cost.

We are committed to creating a positive impact through working with NGO and aid funded organisations.

Unfortunately, for the third consecutive year, we did not manage to reach our One Planet Living target. We completed a gap analysis to understand the reasons behind this obstacle. The main explanation lies in the lack of a Social Value manager overseeing all our positive impacts in projects. The creation of social value, in its most general sense, is the conscious effort on the part of a business to deliver outcomes that benefit society – whether that be social, economic, or environmental. Recognized as the most visible industry, construction is uniquely positioned to generate long-term public benefit and improve wellbeing as processes are conducted in the public sphere, and the final product directly impacts the way we live, move, and work. In the following years, we plan to deliver social value through our Social Value strategy and a new internal team.



Climate Change Adaptation

Designing buildings and infrastructure to be resilient and responsive to climate change.

Working towards resilient buildings

How do we plan for climate change resilience in our projects?

Globally the existing urban environment and the communities that live within them, are experiencing an increase in the frequency of natural hazard events.

Reducing the likelihood of events relates to globally addressing carbon emissions and meeting Net Zero challenges, but reducing the consequences of natural hazard events means transitioning towards forecasting climate change scenarios to develop more resilient and adaptable approaches to local contexts.

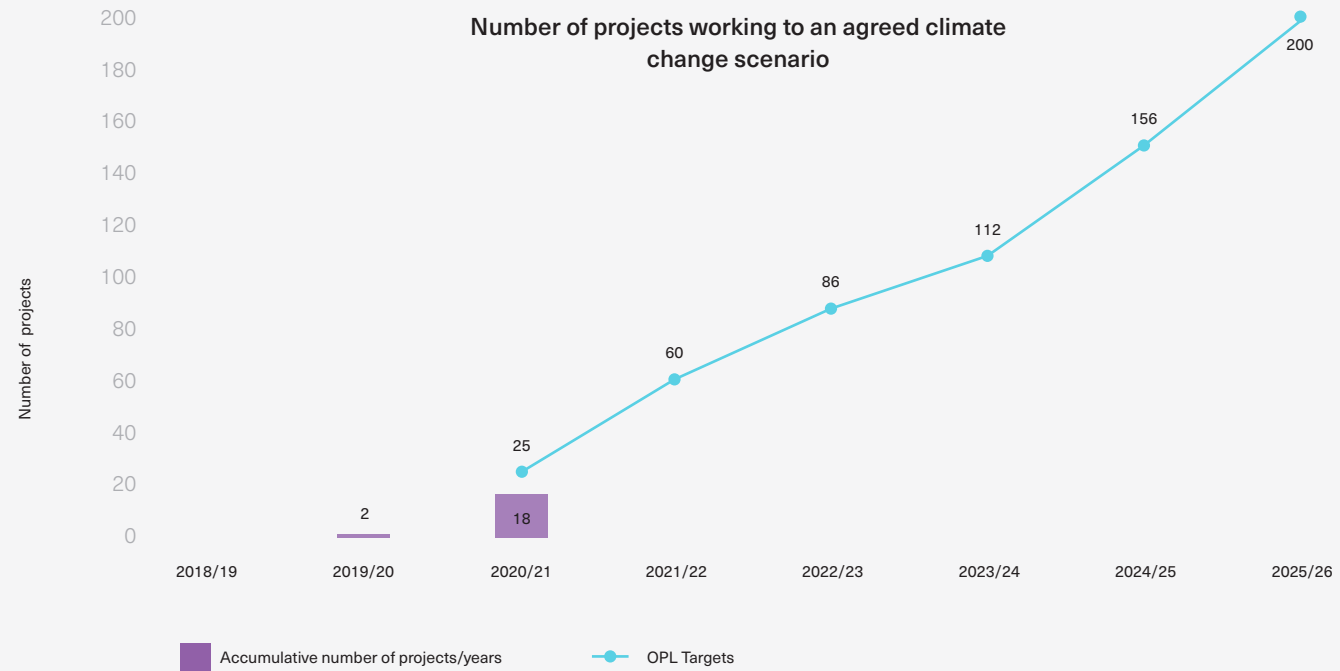
The specific risks and adaptation measures will be unique to an organisation's or project's circumstances, and applying a prescribed one-size-fits-all solution is not always

appropriate. It is essential to understand the specific risks for a range of possible scenarios and then mitigate these risks with an effective adaptation strategy.

As a minimum, a climate change assessment should include temperature, humidity, rainfall, drought, sea levels and wind speed/storms for both the medium and the very high emissions scenarios because the RCP 8.5 is highly likely.

Assessing climate change hazards and designing to a set of policies is still voluntary in most countries.

Number of projects working to an agreed climate change scenario



In the UK, projects can undertake BREEAM credits, LEED has introduced mandatory requirements on passive-survivability and through the sustainability champion role, a KPI on climate resilience has been introduced to enable project teams to start addressing these critical issues.

Climate change responses are starting to appear in disciplines too, as institutions start mobilising agendas.

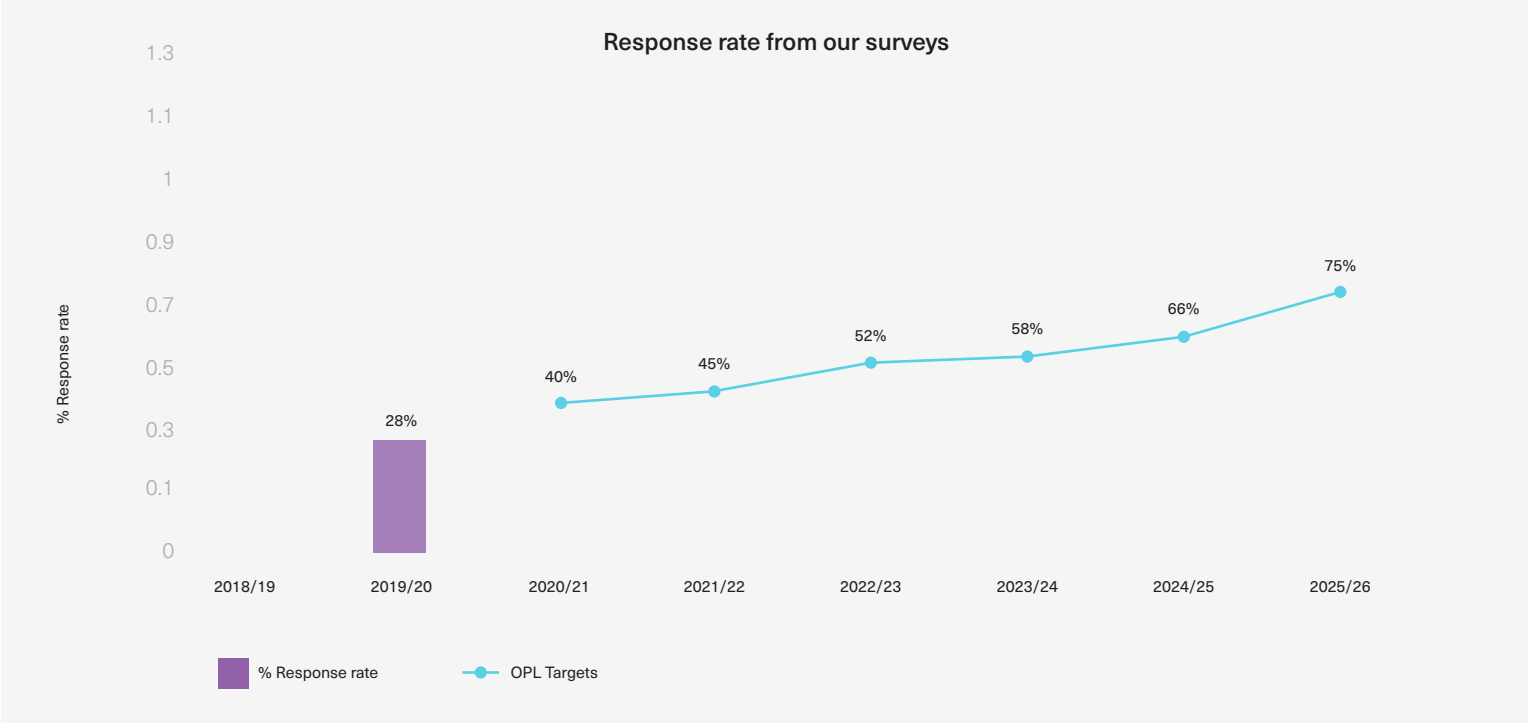
For Cundall to track CCRA better, new KPIs and new tracking on how this happens in projects is required.

Enablers & Others

Our Sustainability Roadmap sets out our objectives, targets and indicators that we monitor, but also identifies enablers that are important to the successful delivery of these objectives.

Gathering feedback for our sustainability services from clients

A common misconception is client feedback should be received only at the end of the best projects. We actually need to be asking for feedback throughout the projects to highlight any performance issues before they impact our client relationships. Client feedback has multi-faceted benefits such client relationship, highlighting areas of improvements and demonstrating that we value our client's opinion.



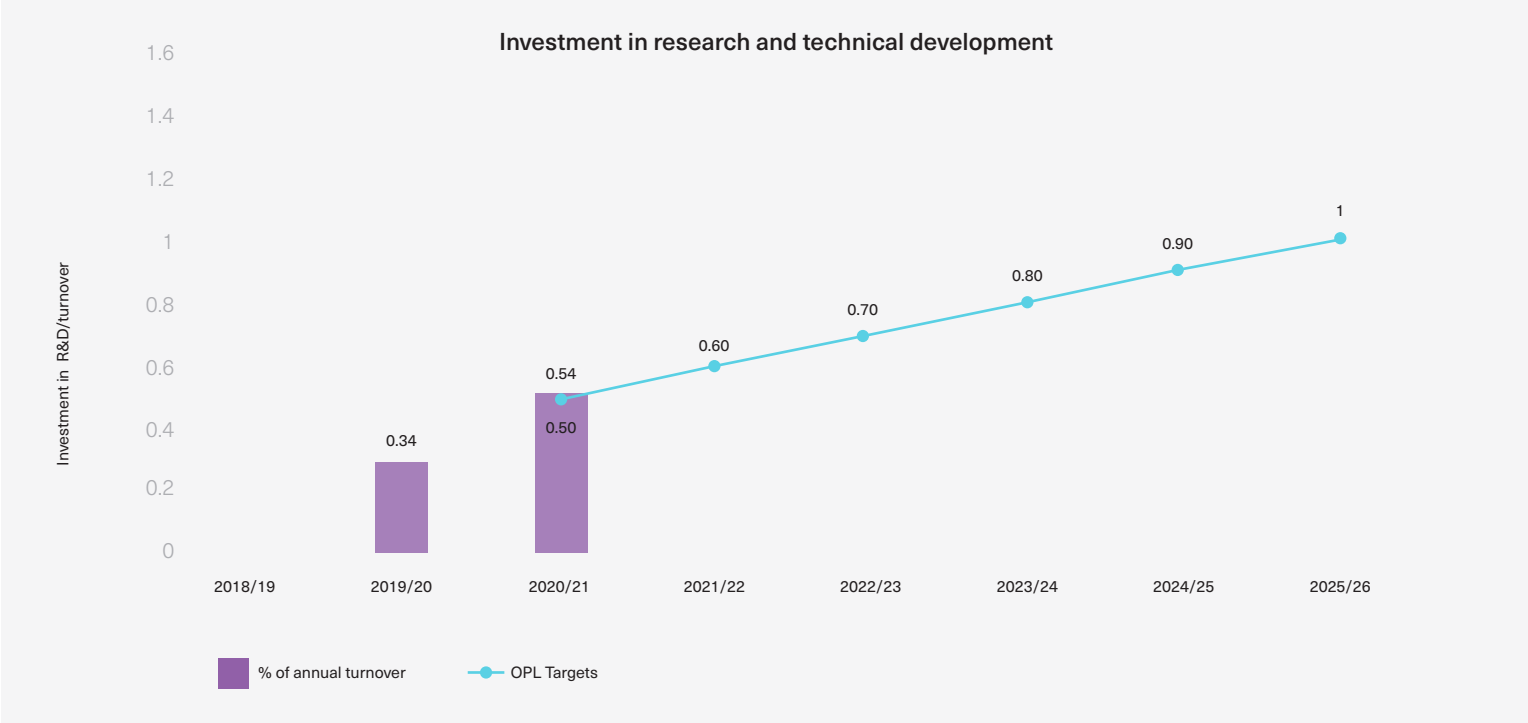
In 2019/20, we sent a survey assessing our sustainability services and we received a 28% of response rate. For this reporting period 2020/21, we unfortunately did not manage to circulate our survey due to lack of resources. We will ensure that we will reach our goal of 75% response rate by 2025 by creating a new survey and ensuring its implementation throughout our marketing department.

Enablers & Others

Investment in Research & Technical Development

At Cundall, we invest in sustainability. This includes research and development, so we have the scientific data to support our solutions, giving us more sustainable and measurable outcomes. We also invest in our people - from attracting and retaining the best staff, to upskilling our existing people in the latest sustainable thinking. We believe strongly that we need to invest in innovation to accelerate our transition to a more sustainable and connected world.

For this reporting period 2020/21, we invested in several projects for GenZero Schools Research and the creation of tools for zero operational carbon buildings. Due to the pandemic, our research projects with universities were limited. However, we plan to re-engage with the University R&D programmes as the restrictions ease.



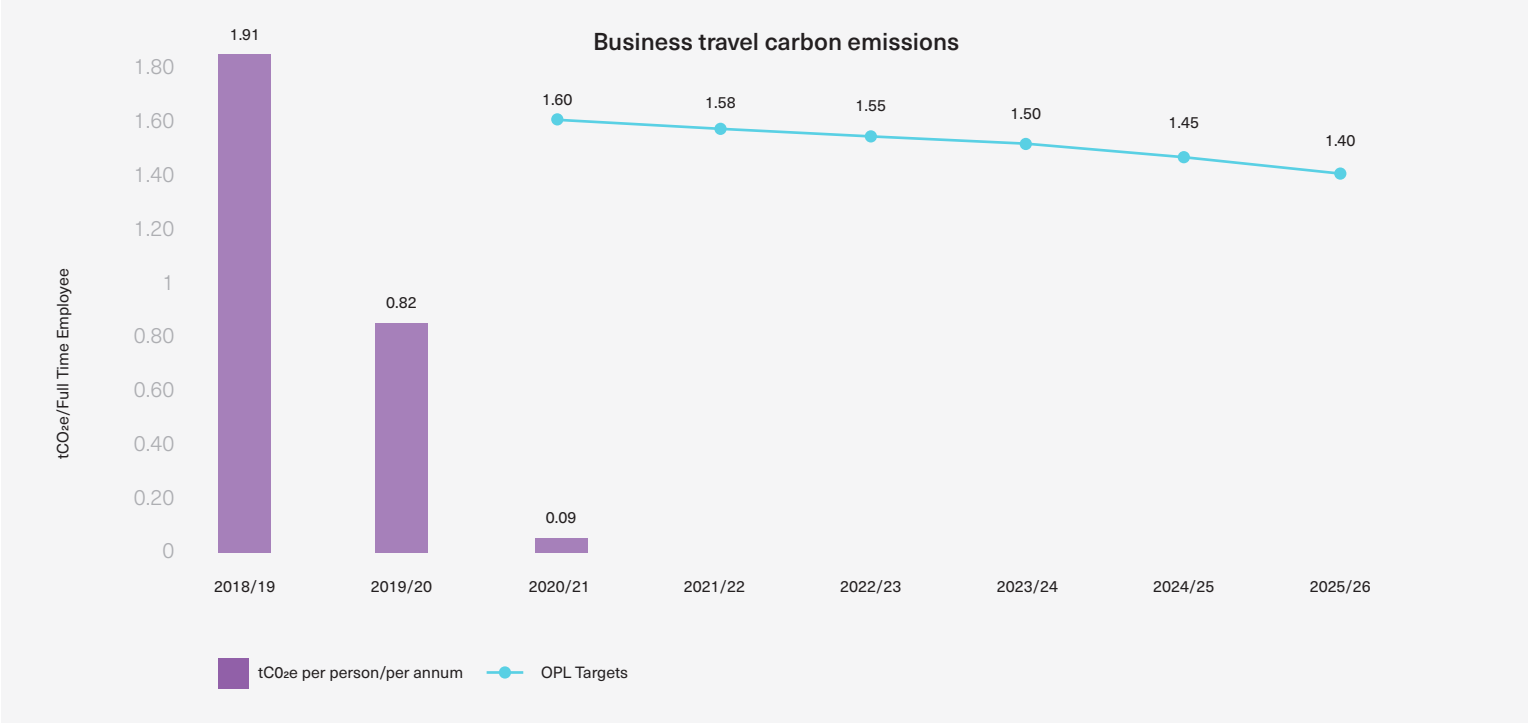
Enablers & Others

Reducing our business travel carbon emissions

Whilst COVID-19 had thrown business travel into disarray, we managed to deliver excellent services and projects to our clients. It highlighted deeper questions on the true benefits of all those air miles. Our business travel emissions per person have plummeted. 2020/21 served as a reset moment for us, forcing us to reassess how and why our people travel, and what our business trips will look like in the future. It confirmed our decision to incorporate a new travel booking agency called Corporate Traveller.

Using its platform, business travel data across all offices is gathered and captured through the same process. Based on the booking and carbon monthly reports, we look to curb travel-related emissions by limiting trip frequency, drawing on lessons learned during the pandemic.

Keeping internal meetings online, encouraging travel by train and optimising schedules to reduce the number of flights taken are extremely effective ways to reduce carbon emissions in line with what is needed to reach the Paris Agreement goals. For our next reporting period 2022/23, we will implement a new sustainable business travel policy emphasising a sustainable travel hierarchy.



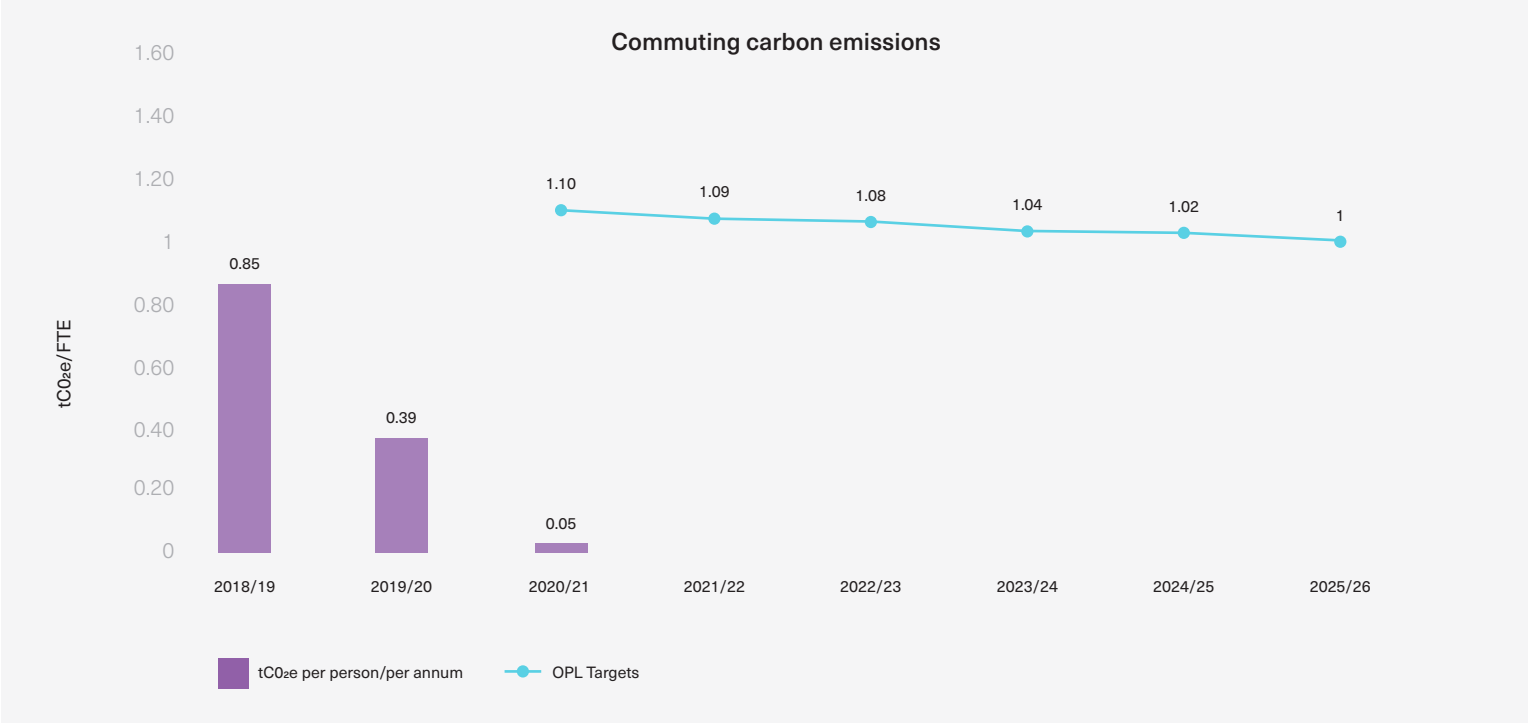
Enablers & Others

Reducing our commuting carbon emissions

COVID-19 had such a big impact on the world that it meant very few people were commuting to work, as many had to work at home. Some of our offices remained open, allowing our staff to work in the office respecting safety measures. The pandemic has also led to a shift in our behaviours and habits. Many people have become more 'safety conscious', which has directly impacted things like how they wish to travel around when the virus is no longer.

In January 2022, we released a commuting survey assessing the new habit our of staff. The analysis showed that our staff is more likely to walk, cycle and take public transportation outside peak times.

On the other hand, we switched away from a full week working from the office to an average of 2.5 days a week. We recognise the many benefits of having the ability to work more flexibly and are driven to look after the work/ life balance of our people and the way they work. We nurture a culture that encourages innovation and have created a working environment where people thrive and strive to do a great job for each other and our clients.



Discover all our roadmap KPIs

Objective	Annual Indicator	2018/2019	2019/2020	2020/2021	2020 target	2025 target
Background Data		809	834	835		
Full Time Equivalent Staff	People	812	834	835		
Number of Reported Offices (1)	Number	19	20	20		
 Climate Positive Action						
Total Annual Carbon Footprint (Scope 1, 2 & 3) prior to purchase of renewable energy and carbon offsets (2)	tCO ₂ e per person/per annum	3.58	3.20	0.56	2.50	1.50
Carbon Positive Business	% of carbon footprint reduced through renewable energy and carbon offsets	1	1	100	100	115
Carbon Positive Projects delivered	No of Carbon Positive Projects	NA	4	12	5	20
 Zero Carbon Energy						
Zero Carbon Energy projects	No of net zero carbon operational energy pathways on projects	NA	19	200+	50	700
Cundall office energy - Direct electricity (Scope 2) GHG emissions using market based location		377.1	153	93.1	250	0
Cundall energy - (Scope 1 and 2 emissions) based on science-based methodology	tCO ₂ e	435.7	219	203.8	320	0
Cundall office energy - Total energy (Scope 1, 2 & 3) GHG emissions including natural gas and landlord	tCO ₂ e	638.1	428	360.2	450	0
Cundall office energy - Tenant energy consumption	kWh per m ² of NLA	121.6	128	92.9	120	80
	kWh per person (FTE)	1368.0	1405	1,527.4	1500	1000

Objective	Annual Indicator	2018/2019	2019/2020	2020/2021	2020 target	2025 target
 Materials and Supply Chain						
Projects conducting embodied impact assessments Life Cycle Assessment (LCA) of the structure and results shared with client and design teams	% of applicable structural projects	NA	9%	30%	30%	95%
Embed strategy for future adaptability/extended life of buildings within our design and results shared with client and design teams	% of applicable projects	NA	15%	25%	30%	95%
Assess viability of structural refurbishing/remodelling of existing buildings and share results with client and design teams	% of applicable structural projects	NA	20%	25%	30%	95%
Compliance with Cundall Sustainable Procurement Framework for office consumables and services	% of expenditure	NA	Sustainable Procurement policy being drafted	Sustainable Procurement policy being drafted	Sustainability Procurement Policy approved and issued for adoption	
 Health and Wellbeing						
Projects conducting post occupancy Indoor Environment Quality Studies	No of projects (cumulative)	NA	9	12	10	50
Cundall Annual Wellness Score	Wellness score	NA	66.4%	64.5%	75%	80%
Cundall offices to have parity with physical and mental first aiders	% of offices	0.842105263	100%	100%	50%	100%



Objective	Annual Indicator	2018/2019	2019/2020	2020/2021	2020 target	2025 target
 Ethics and Equity						
Percentage of projects complying with the ethical "bid/no bid" process	% projects	NA	Ethic bid policy drafted for adoption across all projects	20% introduced part way through reporting period)	Ethical bid policy approved and issued for adoption on all projects	100%
Number of projects delivered with a positive impact through working with NGO's and aid funded organisations	No projects/year (cumulative)	5	2	6	4	10
Substantially increase the proportion of female staff in senior roles	%	7%	9%	7%		
% of paid staff time spent on pro bono project work and Science, Technology, Engineering and Maths educational outreach	% of paid staff time		0.20%	0.12%	0.30%	0.40%
 Climate Change Adaptation						
Number of projects working to an agreed climate change scenario	No projects/year (cumulative)	NA	2	18	25	200

Objective	Annual Indicator	2018/2019	2019/2020	2020/2021	2020 target	2025 target
Others						
Cundall offices with third party certification of Environmental Management System	% of employees covered by certified EMS	NA	100%	100%	90%	95%
Client Survey - Our sustainability services	% of answers	Not commenced	28%	NA	40%	75%
Investment in Research & Technical Development	% of annual turnover	Not commenced	0.34%	0.54%	0.50%	1%
Offices complying with the Cundall Office Fit-out Guide	% of new office fit outs	Not commenced	Not commenced	Office fit-out Guide in final draft		
Reduce CO ₂ e due to business travel	tCO ₂ e per person/per annum	1.91	0.82	0.09	1.60	1.40
Reduce CO ₂ e due to staff commuting	tCO ₂ e per person/per annum	0.85	0.39	0.05	1.10	1.00
Zero waste to landfill (including operational waste, IT hardware and office fit-out) for our offices(3)	% waste diverted from landfill	47%	47%*	47%*	75%	95%

1. We operate in 21 offices across the globe: Adelaide, Brisbane, Melbourne, Perth, Sydney, Hong Kong, Shanghai, Dublin, Warsaw, Doha, Bucharest, Singapore, Madrid, Dubai, Belfast, Birmingham, Edinburgh, London, Manchester, Newcastle. Throughout this report, Wroclaw was excluded.
2. Scope 1 includes tenant gas, heating and cooling. Scope 2 includes tenant electricity using market based methodology. Scope 3 includes commuting, water, paper, food & beverage, waste and scope 3 energy.
3. Due to COVID restrictions, we were not able to conduct a waste audit for 2019/20 and 2020/21. This data was calculated based on latest waste audit conducted in 2018/19.



CUNDALL