Fulkers Bailey Russell

Sustainability Strategy

2026-2030

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Published November 2026

Through Our Lens

The images throughout this strategy bring our People and Projects pillars to life, combining Fulkers project photography that showcases sustainability in practice with photographs taken by our colleagues that capture what the environment means to them. Together, they connect the positive change we can achieve through our work with the personal perspectives that inspire us to protect and enhance the world around us.

SECTION 1.

Foreword.



At Fulkers, we have always believed that the way we do business matters as much as the work we deliver. We have a responsibility to our clients, our colleagues, our communities and the wider environment to consider the long-term impact of the decisions we make.

The built environment has a significant role to play in addressing many of the challenges facing society today. As consultants, we may not always control the final outcome, but we have an important opportunity to influence it. Through the advice we give, the questions we ask, and the decisions we help our clients make, we can support projects that are more efficient, resilient, responsible, and better able to deliver lasting value.

That responsibility starts with our own business. We must continue to understand and reduce our environmental impact, invest in our people, support the communities around us, and uphold high standards of governance and ethical behaviour. We also need to be realistic about where we can make the greatest difference and focus our efforts accordingly.

This Strategy sets out our approach for 2026–2030. Rather than treating sustainability as a standalone initiative, it brings it into the way we operate our business and deliver our services. Our five pillars – Planet, Projects, People, Communities and Governance – provide a clear framework for the areas in which we believe Fulkers can have the greatest impact.

We recognise that sustainability is a journey and that expectations will continue to change. Our commitment is therefore not to make promises for the sake of ambition, but to set meaningful objectives, measure our progress and be transparent about both our achievements and the areas where there is more to do.

Delivering this Strategy will require contribution from across Fulkers. Sustainability is not the responsibility of one person or one team; it is something we all influence through the choices we make every day, and through the work we deliver for our clients.

I am proud of the progress we have already made and confident that this Strategy gives us a practical foundation from which to build. By working together, challenging ourselves and continuing to learn, we can strengthen Fulkers as a responsible business, while helping our clients and our industry deliver a more sustainable future.

Vasili Eleftheriou
Managing Director
Fulkers Bailey Russell



The Queen Elizabeth II Garden, The Regent's Park
Photography by Clive Nichols

Achieving BREEAM Infrastructure 'Excellent' through sustainable land regeneration, resource efficiency and biodiversity enhancement.

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Photography by Michael Bailey
Director, Fulkers Bailey Russell

Introduction.

Why Sustainability Matters to Fulkers.

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Crystal Palace Park
Photography by Kilian O'Sullivan

Combining heritage conservation, biodiversity improvements and material reuse to create lasting environmental and community value.

SECTION 1.

Why Sustainability Matters to Fulkers.

At Fulkers, sustainability is about creating long-term value – for our clients, our people, the communities in which we work and the built environment we help to shape.

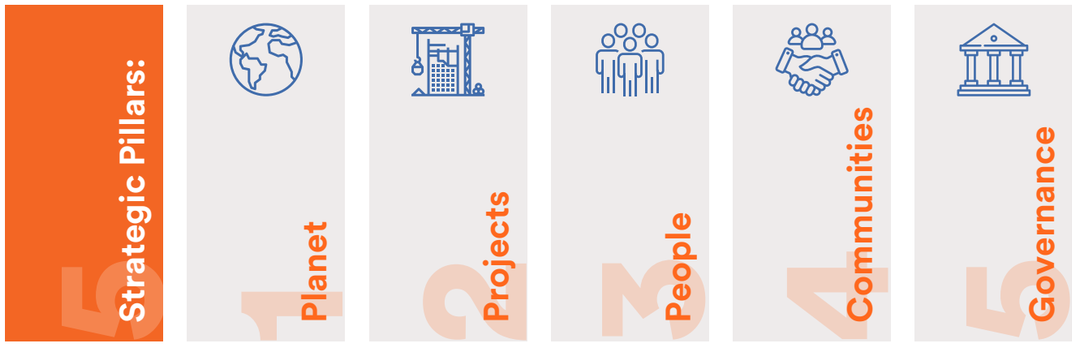
As a multidisciplinary property and construction consultancy, we recognise that our impact extends beyond the way we run our own business. The advice we provide, the decisions we help our clients make, and the projects we support, all present opportunities to influence better environmental, social and economic outcomes.

This means taking responsibility for our own impact while using our expertise to help our clients achieve theirs. We are committed to reducing the environmental impact of our operations, supporting and developing our people, contributing positively to communities, and maintaining high standards of ethical and responsible business practice. At the same time, we will continue to embed sustainability into project delivery, helping clients make informed decisions that consider carbon, resource efficiency, resilience, whole-life value and lasting social impact. Sustainability also makes good business sense. The expectations placed on organisations across the built environment continue to evolve, alongside changes in legislation, client priorities and the way environmental and social performance is measured. Responding effectively helps us manage risk, improve efficiency, strengthen relationships, and remain a resilient and responsible business for the future.

Our Sustainability Strategy 2026–2030 brings these responsibilities together. It focuses on the areas where Fulkers can make a meaningful difference and establishes a practical framework for action across five pillars: **Planet, Projects, People, Communities and Governance.**

We know that progress requires more than statements of intent. Our approach is therefore centred on achievable commitments, measurable outcomes and transparent reporting. We will monitor our performance, learn from what works, and report on our progress, while continuing to raise our ambition as our business and the industry evolve.

Above all, our aim is simple: to make responsible decisions in the way we operate, and to use our influence, expertise and relationships to help create a more sustainable built environment.



About Fulkers.

Our business, our expertise and what drives us.

Picturehouse Fit Out for Ecosurety
Photography courtesy of Interaction

Achieving SKA Gold certification through 99% reuse of existing office furniture, recycled and low-emission materials, and smart controls supporting energy efficiency and employee wellbeing.

SECTION 2.

Who We Are.

Fulkers Bailey Russell is a multidisciplinary property and construction consultancy, supporting clients across the public, private, and residential sectors, to manage, improve and invest in their built assets.

Established in 1998, we have grown into a nationwide consultancy of more than 170 people, bringing together expertise from across the property and construction lifecycle. Our size and structure allow us to combine the capability and experience required to support complex programmes and projects with the agility, accessibility and personal service on which our business has been built.

We work closely with our clients to understand what they are trying to achieve, and provide practical, independent advice that helps them make informed decisions about their buildings, estates and investments.

1998
Established

170+
People

Nationwide
Consultancy

Our Wider Responsibility

For us, sustainability forms part of that responsibility. Through both our own operations and the projects we help to deliver, we have opportunities to influence environmental performance, social value and long-term outcomes across the built environment.

SECTION 2.

What We Do.

Our multidisciplinary model brings together complementary technical and advisory expertise, enabling us to support clients from early strategy and feasibility, through design, procurement, construction, and into the ongoing management and improvement of their assets.

Our services include **Project Management, Cost Management, Building Surveying, Compliance, Architecture, Programme & Portfolio Management, Decarbonisation & Sustainability, Building Safety and Clerk of Works,** supported by specialist expertise through our wider consultant and supplier network.

This breadth of expertise is particularly important to our approach to sustainability. Rather than viewing sustainability as a standalone service or intervention, we have the opportunity to consider it throughout the project lifecycle – from strategic decisions and business cases, through to design, procurement, delivery and the long-term performance of buildings.

Our existing capabilities already include areas such as whole-life cost modelling, sustainable construction, energy efficiency and low-carbon design, sustainability strategy support, sustainable procurement, decarbonisation programmes and access to specialist BREEAM, LEED, WELL, Passivhaus, biodiversity and carbon expertise.

- Project Management
- Cost Management
- Building Surveying
- Compliance
- Architecture
- Programme & Portfolio Management
- Decarbonisation & Sustainability
- Building Safety
- Clerk of Works

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SECTION 2.

Who We Work With.

We work with organisations across the **public, private and residential sectors,** supporting clients with individual assets as well as complex estates, programmes and portfolios.

The breadth of our client base means that sustainability does not look the same on every project. Priorities may range from reducing operational carbon and improving energy performance to extending the useful life of an existing building, managing whole-life cost, meeting regulatory requirements, improving accessibility or creating greater value for local communities.

Our role is to understand those priorities and use our expertise to help clients identify practical opportunities for better outcomes.

ECOSURETY

Epic

UCL

THE ROYAL PARKS

Bromley THE LONDON BOROUGH

UNIVERSITY OF BATH

IMPERIAL

LSE THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

NHS Shared Business Services

SECTION 2.

Our Values in Action.

Big enough to cut it. Small enough to care.

This principle is central to who we are. We combine the capability, expertise and experience to take on complex challenges with the personal approach, agility and care that have shaped Fulkers since the business began.

It is also reflected in our approach to sustainability. We want to make a meaningful contribution while remaining practical about where we can have the greatest impact. That means taking responsibility for our own business, supporting our people and communities, and using our professional influence to help clients make better-informed, more sustainable decisions.

Our approach is underpinned by collaboration, independence, professionalism and a commitment to delivering value. These principles shape how we work today and the sustainability ambitions set out in this Strategy.

What Sustainability Means at Fulkers.

Our responsibility as a business.
Our influence through our work.

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University of Bath's R7 Student Accommodation
Image courtesy of Stride Treglown

Enabling Passivhaus ambitions through whole-life commercial thinking.

SECTION 3.

What Sustainability Means at Fulkers.

For us, sustainability is about making decisions today that create better outcomes for the future.

It extends beyond carbon and the environment. It is about how we operate as a responsible business, how we support our people, the value we create through our projects and relationships, and the standards we expect of ourselves and those we work with.

As a consultancy, our direct environmental footprint is only part of the picture. We also have an opportunity to make a wider difference through the advice we provide and the projects, programmes and estates we help our clients to deliver and manage. Our approach therefore considers both the impact of our own business, and the influence we can have through our work.

We define sustainability through four interconnected themes:

Environmental Responsibility

We recognise our responsibility to understand and reduce the environmental impact of our business and to support better environmental outcomes through our work.

Within our own operations, this means focusing on the areas we can directly influence, including carbon emissions, energy and resource use, waste, travel and responsible purchasing. Across our projects, it means helping clients consider opportunities to reduce carbon, improve energy and resource efficiency, make better use of existing assets and improve long-term building performance.

Our approach is based on measurable improvement: understanding our impact, taking practical action to reduce it, and using evidence to inform where we focus our efforts.

Supporting our People

Our people are fundamental to the long-term success of Fulkers.

We want to provide an inclusive, supportive environment in which people can develop their careers, maintain their wellbeing and have the opportunity to contribute to the future of the business. This includes investing in learning and professional development, supporting wellbeing, promoting inclusion, and creating opportunities for apprentices and those at the beginning of their careers.

We also want our people to understand the role they can play in sustainability. By developing knowledge and sharing expertise across the business, we can help our teams make more informed decisions in both our own operations and the services we provide to clients.

Creating Lasting Value

Sustainability is about the value we leave behind, not simply the outputs we deliver.

Our greatest opportunity to create positive change is often through our project work. With the built environment responsible for over a third of global CO_2 emissions, we have both an opportunity and a responsibility to make a meaningful difference. From the earliest strategic decisions through to delivery and the ongoing management of assets, our teams can help clients consider whole-life value, environmental performance, resilience and the needs of the people and communities their buildings serve.

Creating lasting value also extends beyond individual projects. Through volunteering, charitable partnerships, local engagement and the contribution of our professional skills, we want our presence to have a positive impact on the communities in which we live and work.

For us, success means helping to create outcomes that continue to deliver value long after our direct involvement has ended.

Ethical Business Practices

Responsible business depends on strong governance, integrity and accountability.

We are committed to conducting our business ethically and transparently, complying with the standards expected of us, and maintaining robust systems that support responsible decision-making. This extends to how we procure goods and services, select and engage with suppliers, manage information and data, and monitor our performance.

We expect the organisations we work with to share appropriate standards of responsible business practice, and will continue to strengthen sustainability considerations within our procurement and supply chain processes.

We also recognise the importance of being open about our own performance. We will measure progress against the commitments in this Strategy and use that information to understand where we are succeeding, where improvement is needed and where our priorities need to evolve.

From Principles To Action

These four themes define **what sustainability means to Fulkers.** Turning them into action requires clear areas of focus and accountability.

Our Sustainability Strategy is therefore delivered through five strategic pillars:

1. Planet
2. Projects
3. People
4. Communities
5. Governance

Together, these pillars address both our direct responsibilities as a business and the wider influence we have through our people, clients, projects, suppliers and communities. They provide the structure for our commitments through to 2030, and the framework through which we will measure and report our progress.

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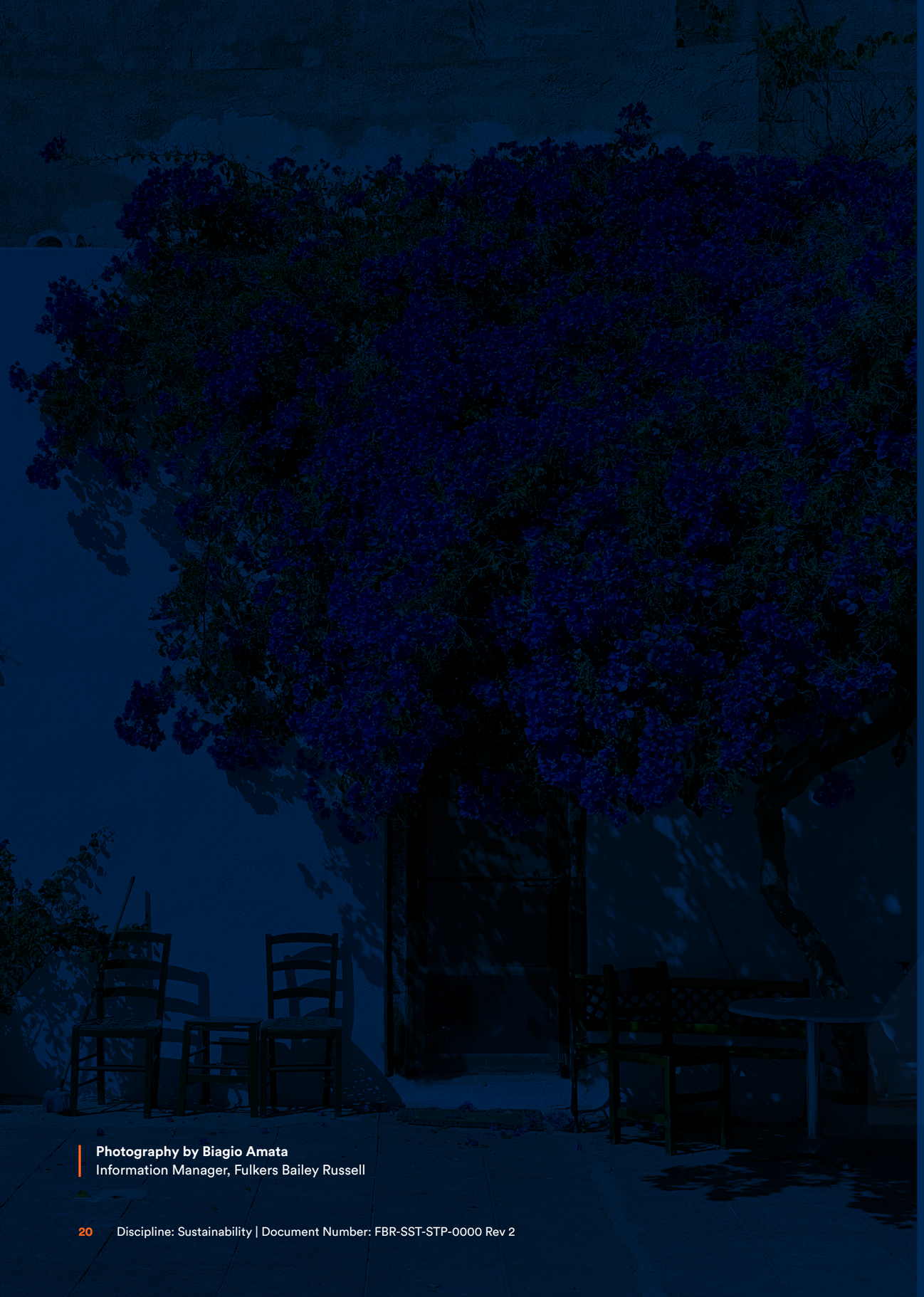

Photography by Biagio Amata
Information Manager, Fulkers Bailey Russell

Our Strategic Pillars.

Planet | Projects | People | Communities | Governance.

4

SECTION 4.

Planet.

Our ambition: To reduce the environmental impact of our operations and make responsible use of the resources within our control.

Climate change and the responsible use of natural resources are significant challenges for the built environment and for businesses more widely. At Fulkers, we recognise our responsibility to understand the environmental impact of our own operations and to take practical action to reduce it.

As a professional services business, our operational footprint is different from that of the projects we support. Our direct impacts are principally associated with the energy used in our offices, the way our people travel, the goods and services we purchase, and the waste we generate. Our approach is therefore to focus our efforts where they can make a meaningful and measurable difference.

We will continue to improve the quality of the environmental data we collect, use it to inform our decisions, and take proportionate action to reduce our impact. This will support our longer-term carbon reduction ambitions, while helping us identify opportunities to operate more efficiently and responsibly.

Carbon and Energy

Reducing our carbon emissions is central to our environmental approach.

We will continue to measure our greenhouse gas emissions and use this information to identify the areas where action can have the greatest effect. Our carbon reduction planning will focus on practical measures within our control, while recognising that a significant proportion of our footprint is associated with activities and services outside our direct operations.

Our offices are an important part of this. We will continue to consider opportunities to improve energy efficiency and reduce unnecessary consumption, working with landlords and other stakeholders where control of building systems sits outside Fulkers.

Reliable data will underpin our approach. By strengthening how environmental information is collected, reviewed and reported, we can better understand our performance and make informed decisions about future reduction measures.

Responsible Use of Resources

Reducing consumption and waste is an important part of operating responsibly.

We will seek to minimise unnecessary resource use across our offices by considering what we purchase, how materials are used, and how waste is managed. Our approach will follow the principles of reducing consumption first, reusing resources where practical and recycling materials that cannot be avoided or reused.

We will continue to improve waste and recycling arrangements across our offices and encourage our people to make responsible choices as part of their everyday working practices.

Procurement also has an important role to play. Environmental considerations will increasingly inform the products and services we purchase, alongside the wider sustainability expectations we place on our suppliers.

As our use of digital technologies, including artificial intelligence (AI), continues to grow, we recognise the environmental impact associated with the energy and resources they consume. We will encourage thoughtful and proportionate use of these tools, balancing the benefits they offer with their wider environmental footprint.

Business Travel

Travel is an important part of delivering our services and maintaining strong relationships with our clients and project teams, but it also contributes to our environmental footprint.

Our approach is not to eliminate necessary travel, but to make more informed choices about when and how we travel. We will encourage our people to consider whether journeys are necessary and, where travel is required, to use lower-carbon options where these are practical and appropriate.

Our annual travel survey and carbon emissions data from bookings made through Melon (corporate travel platform) help inform our sustainability strategy and net zero targets, enabling us to identify opportunities to reduce travel-related emissions without compromising our work or client needs.

We will also support more sustainable commuting choices, recognising that the options available to our people vary depending on location, accessibility and individual circumstances.

Building Environmental Responsibility Into Everyday Decisions

Reducing our environmental impact depends on the choices made across the business, not simply on policies or targets.

We will continue to raise awareness of environmental issues and provide our people with practical information that helps them make more sustainable choices. Responsibility for progress will be shared across Fulkers, supported by appropriate data, internal communication and management oversight. Our aim is to make environmental considerations a normal part of how we operate – from choosing how we travel and what we purchase to how we use our offices and resources.

Our Planet Priorities

Across the 2026–2030 strategy period, our priorities are to:

- **Reduce our carbon footprint** through targeted and evidence-based action.
- **Improve the environmental performance of our operations,** focusing on energy, resource use and waste.
- **Reduce the impact of business travel,** while continuing to meet the needs of our clients and projects.
- **Understand our environmental footprint,** using reliable data to identify where action can make the greatest difference.

Our Carbon Ambition

We are committed to reducing our Scope 1 and 2 greenhouse gas emissions by **50% relative to turnover by 2030,** measured against our agreed baseline, in line with our Carbon Reduction Plan. This supports our wider commitment to achieving **net-zero Scope 1 and 2 emissions by 2035,** and **net-zero across our full carbon footprint by 2050.**

We will focus on practical reductions across our operations, while improving the quality of our emissions data and working with suppliers to identify opportunities to reduce Scope 3 emissions.

Projects.

Our ambition: To use our expertise and influence to help clients make informed decisions that deliver better environmental, social and long-term outcomes.



Temple Quarter Enterprise Campus Research Hub
University of Bristol

Bringing historic buildings into a low-carbon future through effective project management.

Our Greatest Opportunity for Impact

The environmental impact of our own operations matters, but as a multidisciplinary property and construction consultancy, some of our greatest opportunities to create positive change arise through the projects, programmes and estates we help our clients to deliver.

Decisions made throughout the lifecycle of a project can have consequences that last for decades. Choices around whether to retain, refurbish or replace an existing asset; its design and specification; energy and carbon performance; procurement; cost; materials; resilience and long-term operation, all influence its overall sustainability.

Our role is to help clients understand those choices and make informed decisions that balance environmental and social considerations with affordability, quality, programme and operational requirements.

We recognise that every project is different. Sustainability priorities will vary according to the client, sector, asset, brief and stage at which we are appointed. Our approach is therefore not to apply a single definition of a sustainable project, but to identify where our expertise can have the greatest influence and work collaboratively with clients and project teams to achieve better outcomes.

Sustainability Throughout The Project Lifecycle

Our multidisciplinary services give us opportunities to influence sustainability from the earliest stages of a project through to delivery and the ongoing management of an asset.

At **strategy and feasibility stage,** we can help clients understand their existing assets, establish project objectives and explore different options before significant decisions are made. This can include considering refurbishment alongside redevelopment, assessing whole-life implications, and identifying opportunities to improve the performance and resilience of buildings.

During **design and procurement,** our teams can support clients in balancing performance, quality, cost and programme. Through cost planning, whole-life costing, design management, specification, procurement advice and technical expertise, we can help ensure that sustainability considerations remain part of project decision-making, rather than becoming an isolated exercise.

During **construction and delivery,** strong project, commercial and quality management can help protect agreed outcomes as projects respond to changing circumstances. We work collaboratively with clients, designers, contractors and other specialists to manage risk, challenge decisions where appropriate and maintain focus on the project's objectives.

And through our **decarbonisation and sustainability capability,** supported where required by specialist partners, we can help clients understand building performance, develop sustainability strategies, consider low-carbon interventions and navigate relevant standards and assessment methodologies.

Making Sustainability Practical

For us, sustainable project delivery is not about pursuing environmental performance in isolation. The most successful outcomes balance environmental responsibility with the needs of the people who will use an asset, its financial viability and its long-term purpose.

That can mean reducing operational energy and carbon. It can mean retaining and improving an existing building rather than replacing it. It can mean considering lifecycle costs rather than simply the lowest initial cost, improving the resilience and adaptability of an asset, or finding ways to achieve better outcomes within a client's available budget.

It can also mean considering the wider value created by a project – from accessibility and user wellbeing, to local employment, skills and community benefit.

Our role is to help clients navigate these considerations and identify solutions that are **practical, proportionate and appropriate to the project.**

Our Project Priorities

Across the 2026–2030 strategy period, our priorities are to:

- **Consider sustainability from the earliest stages,** where we have the opportunity to influence project outcomes.
- **Help clients make informed whole-life decisions,** considering long-term environmental, social and financial value alongside capital cost.
- **Use our multidisciplinary expertise** to identify practical opportunities for better and more sustainable outcomes.
- **Capture and share learning from our projects,** using evidence and experience to continually improve our approach.

Sustainability in Practice

On the following pages, we highlight a selection of recent projects that demonstrate how our sustainability ambitions are being put into practice.

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Projects Cont'd.

Sustainability in Practice

CASE STUDY: Trowbridge Integrated Care Centre

Designed for net-zero operation and awarded an interim BREEAM Excellent rating: supporting sustainable healthcare while protecting affordability and clinical quality.

Trowbridge Integrated Care Centre brings together expanded primary and community healthcare services in a modern facility, incorporating renewable energy technologies and designed to achieve net-zero carbon in operation.

Fulkers provided cost advice from the Outline Business Case through procurement, value engineering and construction, alongside lifecycle costing at RIBA Stages 2 and 4 to support BREEAM requirements.

When market pressures challenged affordability, we worked collaboratively to optimise the design while protecting clinical functionality and sustainability ambitions. The project demonstrates how informed cost management can support ambitious environmental objectives and long-term value.

Client NHS Property Services
Value £10m





CASE STUDY: London Institute for Healthcare Engineering

Supporting the delivery of an adaptable, low-carbon research facility.

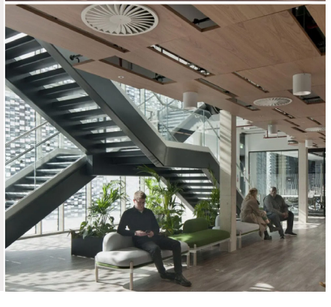
The London Institute for Healthcare Engineering at King's College London's St Thomas' campus brings together academia, the NHS, and MedTech companies to support healthcare research and innovation.

Designed to exceed sustainability outcomes under the London Plan's net zero carbon target, the building incorporates passive design, circular economy principles, air source heat pumps and adaptable internal spaces to support efficiency and long-term performance.

Fulkers acted as Project Manager, Contract Administrator and Programme Manager, supporting the successful delivery of the scheme, which received a 2026 RIBA London Award.

Client King's College London
Value £34m





CASE STUDY: University of Bath's R7 Student Accommodation

Enabling Passivhaus ambitions through whole-life commercial thinking.

The University of Bath's R7 development will provide 926 new en-suite student bedrooms alongside communal, social and flexible spaces, creating a new student community at the University's Claverton Down campus. Fulkers is supporting the University as Lead Quantity Surveyor, providing cost management and commercial expertise from feasibility through procurement and construction.

Sustainability is central to the scheme. Designed to Passivhaus standards and in accordance with the University's Sustainable Buildings Standard, R7 takes a fabric-first approach to energy efficiency, and incorporates measures including air-source heat pumps. The development also considers student wellbeing and active lifestyles through shared social spaces and its integration with the University's wider sporting environment.

Fulkers role demonstrates how commercial advice can help enable ambitious sustainability outcomes. Early viability work helped inform the University's decision to progress the scheme, while our procurement analysis led to a two-stage design-and-build approach, supporting early contractor involvement and greater collaboration as the design developed.

Through cost management and whole-life costing, we are helping the project team look beyond initial capital expenditure, and consider decisions in the context of long-term performance, operational efficiency, durability and value. This allows sustainability ambitions to be considered alongside cost, quality, programme and commercial risk throughout project delivery.

Client University of Bath
Value Undisclosed







Image Credit: Stride Treglown

Projects Cont'd.

Sustainability in Practice Cont'd

CASE STUDY: The Queen Elizabeth II Garden, The Regent's Park

Achieving BREEAM Infrastructure 'Excellent' through sustainable land regeneration, resource efficiency and biodiversity enhancement.

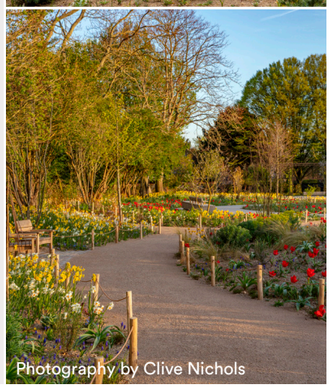
Working with The Royal Parks, we helped transform a disused nursery into a two-acre garden commemorating Queen Elizabeth II.

We championed BREEAM Infrastructure from the outset. A pre-demolition audit identified opportunities to reuse steel and concrete, reducing waste and supporting circular economy principles. Careful management of contaminated soil and invasive species enabled the land's regeneration.

The completed garden combines accessible green space with biodiverse planting that supports wildlife, creating lasting environmental and community value.

Client The Royal Parks
Value Undisclosed





Photography by Clive Nichols

CASE STUDY: Decarbonising University Buildings

Supporting the transition to low-carbon heating through building electrification, energy efficiency improvements and strategic project delivery.

Working with the London School of Economics, we are supporting the decarbonisation of two university buildings, including the Lionel Robbins Library. Our multidisciplinary team is helping deliver air source heat pumps, upgraded electrical infrastructure and improved roof insulation, while coordinating Salix funding requirements and navigating complex site constraints.

The project demonstrates how strategic planning and collaboration can reduce reliance on fossil fuel heating while maintaining essential university operations.

Client London School of Economics
Value £4.1m



CASE STUDY: Crystal Palace Park

Combining heritage conservation, biodiversity improvements and material reuse to create lasting environmental and community value.

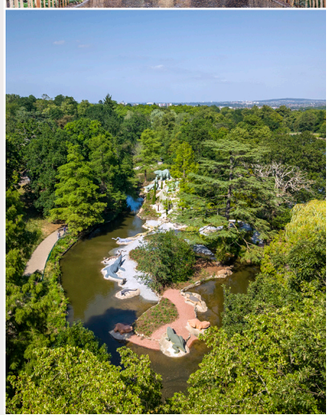
Working with the London Borough of Bromley, we provided quantity surveying services for the regeneration of Crystal Palace Park, supporting heritage restoration, improved accessibility, landscaping and water management.

Collaborating with the design team, we identified opportunities to retain and reuse excavated materials on site, reducing off-site disposal and achieving savings of approximately £300,000.

Completed in 2026, the project has enhanced ecological resilience and improved public spaces, demonstrating how regeneration can protect valued heritage while delivering benefits for people and nature.

Client London Borough of Bromley & Crystal Palace Park
Value Undisclosed





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SECTION 4.

People.

Our ambition: To create an inclusive and supportive workplace where our people can thrive, develop and build rewarding careers.

Supporting our people for the long term

Our people are fundamental to the success of Fulkers. Their knowledge, experience, relationships and commitment, shape the service we provide to our clients and the impact we can have through our work.

Our principle of being **"Big enough to cut it, small enough to care"** is particularly important when it comes to our people. As the business grows, we want to retain the sense of connection, accessibility and individual support that has shaped Fulkers, while providing the opportunities, experience and development that come from being part of a multidisciplinary consultancy.

For us, being a sustainable business means creating an environment in which people feel supported, valued and able to develop. It also means investing in the skills our business and industry will need in the future, and creating opportunities for people at different stages of their careers.

Our approach focuses on four interconnected areas: **wellbeing, learning and development, inclusion, and apprenticeships and early careers.**

Wellbeing

We want Fulkers to be a workplace where people can perform at their best, while looking after their health and wellbeing.

We recognise that wellbeing is influenced by many aspects of working life, from workload and working relationships, to flexibility, physical health and mental wellbeing. Our role as an employer is to create a supportive environment, provide access to appropriate resources, and encourage open conversations when people need support.

We will continue to prioritise employee wellbeing through a range of initiatives, including activities and communications marking mental health awareness days and weeks, our network of trained Mental Health First Aiders and access to a confidential Employee Assistance Programme and wellbeing app. We recognise, however, that meaningful wellbeing support goes beyond individual initiatives. It is embedded in the everyday culture we create, how we lead and support our teams, and the positive relationships we foster between colleagues.

Learning and Development

The knowledge and expertise of our people are among Fulkers most important assets.

We are committed to supporting continuous learning and professional development throughout people's careers. This includes technical and professional training, support towards relevant qualifications and chartership, development of leadership and management capability, and opportunities to learn through experience and collaboration with colleagues.

As the built environment responds to climate change, new regulation, emerging technologies including AI, and changing client expectations, the skills required of our industry will continue to evolve. Developing sustainability knowledge and awareness of responsible technology use across our disciplines will therefore form part of our wider approach to learning and development.

Our aim is not for sustainability expertise to sit with one individual or team, but for relevant knowledge to become increasingly embedded across the business, enabling our people to recognise opportunities and support better-informed client decisions.

Inclusion

We want Fulkers to be a place where people are respected, treated fairly and able to contribute fully.

Different backgrounds, experiences and perspectives strengthen our business and help us better understand the clients and communities we serve. We will continue to promote an inclusive culture and seek to remove unnecessary barriers to opportunity, development and progression.

Our approach is to support inclusion throughout the employee experience – from recruitment and induction, through to learning, development and career progression – supported by appropriate policies, leadership and accountability.

We recognise that building an inclusive organisation requires continued attention and improvement. We will use employee feedback and relevant workforce information to understand where progress is being made and where further action may be needed.

Apprenticeships and Early Careers

A sustainable construction industry depends on developing the next generation of skills and expertise.

We want to provide meaningful routes into the profession for people at the beginning of their careers, including through apprenticeships, graduate opportunities and other early-career pathways.

Our approach is not simply about recruitment. We want those joining Fulkers at the beginning of their careers to receive the experience, support and development they need to build their knowledge, work towards relevant professional qualifications and establish long-term careers within the built environment.

Investing in early careers also benefits the wider business. Bringing new people and perspectives into our teams supports knowledge sharing between generations, strengthens our future skills base, and helps build the pipeline of talent required to support our clients in the years ahead.

Our People Priorities

Across the 2026–2030 strategy period, our priorities are to:

- **Support wellbeing,** creating a working environment where our people feel supported and able to thrive.
- **Invest in learning and development**, building the technical, professional, leadership and sustainability knowledge our people need.
- **Promote an inclusive workplace,** where people are treated fairly and have opportunities to contribute, develop and progress.
- **Invest in apprenticeships and early careers,** helping to develop the skills and professionals our business and industry will need in the future.

SECTION 4.

Communities.

Our ambition: To use our time, skills and resources to make a positive contribution to the communities in which we live and work.

Creating value beyond our projects

Our relationship with communities extends beyond the buildings and projects we help to deliver. As a responsible business, we want to contribute positively to the places in which our people live and work, and support organisations addressing issues that matter to them.

We believe our contribution can take different forms. Financial support is important, but so too are the time, skills, knowledge and enthusiasm of our people. Our approach therefore combines **charity partnerships, volunteering and local engagement,** giving Fulkers and our people different ways to make a meaningful contribution.

We also recognise that the needs of communities change. Rather than committing to a fixed model of charitable giving for the full strategy period, we will continue to review how our support is structured so that our partnerships remain purposeful, engaging and capable of creating genuine value.

Charity Partnerships

We have a strong history of supporting charitable organisations through fundraising, practical assistance and employee-led activity.

We will continue to build meaningful charity partnerships, supporting causes that align with our values and enable us to make a positive impact. Our focus will be on developing relationships where our support can make a tangible difference rather than measuring success solely by the amount of money raised.

Where appropriate, we will also look beyond traditional fundraising and consider how Fulkers can contribute its wider resources and expertise. This may include practical support, professional knowledge, communications and creative skills, or using our networks to help charitable partners increase awareness of their work.

By building stronger relationships with the organisations we support, we want our charitable activity to create value that extends beyond individual fundraising events.

Volunteering

Giving our time is one of the most direct ways we can support our communities.

Every Fulkers employee receives **one additional day of paid leave each year to volunteer or undertake charitable work,** supporting causes that matter to them.

We encourage colleagues to share volunteering opportunities through our charity partnerships, local organisations and client relationships, bringing teams together to make a greater collective impact. We will continue to promote these shared opportunities alongside individual volunteering, making it easier for everyone to get involved.

Where appropriate, we will also explore skills-based volunteering, using our professional expertise to support charities and community organisations.

Communities in Action: The Plot Stanmer

Members of our Brighton team used their volunteering leave to support The Plot Stanmer, a community-led green space, contributing their time to gardening and practical construction activities.

Our support extended beyond the volunteering day, with the team also using their networks to help source donated construction materials for a new kiln, designed to enhance the activities the charity can offer its community.

The difference we made: By combining employee volunteering with practical support and access to our wider networks, we were able to contribute more than fundraising alone – helping a local organisation maintain and develop a space that benefits its community.



Communities in Action: Crystal Palace Park

Members of our London team used their volunteering leave to support the ongoing care of the Grade II listed Crystal Palace Subway, as part of our wider involvement in the Crystal Palace Park regeneration project with the London Borough of Bromley.

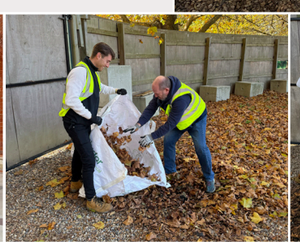
The team spent the morning carrying out weeding and vegetation clearance, helping to maintain this important heritage space while contributing to its preservation and creating an opportunity for teamwork and community engagement.

The difference we made: By extending our involvement beyond our professional project work, we were able to make a practical contribution to the care of a valued local landmark, demonstrating our commitment to the communities and places we help shape.











Communities Cont’d.

Local Engagement

Our presence in different parts of the UK gives us opportunities to build relationships with the communities around us.

We want our teams to understand and engage with local needs rather than taking a one-size-fits-all approach to community involvement. This may include supporting local charities and community organisations, participating in environmental and community initiatives, sharing professional knowledge or creating opportunities for people to learn more about careers within the built environment.

Locally led activity can help our teams build stronger relationships with the communities around them and support causes that reflect local needs. Giving our people the opportunity to get involved at a local level has strengthened these connections and encouraged staff-led engagement, volunteering and pro bono activity.

As our approach evolves, we will retain this principle of meaningful local engagement, whether our charitable partnerships are coordinated locally, companywide or through a combination of both.

Using our skills as well as our resources

As a professional consultancy, our contribution goes beyond fundraising. Across Fulkers, we have skills and expertise that can benefit charities and community organisations, from marketing and communications to practical volunteering and specialist professional services.

We will explore opportunities to put these skills to good use, whether creating marketing and event materials, volunteering on community projects or, where appropriate, offering expertise in areas such as cost management and project management.

By sharing our skills, time and resources where possible, we can strengthen our partnerships and create additional social value.

Our Community Priorities

Across the 2026–2030 strategy period, our priorities are to:

- **Build meaningful charity partnerships,** providing financial, practical and skills-based support where we can make a genuine difference.
- **Support and encourage employee volunteering,** including through our paid volunteering leave.
- **Use our professional skills and resources for wider benefit,** including appropriate skills-based volunteering and pro bono support.
- **Maintain strong local connections,** enabling our people to engage with organisations and causes relevant to the communities around them.



Communities in Action: Gympanzees

Members of our Bristol team used their volunteering leave to support Gympanzees, a local Bristol charity, helping to maintain and improve its outdoor spaces through weeding, litter picking, cutting back vegetation and clearing footpaths. A rewarding day of teamwork and practical support for a charity making a positive difference in the local community.

SECTION 4.

Governance.

Our ambition: To ensure sustainability is supported by strong governance, responsible decision-making and transparent reporting across our business.

Turning Ambition into Accountability

A credible sustainability strategy depends on more than good intentions. It requires clear responsibilities, reliable information, and appropriate processes to ensure that commitments are translated into action.

At Fulkers, good governance provides the foundation for each of our sustainability pillars. It influences how we conduct our business, choose and work with suppliers, manage risk, collect and report information, and hold ourselves accountable for progress.

As our approach develops, we want sustainability to become increasingly embedded within existing business processes rather than operating as a separate activity. This is particularly important to ensuring that responsibility is shared across Fulkers and does not depend on a single individual or team.

Our governance approach focuses on **ethics, responsible procurement and supply chain management, data and reporting, and clear ownership across the business.**

Leadership and Accountability

Our Sustainability Strategy is supported by a clear governance structure, with **Sam Bailey, Partner,** acting as **Board Sponsor,** providing strategic guidance and oversight.

Day-to-day management oversight and ESG delivery are supported by defined responsibilities across the business, with relevant teams working collaboratively to progress our commitments.

Regular cross-functional reviews and quarterly Management Board updates ensure accountability, monitor progress and keep sustainability aligned with our wider business priorities.

Ethics and Responsible Business

We are committed to conducting our business with integrity, professionalism and respect for the people and organisations with whom we work. Our established management systems and recognised certifications, including ISO 9001 (Quality Management), ISO 14001 (Environmental Management), ISO 45001 (Occupational Health and Safety), ISO 27001 (Information Security) and ISO 22301 (Business Continuity), provide a robust framework for maintaining high standards across our business, managing risk and driving continuous improvement.

This means complying with relevant legal and regulatory requirements, maintaining appropriate policies and controls, and expecting high standards of professional and ethical behaviour from our people and those working on our behalf.

Our approach to responsible business extends across areas including equality and inclusion, health and safety, environmental responsibility, information management, anti-bribery and corruption and the prevention of modern slavery.

As AI becomes increasingly embedded in our everyday working practices, we recognise the importance of using these technologies responsibly. We will continue to consider their ethical, environmental and operational implications, ensuring their use supports efficiency and innovation while maintaining appropriate standards of data protection, confidentiality and professional oversight

We will continue to review our policies, processes and management systems as our business and the expectations placed upon it evolve, ensuring that responsible business practices remain part of everyday decision-making.

Responsible Procurement and Supply Chain

The choices we make when purchasing goods and services can extend our environmental and social impact beyond our own operations. Our suppliers and specialist partners are also an important extension of our business and contribute to the services we provide to our clients.

We will continue to strengthen sustainability considerations within our procurement and supplier management processes, looking beyond cost alone when making decisions. Where proportionate and relevant, this means considering environmental performance, ethical business practices, social responsibility and longer-term value alongside commercial and operational requirements.

We want to work with organisations that share appropriate standards of responsible business practice. Our supplier onboarding and review processes will therefore continue to consider relevant environmental, social and governance information, taking a proportionate and risk-based approach according to the nature and scale of the relationship.

Over time, better supply-chain information will also help us understand areas of our wider environmental and social impact that sit outside our direct control, including elements of our Scope 3 carbon footprint.

Data and Reporting

Reliable data is essential if we are to understand whether this Strategy is making a difference. We will continue to improve the way sustainability information is collected, managed and reviewed across Fulkers, focusing on measures that provide meaningful insight into our performance rather than reporting for its own sake.

Progress against the commitments within this Strategy will be monitored through an agreed set of indicators covering our environmental, project, people, community and governance priorities. Where appropriate, this information will be considered alongside wider business performance to support informed decision-making.

We will report transparently on our progress through an annual Sustainability Impact Report, providing evidence of what has been achieved, identifying areas where further improvement is needed and setting out relevant priorities for the year ahead.

This approach allows this Strategy to provide a consistent direction through to 2030 while our annual reporting reflects changing performance, priorities and circumstances.

Our Governance Priorities

Across the 2026–2030 strategy period, our priorities are to:

- **Maintain high standards of ethical and responsible business practice,** supported by appropriate policies, management systems and oversight.
- **Strengthen responsible procurement and supply-chain management,** embedding proportionate environmental, social and ethical considerations within our processes.
- **Improve sustainability data and reporting,** enabling evidence-based decision-making and transparent reporting of our progress.
- **Maintain clear ownership and accountability,** for delivering our sustainability commitments, with defined responsibilities and appropriate senior-level oversight.

SECTION 4.

From Ambition to Accountability.

Our five pillars provide the framework for sustainability at Fulkers through to 2030.

They recognise both the responsibilities we have within our own business and the wider influence we can have through our people, projects, clients, suppliers and communities.

Delivering them will require collaboration across Fulkers. Our commitments translate these priorities into a focused set of measurable outcomes against which we can monitor our progress and report transparently.



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Associate Director, Fulkers Bailey Russell

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Photography by Michael Bailey
Director, Fulkers Bailey Russell

Our Commitments.

Turning ambition into measurable action.

05

SECTION 5.

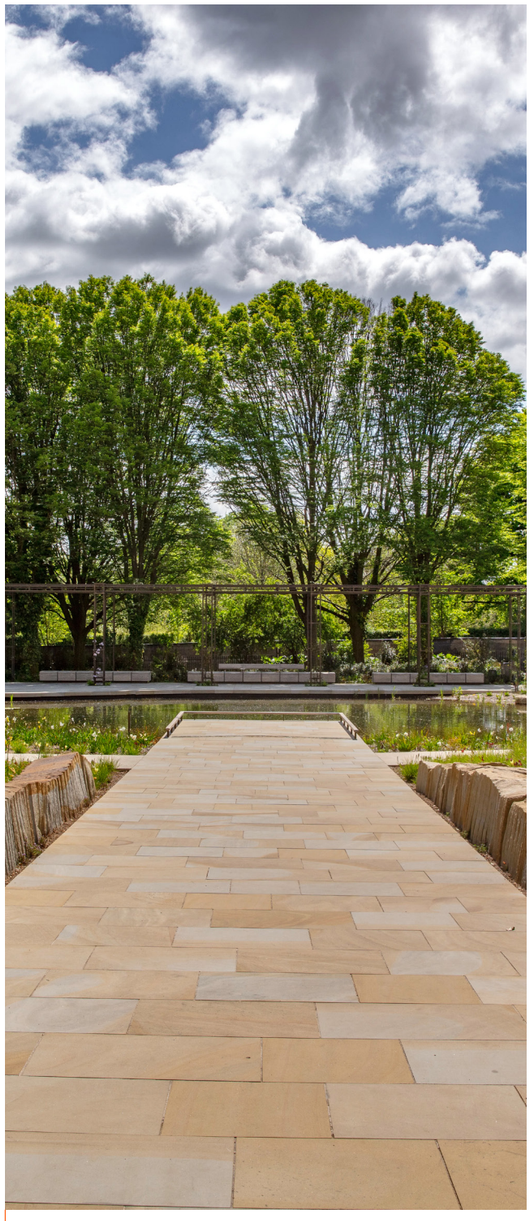
Our Commitments.

Our strategic pillars set out where we will focus our efforts. Our commitments define the outcomes and standards we will work towards and maintain throughout the 2026–2030 strategy period.

We have deliberately focused on a manageable number of commitments that reflect the areas where Fulkers can make a meaningful difference and where progress can be measured or evidenced.

Some represent outcomes we aim to achieve by 2030, while others are standards and practices we commit to maintaining throughout the strategy period. Progress will be reviewed regularly and reported through our annual Sustainability Impact Report, allowing us to be transparent about our achievements, challenges and areas for further improvement.

Pillar	Our Commitment
	Reduce Scope 1 and 2 emissions intensity by 50% by 2030, against our agreed baseline, supporting our 2035 net-zero commitment.
	Monitor and reduce the environmental impact of our operations.
	Strengthen sustainability within project decision-making.
	Capture and share evidence of sustainable project outcomes.
	Invest in continuous learning and professional development.
	Support an inclusive and healthy workplace.
	Invest in apprenticeships and early careers.
	Provide every employee with one additional paid volunteering day each year.
	Maintain meaningful charity and community partnerships.
	Strengthen responsible procurement and supply-chain management.
	Maintain clear ESG accountability through Board-level oversight, defined responsibilities and transparent annual reporting on progress.
	Maintain recognised management standards. We will maintain our ISO 9001, ISO 14001, ISO 45001, ISO 22301 and ISO 27001 certifications throughout the strategy period to 2030.



The Regent's Park New Garden
Photography by Clive Nichols



Crystal Palace Park
Photography by Kilian O'Sullivan

Looking Ahead.

A clear direction, with the flexibility to evolve.

6

SECTION 6.

Looking Ahead.

Sustainability will continue to evolve throughout the lifetime of this Strategy. The expectations of our clients, our industry and wider society will change, as will regulation, technology and our understanding of where Fulkers can make the greatest difference.

Our direction, however, is clear. Through to 2030, we will remain focused on the five pillars at the heart of this Strategy: **Planet, Projects, People, Communities and Governance.**

We will continue to reduce the environmental impact of our own operations, while recognising that some of our greatest opportunities to create positive change lie in the projects, programmes and estates we help our clients to deliver and manage. We will build sustainability knowledge across our disciplines and use our expertise to support informed decisions that consider environmental performance, social value, resilience and long-term value.

Alongside this, we will continue to invest in our people, contribute to the communities in which we live and work, strengthen responsible procurement and supply-chain practices, and maintain the governance and management systems that support responsible business.

Continuing to learn and improve

This Strategy establishes our direction through to 2030, but we recognise that the actions required to achieve our ambitions will develop over time.

We will use the evidence gathered through our key performance indicators, project experience, employee and stakeholder feedback and wider business information to understand where progress is being made and where further action is required. Our business functions and senior leadership will all have a role in turning that learning into practical improvement.

We will report on our progress through our annual Sustainability Impact Report, providing a transparent account of performance against our commitments and highlighting the actions and priorities that will help us continue to improve.

This approach allows us to respond to changing circumstances without losing sight of our longer-term objectives.



Sustainability increasingly embedded in everyday decision-making at Fulkers.

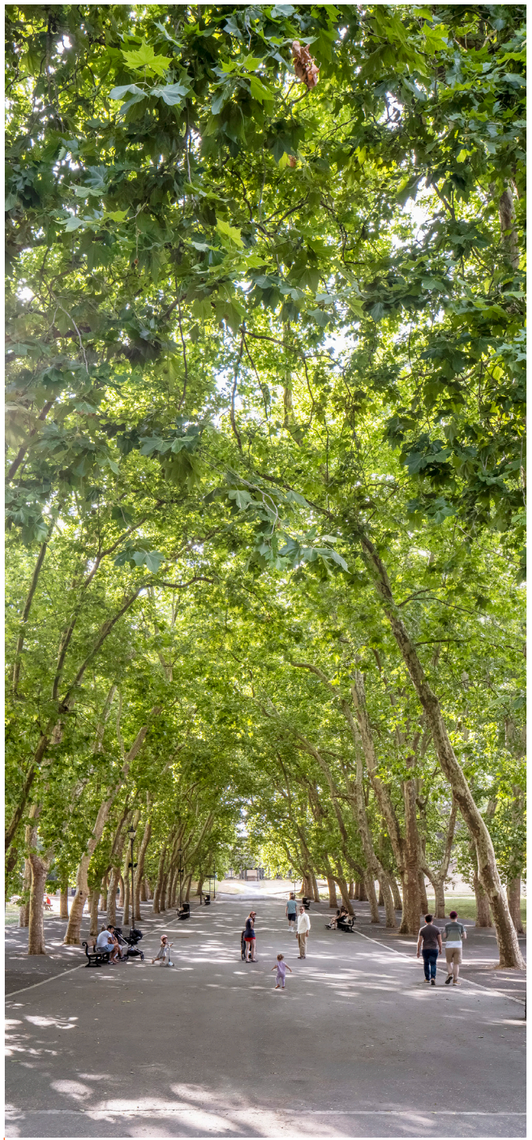
Our focus through to 2030

For the remainder of the strategy period, our focus will be to **deliver against the commitments we have made, strengthen the evidence behind our decisions and increasingly embed sustainability into the way we operate and the services we provide.**

We do not expect progress to be the same in every area or every year. Where our evidence shows that an approach needs to change, we will be prepared to adapt. Where we identify opportunities to go further, we will consider how our ambition can responsibly evolve.

Ultimately, our aim is for sustainability to become increasingly integrated into everyday decision-making at Fulkers – from how we run our business and support our people to the advice we provide and the outcomes we help our clients achieve.

By taking responsibility for the impacts within our control and using our expertise and influence where they can make the greatest difference, we can continue to create lasting value for our clients, our people, our communities and the built environment.



Crystal Palace Park
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