Feilden+Mawson

Route to Zero Carbon + Sustainability Strategy
IMS
September 2025
Rev 02
Executive Summary

Contents

Introduction

As part of our Environmental Management System under ISO14001:2015, Feilden + Mawson is driving our route to net zero carbon (NZC) and broader sustainability measures, aligned with the RIBA 2030 Climate Challenge (2030CC) and the RIBA Sustainable Outcomes Guide. The current components of this are as follows:

- Monitoring and tracking of F+M's carbon footprint with forward projection of carbon reduction measures and how this influences our NZC target. This is currently undertaken on an annual basis, with monitoring from January to January.
- Advising clients of the goals under the 2030CC, captured through our 'sustainability checklist'; to be presented at project inception as a 'live' document and monitored/updated throughout the life of the project.
- Ensuring our operations are as low impact as possible by reducing single-use plastic, selecting sustainable suppliers and products, and other such initiatives.
- Assisting Clients, where appropriate and practical, to tackle their own carbon reduction and sustainability commitments – often through frameworks and CSR initiatives. If possible, report our carbon footprint to Clients apportioned to them so that they can incorporate our service into their Scope 3 emissions.
- Sharing our knowledge with Clients and industry peers via CPD programmes and the like.
- Staying up to date on relevant laws, policies and standards.

Document Control:

Date	Revision	Description of Change	Prepared by	Authorised by
Jan 2023	-	-	JE	JE
26/01/2024	01	Figures updated	DT	JE
15/09/2025	02	Figures to 2024 – re-calculated using new full Scope 1-3 method	DT	JE
Jan 2026	03 (WIP)	2025 figures due		

Carbon

F+M Status Quo

F+M's operational carbon calculations comprise the following, which are captured on a monthly basis throughout the year before being summed annually and compared with past years to ensure continual improvement and general downward trend.

Scope	1	2	3					
Category	Fuels Burnt	Energy Used	Goods and Services	Transport	Waste	Water	Waste Water	Assets

Scope 1 - We no longer burn any fuels at any of our offices, i.e. we use no gas, oil, or other fossil fuels to heat our premises. This helps greatly with our current footprint.

Scope 2 – Both our Norwich and London offices purchase 'zero-carbon' electricity. We are looking to switch our Cambridge contract as soon as possible.

Scope 3 - By far the largest contributor to our emissions, now that Scope 1 and 2 have been minimised is Transport. This is a mixture of employee commuting and daily business travel at 60% of our total.

2024 Recalibration of Figures

To capture all our Scope 1-3 emissions, in line with UK Government guidance, in 2024 we introduced a new calculation system. It still uses the UK Government GHG Conversion Factors, but it attempts to encompass the full spectrum of carbon sources, especially with regard to Scope 3 – which we had previously captured only a proportion of. This, upon simplistic analysis, will appear as though our carbon footprint has risen quite significantly in 2024. The reality is that we have included a more accurate calculation of a broader range of sources. To recalibrate our historic figures (without re-calculating every year), we have run 2020 and 2024 through the new system. This allows us to generate interpolated values for the intervening years (and indeed future predictions), scaled to the new system.

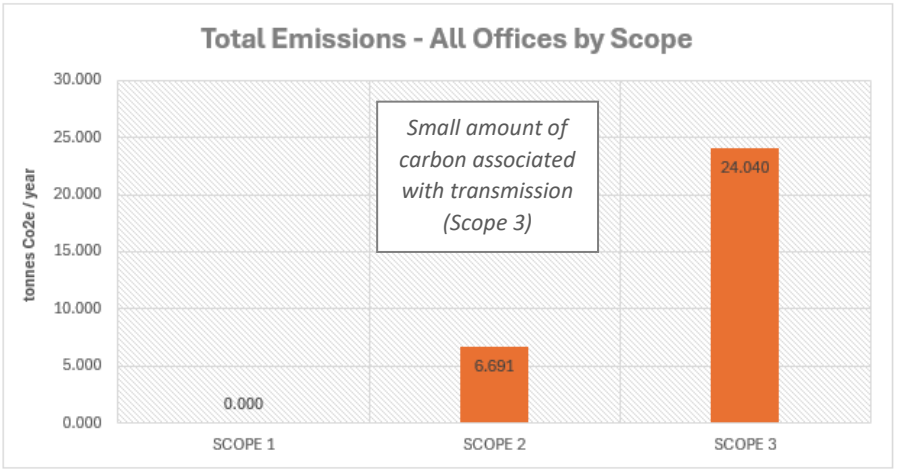
The table below describes how these numbers look.

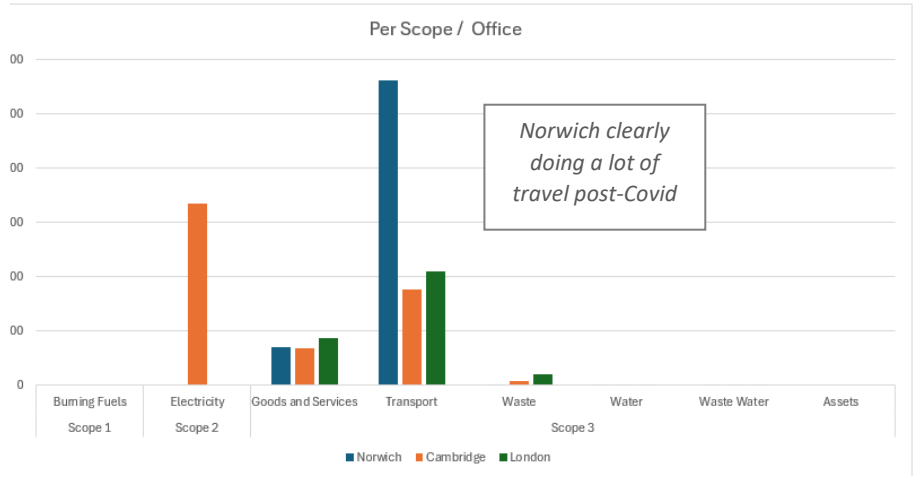
Target			Full Scope				Old Calc			
Target %	Target T	Year	Norwich	Cambridge	London	All	Norwich	Cambridge	London	All
100.00%	86.62	2020	32.418	27.937	26.267	86.622	16.200	11.290	12.830	40.320
90.00%	77.96	2021	23.983	31.015	19.006	74.005	12.477	16.135	9.887	38.499
80.00%	69.30	2022	13.364	26.840	17.114	57.318	7.879	15.824	10.090	33.794
70.00%	60.64	2023	22.144	15.353	20.298	57.795	15.064	10.445	13.808	39.317
60.00%	51.97	2024	12.655	11.758	6.318	30.731	3.108	7.559	14.039	24.706
29.56%	25.61	2025	7.964	7.280	4.476	19.719	OLD SYSTEM DISCONTINUED			
23.65%	20.49	2026	7.667	6.607	6.213	20.487				
17.74%	15.37	2027	5.751	4.956	4.659	15.366				
11.83%	10.24	2028	3.834	3.304	3.106	10.244				
5.91%	5.12	2029	1.917	1.652	1.553	5.122				
0.00%	0.00	2030	0.000	0.000	0.000	0.000				
						377.409	Tonnes			

Factor (old to new)				
2.148362	100.00%			
1.922234	85.43%			
1.696106	66.17%			
1.469977	66.72%	% red.	T. red.	Trees @ 10kgper
1.243849	35.48%	64.52%	55.891	5589.082
	22.76%	77.24%	66.903	6690.258
	23.65%	76.35%	66.135	6613.453
	17.74%	82.26%	71.256	7125.639
	11.83%	88.17%	76.378	7637.825
	5.91%	94.09%	81.500	8150.011
	0.00%	100.00%	86.622	8662.196

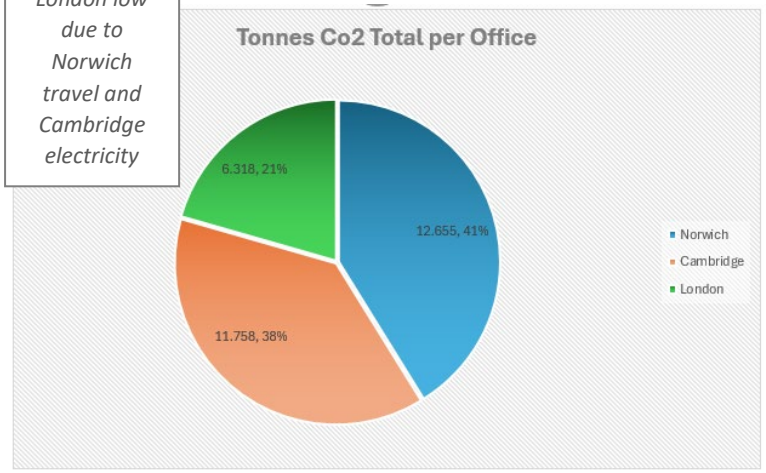
estimate	based on scale factor (old to new system)
predicted	based on 2024 values
real values	
	In progress

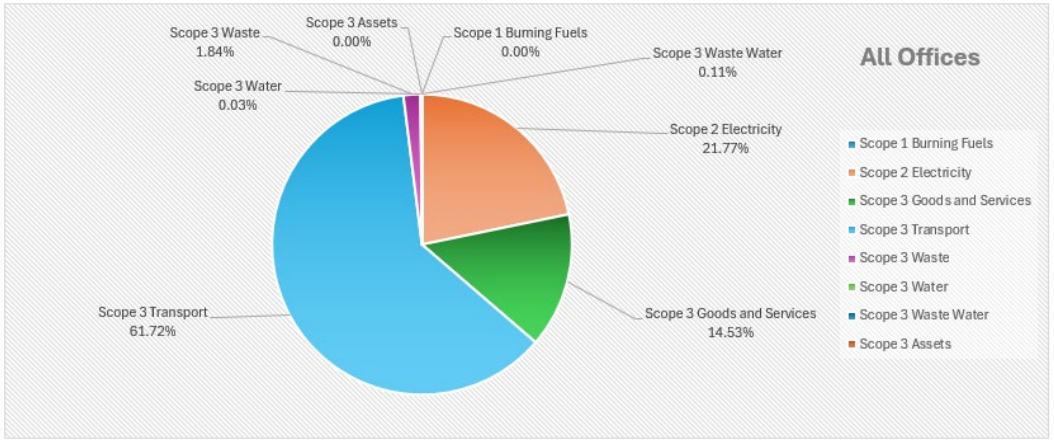
2024 New Figures





London low due to Norwich travel and Cambridge electricity





Plan to 2030

'*The UK had a strong presence at COP29. Announcement of the UK 2035 Nationally Determined Contribution (NDC) emissions reduction target of at least 81% below 1990 levels, in line with the Climate Change Committee's advice, was a clear statement of intent. It was well received by international partners during the COP. The announcement builds on the record of UK emission reductions to date, including rapid progress in power sector decarbonisation over the past decade through the phase-out of UK coal power generation and market-driven deployment of renewables. The underpinning of this progress by the UK Climate Change Act 2008 and carbon budgets is widely recognised and is increasingly being replicated in other countries. Over 20 countries now use climate change advisory committees to support their governments, sharing knowledge through the International Climate Councils Network (ICCN).*'
The CCC – December 2024.

F+M took a bold decision to calibrate our data to the pandemic year of 2020. Notwithstanding historic assessment, our net zero action plan going forward seeks to reduce our carbon footprint year-on-year as it has done for past years, to as low a level as possible without compromising the needs of the business. **We are seeking to become net zero carbon by 2030**, recognising that the next few years' carbon reduction will be fundamental to achieving this end goal. To make this viable, we first need to review our carbon footprint trend for recent years to project ahead. Measured figures for 2020-2024 along with target figures for 2025 onwards, are shown in the table below.

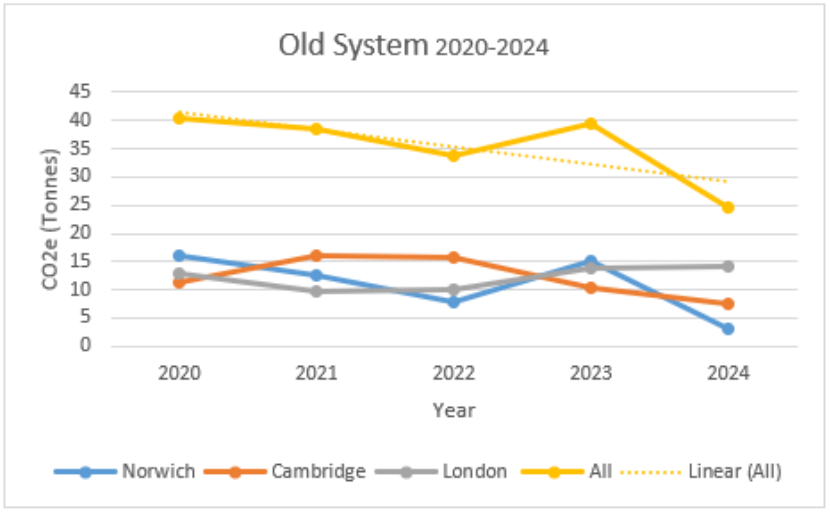
	The last 5 years (recalibrated)					*The next 6 years (T = Target)*					
office/year	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
London	26.267	19.006	17.114	20.298	6.318	*8 (T)*	*6 (T)*	*5 (T)Δ*	*3.3 (T)*	*1.6 (T)*	*0.0 (T)*
Cambridge	27.937	31.015	26.840	15.353	11.758	*8 (T)*	*7 (T)• Δ*	*5 (T)*	*3.3 (T)*	*1.6 (T)*	*0.0 (T)*
Norwich	32.418	23.983	13.364	22.144	12.655	*9 (T)Δ*	*7 (T)*	*5 (T)*	*3.3 (T)*	*1.6 (T)*	*0.0 (T)*
Total tonnes CO2/a	**86.622**	**74.005**	**57.318**	**57.795**	**30.731**	***25 (T)***	***20 (T)***	***15 (T)***	***10 (T)***	***5 (T)***	***0.00 (T)***
% of 2020	**100%**	**84.74%**	**64.96%**	**64.6%**	**33.7%**	***28% (T)***	***22% (T)***	***17% (T)***	***11% (T)***	***6% (T)***	***0% (T)***

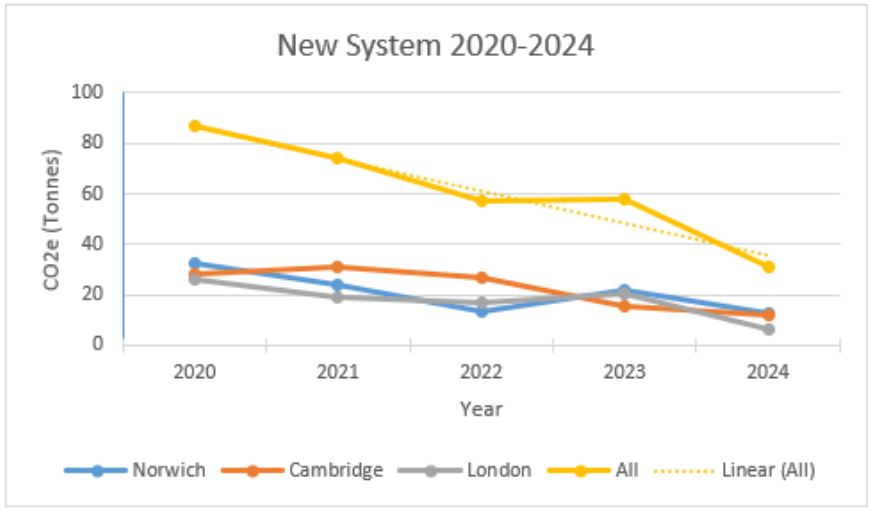
Pandemic year baseline

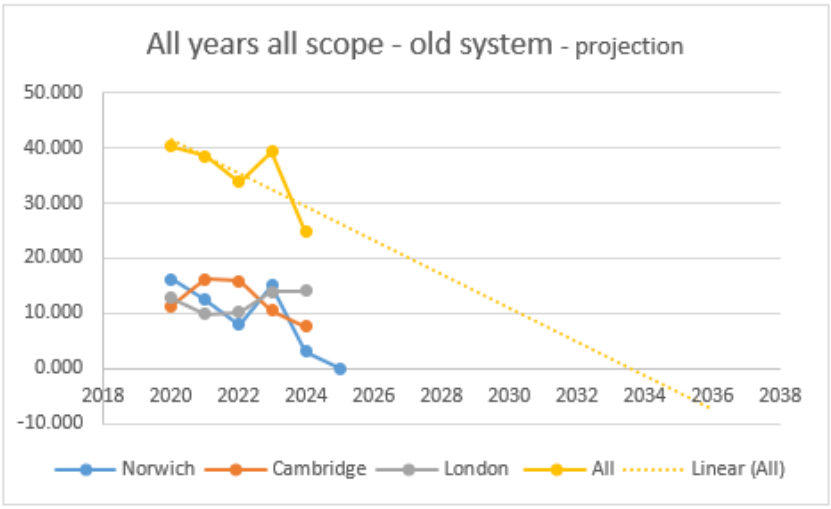
Refer to supporting Carbon Footprint Summary sheets for detailed figures, and analysis of old system and new system.

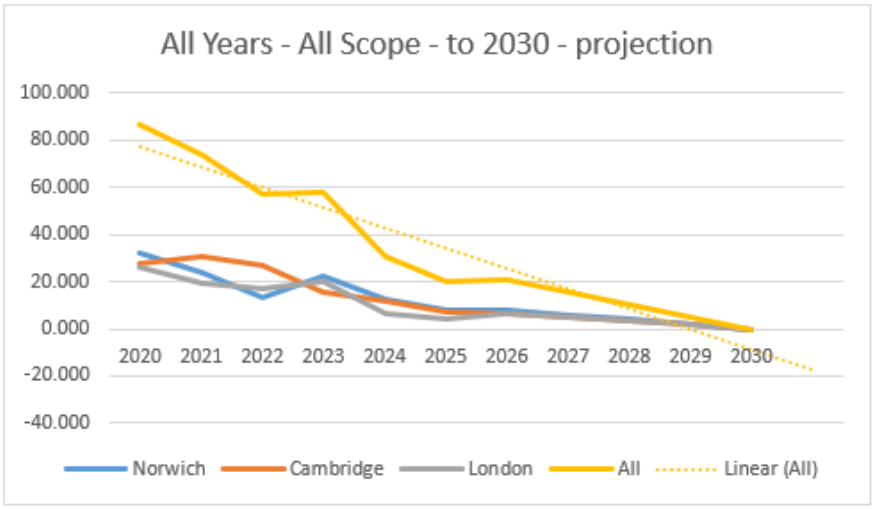
• those years noted assumes that 100% REGO becomes available, which will have a dramatic effect on the carbon reduction
Δ those years highlighted assumes acquisition and utilisation of a EV pool car for the given office for business travel, which will have a dramatic effect on the carbon reduction
As a means to justify the above forward projection, the following short to long term measures are proposed to continually improve the work we have achieved thus far and make NZC a reality for the business within this timeframe.

Projections – Old and New System









Analysis

1. Transport

Transport is by far the largest category in our carbon figures. To improve on this figure, a business transport carbon management plan is necessary, which poses the following questions:

a. Can a journey be replaced with video conferencing?

b. Can we make use of our local offices?

c. Can we use more sustainable transport options?

d. Can we promote passenger sharing?

e. Can staff travel less frequently?

Virtual meetings will continue to be prioritised where possible and this is now actively being written into all fee proposals as standard, unless Clients request otherwise. Where meetings have to be in person - walking, cycling or public transport should be prioritised in that order, and this is to be clearly communicated. Electric Vehicle Salary Sacrifice scheme will be promoted to all staff in order to reduce their motoring fuel costs but which will also benefit the business in terms of Scope 3 caron reduction.

The business is also strongly considering the introduction of EV pool cars where reliance on a car is a necessity, or at the very least subscribing to an EV hire scheme.

2. Electricity

a. Assuming the Cambridge office can switch to a 100% renewable tariff in 2026, our electricity usage will be nominally zero carbon. To reduce our impact further, we should still always be aiming to reduce our energy use. Reducing the heating demand of offices and installation of energy efficient heating systems can make a huge difference, with Passivhaus EnerPHit deep retrofit project data, suggesting 70-80% energy savings/ carbon reduction being attainable.

b. The Norwich office refurbishment project which completed mid-April 2023 provides the benchmark in this regard, with post-occupancy essential to monitor/ compare in-use energy vs. as designed.

c. Reducing electrical usage

The roll out of PIR absence-detection light fitments to all offices, wherever possible, will avoid lights being left on and contribute to a reduced electric load. Similarly, replacement of broken light fittings with LED versions of the same will assist. Monitoring our usage on a per appliance basis would allow us to identify and rectify the largest users.

Our Norwich and London offices are now on a fully renewable electricity scheme with a REGO Certification of 0kgCO^2/annum. Accordingly, the carbon associated with electricity has yielded significant carbon savings of circa **20 tonnes** less than the 2020 baseline. If Cambridge electricity supplies can follow suit, then we would see a proportional (perhaps a further 10 tonnes) decrease here. We are presently trying to arrange REGO certified energy for Cambridge, our final UK office not to use net zero electricity.

3. Goods and Services

a. The third largest category in our carbon calculations for 2024 is Goods and Services, accounting for around **2.5 tonnes** of carbon dioxide equivalent emissions. At present, these figures are quite approximately calculated, using estimates and average carbon values for the broad categories of Food and Drink, Paper, Plastic and Electrical Equipment. Services are excluded completely, as the data would need to come from the service provider – and until ALL companies calculate their all-scopes carbon emissions, this will be very hard to come across (though again we could look to calculate rough estimates). Over time, we would look to acquire more accurate data, and directly monitor our consumption through the company accounts.

4. Other measures

The following measures would help us to eliminate the final few tonnes of carbon as we approach 2030, as well as enhancing our more holistic environmental performance.

a. Reducing paper use / printing / waste. We would need to send no waste to landfill to zero out our footprint associated with waste, and to do this we would need to find schemes to take all of our hard to recycle waste; this includes food (which we already recycle), ink cartridges, electronics, batteries, etc. Additionally, we would need to purchase single-use-plastic-free products, those with sustainable (compostable, recyclable) packaging, and reusable products – to get this down to zero.
b. Despite the above – limiting our use of technology to that which is truly required. Do you need to send a one word email to 50 people? For example.

c. Transitioning of remaining printed files to digital only.
d. Promote all staff to make their own carbon pledge, i.e. being mindful when making food purchases etc. and reduction of plastic use. Also, promote staff to 'Take the Jump' (www.takethejump.org) – "by trying six shifts to protect our earth and live with joy":
    - End Clutter
    - Travel Fresh
    - Eat Green
    - Dress Retro
    - Holiday Local
    - Change the System
e. Electronic documents/drawings/schedules and specification issues only, to be noted in all new fee proposals.
f. Hand-sketch digital software to be investigated as a means to replace architect's traditional pencil + paper? (reducing waste) – though analysis needs doing to see if this lowers carbon.
g. Review supplier list seeking out alternatives with environmental systems in place, including sustainable supply chains and non-use of plastic etc, i.e. for all services we purchase.

Offsetting

In addition to all reasonable and viable measures to reduce our carbon footprint having been fully investigated/exhausted, look at offsetting initiatives to bridge the gap to net zero. This is a last resort, albeit it is unrealistic to expect we could reduce our total footprint to zero without some offsetting. It would need to consider the following:

- Carefully selected schemes which allow financial offsetting. This should represent no more than 25% of our total carbon footprint, and the scheme should carry suitable accreditations; regular checks should take place to ensure the scheme delivers on its promises.

- Utilising software and other solutions which provide a carbon negative contribution. For example, a search engine across the company that rewards searches with plantation of trees (ecosia.org.uk)

- Incorporation of renewable technologies at offices and elsewhere where viable, to contribute a net negative to our footprint.

Methods of measurement

Currently, we utilise the UK Governments' conversion factors for company reporting of greenhouse gas emissions: https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting.

Hopefully over time these published figures become more detailed and granular; allowing our carbon calculations to be further itemised, more measured, accurate and rely less on average data in this regard. We may therefore have to seek actual data for more of our activities, through our own measurements, sourcing from suppliers, certification, etc.

There will, no doubt, be other measures and calculation methodologies which may become viable in the years ahead as technology advances and the like and we keep an open mind to review such options as we progress toward net zero carbon. An example of this is a software platform which attributes carbon values to line items in our accounts software, vastly simplifying the process of calculating carbon in connection with goods and services – and including more accurate and complete values.

It would also be beneficial to capture figures which measure our activities in other ways (explained overleaf), beyond just carbon footprint.

Broader Factors

Broader, i.e. not carbon-related sustainability measures follow the *RIBA Sustainable Outcomes Guide*, and include water, ecology, wellbeing, community and cost factors. We must not forget these as we lead the company towards Net Zero Carbon, as they are important considerations which affect our staff, community and the wider environment. This applies also to our projects, Clients and other activities. This will be captured in more detail below but will include things like going plastic-free, minimising pollution and other environmental factors (noise etc.), community initiatives (Corporate Social Responsibility), creating high quality environments for our staff (inside and out) and sound business planning to ensure we continue to be around. We would have to analyse everything we buy (products and services) as a part of this, working with suppliers who care, and reflect our company values.

Project

By utilising our 'Sustainability Matrix', we can guide Clients to minimise not just project carbon emissions, but also optimising other factors. More details about this have been posted on our Linkedin page recently.

Practice

The same categories can be applied to our operations as a business, and we can achieve this by monitoring more of the following:

- Water usage and waste water from our premises.
- Maximising opportunities for high quality landscaping at our premises (where we have control).
- Monitoring staff wellbeing with surveys and data.
- Engaging with our local communities.
- Implementing cost-effective strategies which allow our operations to sustain with a low impact.