

# Net zero routemap

Delivering for people, places and planet

2023



# INTRODUCTION

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Addressing the climate crisis is now a fundamental responsibility for those of us in the built environment. We must play our part by providing solutions through innovative design, material choices – and clear action to amend working practices to deliver change.

The Buro Happold routemap to net zero carbon formalises existing processes and introduces new ones, demonstrating our commitment to the positive impact we can have on environments around us. It reflects our founding values, reconfirms the importance of our involvement in such critical work and demonstrates how we will continue to deliver for people, places and planet.

This net zero routemap lays out a framework that will support two of our core climate targets. By 2030 our goal is to design all new build projects to be net zero carbon in operation and to reduce the embodied carbon intensity of all

new buildings, major retrofits and infrastructure projects by 50% from a 2020 baseline. With the launch of our net zero routemap, Buro Happold will operate within a structure that actively focuses on how we can meet the necessary requirements of net zero – and how we can support our clients in doing the same.

The routemap is split into three areas: advisory, design and operations. It demonstrates not only that we know where we need to go, but precisely how this will be achieved. We have clear targets to hit, and our routemap will support us in delivering them.

The following pages show the key areas that make up our net zero routemap, in detail. The routemap moves us further down our path to net zero. It is a journey that we invite all our clients and collaborators to join us on.

## OUR TARGETS

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By **2030**,  
our goal is to design all  
new build projects to be

**NET ZERO  
CARBON**

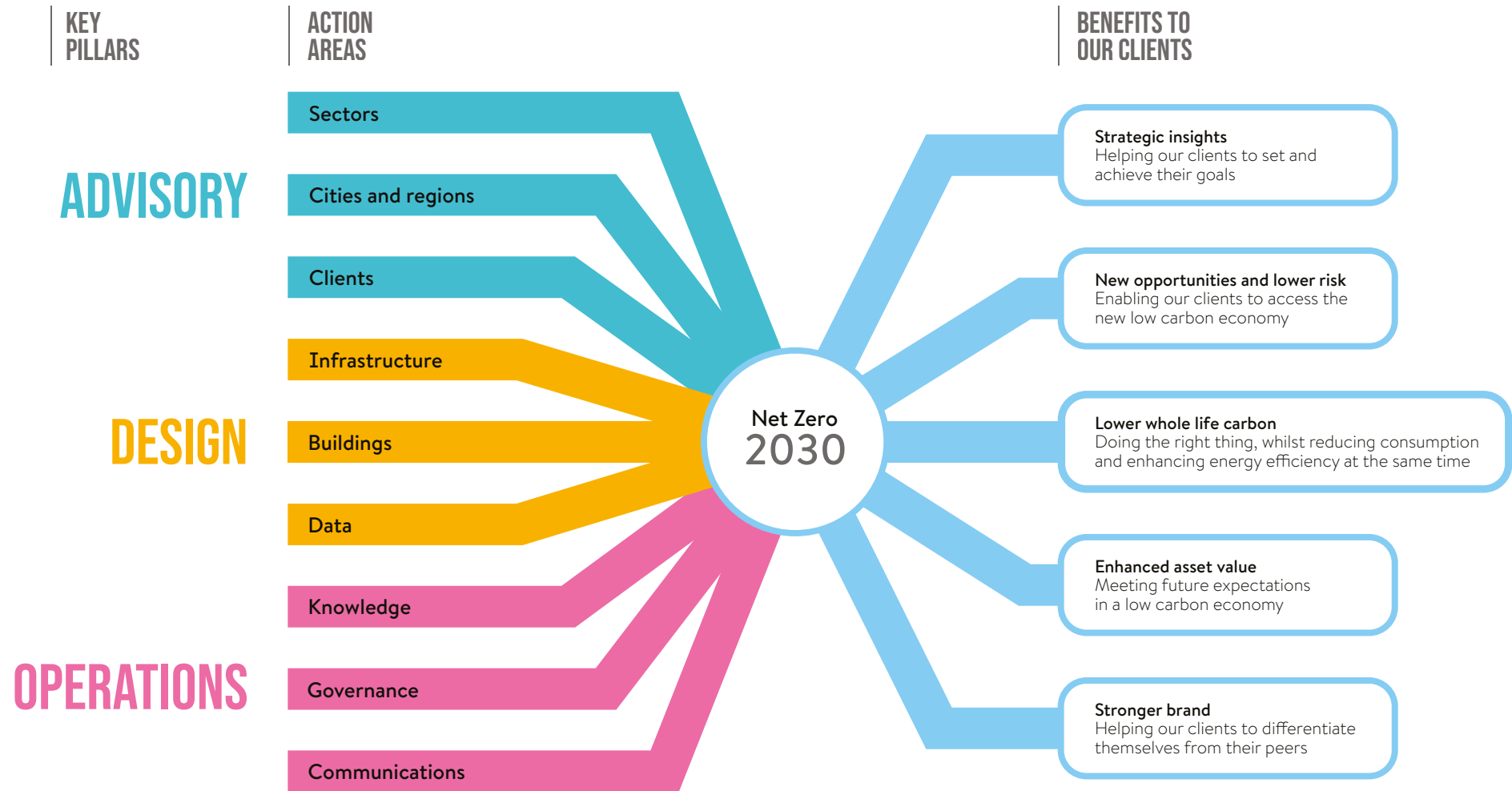
in operation

By **2030**,  
our goal is to reduce the  
embodied carbon intensity of all  
new buildings, major retrofits and  
infrastructure projects by

**50%**

from a 2020  
baseline

# KEY AREAS OF ACTIVITY



# 1. BURO HAPPOLD NET ZERO ROUTEMAP

		ACTIONS
ADVISORY	Sectors	Understand and/or contribute to net zero roadmaps in each sector and region we operate in.
	Cities and regions	Understand and/or contribute to net zero climate policy and strategy in each of the cities and regions we operate in.
	Clients	Provide strategic net zero advice across client portfolios.
DESIGN	Infrastructure	Support the clean energy transition through strategic advice, infrastructure design and commercial structuring, prioritising solutions that best support system-wide decarbonisation.
	Buildings	Target net zero for every building project by identifying appropriate* targets, presenting a net zero concept design option, and measuring carbon performance.
	Data	Collect data on energy use intensity and embodied carbon intensity at each stage of the project and enter into the building performance dashboard.
OPERATIONS	Knowledge	Set relevant sustainability objectives for all staff and share knowledge across the practice through multiple channels.
	Governance	Ensure carbon management underpins all our work and track progress against our plan. Establish new commitment committee to review and advise our CEO on climate opportunities and risks of major projects.
	Communications	Communicate openly and transparently through external communications such as the Global Sustainability Report and internal communications and dashboards.

\* Appropriate project-specific targets are project-level targets that are deemed to meet the Buro Happold goals and a 1.5°C aligned pathway to net zero.

## 2. STRATEGY FOR MEETING OUR ADVISORY ACTIONS

	ACTIONS	IMPACT KPI	FINANCIAL KPI	STRATEGY
SECTORS	Understand and/or contribute to net zero roadmaps in each sector we operate in.	Demonstrable industry thought leadership or acknowledged contribution in key sectors in each region.	Advisory revenue (or investment) in industry initiatives, standards, and platforms.	<p>Support industry and civil society built environment <a href="#">decarbonisation initiatives</a>.</p> <p>Contribute to development and implementation of voluntary standards and <a href="#">net zero verification</a>.</p> <p>Share data and insights through <a href="#">industry platforms</a>.</p>
CITIES AND REGIONS	Understand and/or contribute to net zero climate policy and strategy in each of the cities and regions we operate.	Demonstrable city-region-based thought leadership or acknowledged contribution in cities/regions we operate in.	Advisory revenue connected to city/region net zero strategies and/or policy research and recommendations.	<p>Deliver city and region-scale <a href="#">net zero strategies</a>.</p> <p>Deliver <a href="#">policy research and recommendations</a> that support net zero.</p> <p>Provide expertise and evidence base in support of <a href="#">initiatives that move legislation towards net zero</a>.</p>
CLIENTS	Provide strategic net zero advice across client portfolios.	Strategic advisory and/or engagement at portfolio level for clients.	Advisory revenue in line with Buro Happold's growth plan.	<p>Work with and for clients and collaborators to deliver net zero corporate and <a href="#">portfolio strategies</a>.</p> <p>Articulate benefit case of pursuing <a href="#">validated science-based targets</a> to clients and collaborators.</p> <p>Regularly <a href="#">engage with clients and collaborators</a> to share knowledge, data, and insights that support net zero.</p>

### 3. STRATEGY FOR MEETING OUR DESIGN ACTIONS

	ACTIONS	IMPACT KPI	FINANCIAL KPI	STRATEGY
INFRASTRUCTURE	Support the clean energy transition through strategic advice, infrastructure design and commercial structuring, prioritizing solutions that best support system-wide decarbonisation.	Value of net zero infrastructure / systems advised.	Advisory and design revenue and value of infrastructure assets supported.	<p>Deliver <a href="#">renewable energy infrastructure design</a>.</p> <p>Advise clients on <a href="#">generating and procuring renewable energy</a>.</p> <p>Embed net zero and carbon measurement and reduction principles into infrastructure and urban realm design, prioritising nature-based solutions.</p>
BUILDINGS	Target net zero for every building project by identifying appropriate* targets, presenting a net zero concept design option, and measuring carbon performance.	% portfolio achieving net zero targeted, in design, enabled, and verified.	Design revenue associate with each level of net zero performance.	<p>Identify and champion appropriate* project-specific targets for all projects.</p> <p>When presenting the client with concept design options, include at least one concept design that meets appropriate* project-specific targets.</p> <p>Assess whole life carbon emissions associated with our scope (or appointed disciplines) for all building projects at every design stage, and articulate the benefits of offsetting residual carbon.</p>
DATA	Collect data on energy use intensity and embodied carbon intensity at each stage of the project and enter into the building performance dashboard.	% data coverage and calculation of average energy use intensity (EUI)/ embodied carbon intensity reduction by typology and region compared with 2020 baseline.	Advisory revenue connected with data management, insights, and benchmarking.	<p>Develop and maintain a palette of EUI and embodied carbon benchmarks and targets for key sectors in every region.</p> <p>Develop methodology for identifying appropriate* project-specific targets for all projects.</p> <p>Maintain records of past performance and future strategy by sector, client, region, typology etc to inform decision-making.</p>

\* Appropriate project-specific targets are project-level targets that are deemed to meet the Buro Happold goals and a 1.5°C aligned pathway to net zero.

## 4. STRATEGY FOR MEETING OUR OPERATIONS ACTIONS

	ACTIONS	IMPACT KPI	STRATEGY
KNOWLEDGE	Set relevant sustainability objectives for all staff and share knowledge across the practice through multiple channels.	% staff sustainability objectives set and met each year.	<p>Develop net zero <a href="#">checklists and basis of design for each discipline</a> to cover every project stage and both climate change mitigation and resilience.</p> <p>Carry out leading edge research to maintain our relevance to clients such as challenging existing practices to drive low-carbon solutions, and delivering social value and net zero together and the <a href="#">benefit cases</a> for doing so.</p> <p>Embed carbon and sustainability into all our HR and L&amp;D processes.</p>
GOVERNANCE	Ensure carbon management underpins all our work and track progress against our plan. Establish new commitment committee to review and advise our CEO on climate opportunities and risks of major projects.	Annual review of the Buro Happold net zero routemap activities completed. Input invited from clients and collaborators and recommendations made to our CEO for any strategic changes.	<p>Create, mandate, and suitably resource a steering group to oversee implementation of the Buro Happold net zero routemap.</p> <p>Include representation from across the practice in the commitment committee and maintain a mechanism for listening to and addressing feedback from across the practice relating to the Buro Happold net zero routemap.</p> <p>Embed carbon considerations in <a href="#">business processes</a> including business planning, commercial and legal processes, and decision-making protocols.</p>
COMMUNICATIONS	Communicate openly and transparently through external communications such as the <a href="#">Global Sustainability Report</a> and internal communications and dashboards.	Annual reporting against each Buro Happold net zero routemap relevant KPIs through the <a href="#">Global Sustainability Report</a> and regional interdisciplinary net zero reviews.	<p>Develop and adhere to transparent and honest communication policies and procedures.</p> <p>Embed carbon management into consistent and regular communications to internal and external audiences including marketing and business development.</p> <p><a href="#">Annual disclosure and reporting of performance</a>, including on <a href="#">industry platforms</a> as appropriate.</p>



## 5. ADVISORY IMPACT KPI PROGRAMME

	KPI	2023-24 TARGET	2024-25 TARGET	2025-26 TARGET	2026-27 TARGET	2027-28 TARGET	2028-29 TARGET	2029-30 TARGET
SECTORS	Demonstrable industry thought leadership or acknowledged contribution in key sectors in each region.	5 (or 20%)	10 (or 40%)	15 (or 60%)	20 (or 80%)	25 (or 100%)	25 (or 100%)	25 (or 100%)
CITIES AND REGIONS	Demonstrable city-region-based thought leadership or acknowledged contribution in cities/regions we operate in.	10	20	30	100%	100%	100%	100%
CLIENTS	Strategic advisory and/or engagement at portfolio level for clients.	10	25	50	75	100	125	150

## 6. DESIGN IMPACT KPI PROGRAMME



	KPI	2023-24 TARGET	2024-25 TARGET	2025-26 TARGET	2026-27 TARGET	2027-28 TARGET	2028-29 TARGET	2029-30 TARGET
<b>INFRASTRUCTURE</b>	Value of net zero infrastructure / systems advised.	£1bn	£1.25bn	£1.56bn	£1.95bn	£2.44bn	£3.05bn	£3.81bn
<b>BUILDINGS</b>	% portfolio achieving net zero targeted, in design, enabled, and verified.*	20% buildings projects recorded**	100% Targeted 1% In design 0% Enabled 0% Verified	100% Targeted 10% In design 1% Enabled 0% Verified	100% Targeted 20% In design 5% Enabled 1% Verified	100% Targeted 50% In design 10% Enabled 5% Verified	100% Targeted 80% In design 30% Enabled 15% Verified	100% Targeted 95% In design 50% Enabled 30% Verified
<b>DATA</b>	% data coverage and calculation of average energy use intensity (EUI)/ embodied carbon intensity reduction by typology and region compared with 2020 baseline.	20%	50%	75%	100%	100%	100%	100%

\* Targeted measured at concept; in design measured at detailed design; enabled at PC; verified at PC and POE. \*\* 1 year of mobilisation and piloting before design targets apply.



## 7. OPERATIONS IMPACT KPI PROGRAMME

	KPI	2023-24 TARGET	2024-25 TARGET	2025-26 TARGET	2026-27 TARGET	2027-28 TARGET	2028-29 TARGET	2029-30 TARGET
<b>KNOWLEDGE</b>	% staff sustainability objectives set and met each year.	60% set 80% met	70% set 80% met	80% set 80% met	80% set 85% met	80% set 85% met	80% set 85% met	85% set 90% met
<b>GOVERNANCE</b>	Annual review of Buro Happold net zero routemap activities completed. Input invited from clients and collaborators and recommendations made to our CEO for any strategic changes.	Done	Done	Done	Done	Done	Done	Done
<b>COMMUNICATIONS</b>	Annual reporting against each Buro Happold net zero routemap relevant KPIs through the Global Sustainability Report and regional interdisciplinary net zero reviews.	Done	Done	Done	Done	Done	Done	Done

## 8. PROPOSED DEFINITIONS: NET ZERO CARBON – OPERATIONAL

	NET ZERO IS TARGETED	NET ZERO “IN DESIGN”	NET ZERO “ENABLED”	NET ZERO “VERIFIED”
TARGETS ADVISED	Net zero targets identified based on regional benchmarks.	Net zero targets identified based on regional benchmarks.	Net zero targets identified based on regional benchmarks.	Net zero targets identified based on regional benchmarks.
TARGETS MET	A design is presented at concept stage that could meet net zero target(s) for operational energy and carbon.	Design is predicted to meet net zero targets in operation based on specific values.	Design is predicted to meet net zero targets in operation based on as built information.	In use targets met and third party verified annually.
ENERGY	Client is recommended to seek advice on renewable energy generation and/or procurement advice.	Client advised on how to generate/procure renewable energy.	Understand and/or contribute to net zero climate policy and strategy in each of the cities and regions we operate.	Renewable energy generated or procured.
OFFSETS	Client is recommended to seek advice on offsets.	Client advised on carbon offsets.	Client advised on carbon offsets.	Client offsets procured through recognised scheme.
DISCLOSURE	Data entered into Buro Happold building performance dashboard.	Data entered into Buro Happold building performance dashboard.	Data entered into Buro Happold building performance dashboard.	Data disclosed via third party database or other public platform.
	 All Buro Happold projects should achieve	 Meets Buro Happold goal for net zero in operation		

## 9. PROPOSED DEFINITIONS: NET ZERO CARBON – EMBODIED

	NET ZERO IS TARGETED	NET ZERO “IN DESIGN”	NET ZERO “ENABLED”	NET ZERO “VERIFIED”
TARGETS ADVISED	Net zero targets identified based on regional benchmarks (aligning with a 50% reduction from 2020-2030).	Net zero targets identified based on regional benchmarks (aligning with a 50% reduction from 2020-2030).	Net zero targets identified based on regional benchmarks (aligning with a 50% reduction from 2020-2030).	Net zero targets identified based on regional benchmarks (aligning with a 50% reduction from 2020-2030).
TARGETS MET	A design is presented at concept stage that could meet the targets.	Design is predicted to meet the targets.	Up front targets met. Design is predicted to meet in use and end of life targets based on as built information.	Up front targets met and third party verified. In use targets met and third party verified annually. End of life targets met in design.
ENERGY	Client is recommended to seek advice on renewable energy generation and/or procurement advice.	Client advised on how to generate/procure renewable energy.	Understand and/or contribute to net zero climate policy and strategy in each of the cities and regions we operate.	Renewable energy generated or procured.
OFFSETS	Client is recommended to seek advice on offsets.	Client advised on carbon offsets.	Client advised on carbon offsets.	Client offsets procured through recognised scheme.
DISCLOSURE	Data entered into Buro Happold building performance dashboard.	Data entered into Buro Happold building performance dashboard.	Data entered into Buro Happold building performance dashboard.	Data disclosed via third party database or other public platform.
	 All Buro Happold projects should achieve	 Meets Buro Happold goal for net zero in operation		

**BURO HAPPOLD**



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