

Norman Foster Foundation
2023–2025

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Foreword by Norman Foster

The past three years have been a period of extraordinary activity and expansion for the Norman Foster Foundation—hereafter NFF. When launching the Foundation in 2017 with The Future is Now Forum at Madrid's Royal Opera House, the team set out to break down barriers between disciplines, to bring together architects, designers, artists, scientists, engineers, economists and civic leaders in a shared conversation about the future. That same spirit of collaboration continues to shape everything the NFF does today, and the period of 2023–2025 has been no exception.

The origins of the NFF in London can be traced back to 1999, when, upon receiving the Pritzker Architecture Prize in Berlin, my wife Elena and I chose to dedicate the award to educational initiatives—first through a travelling scholarship, later through architecture scholarships and visiting professorships. These early efforts reflected our conviction that education and interdisciplinary dialogue are vital to advancing design as a social instrument for change. The creation of the NFF in Madrid in 2011 gave form to that vision, transforming it into an international platform for collaboration and innovation.

Central to all our activities is the belief that design has a social purpose: to improve the quality of life for all. Recognised as a United Nations Centre of Excellence, the NFF continues to work globally on projects that combine innovation with real-world impact. Perhaps the most tangible result of this was the establishment of the Norman Foster Institute (later referred to as NFI) in 2022, bringing together academia and practice as an applied research centre, operating as part of the NFF. The founding of the NFI was the natural result of the NFF's educational programmes, which had been growing steadily in scope and ambition.

The one-year Master's Programme on Sustainable Cities offered by the NFI is one-of-a-kind. Students are taught through masterclasses by world-class professors and practitioners at the NFI's campus in Madrid, and they work directly with one of three pilot cities chosen every year to develop projects that are later implemented in those cities. In 2024 and 2025 alone the team has worked across six cities in Europe and Africa. Its geographical reach will be widened in 2026, and new specialisations in City Science, Urban Design and Architecture will be introduced to the course. The NFI truly reflects our belief that cities are both the greatest challenge and the greatest opportunity of our time, where the future of humanity will be shaped.

The NFI's work is made possible through the generous support of Bloomberg Philanthropies, currently the major Patron of the NFI, whose commitment to civic leadership and data-informed policy continues to inspire its mission. The NFI also acknowledges Bupa as Health Patron,

supporting research and dialogue on healthier cities—a key theme in shaping the urban environments of the future.

The Education and Research Unit has continued its programme of Workshops, inviting scholars and mentors from diverse disciplines to the NFF to explore pressing research topics in one-week intensive workshops. The 2023 edition of the Energy Workshop, supported by GS Energy over a three year period, examined how design, science and engineering could contribute to the recovery of land devastated by the Cumbre Vieja volcanic eruption on the island of La Palma. Led by architects Iñaki Ábalos and Renata Sentkiewicz, the workshop explored how to rethink, from an energy and environmental point of view, the recovery of land invaded by the lava flow.

The 2023 Sustainability Workshop, one of seven workshops in a series supported by Rolex up to the present, addressed the urgent need to reimagine our cities within the context of escalating climate change and catastrophic biodiversity loss. Academic Body members came from North America, Asia and Europe, including architects Mario Cucinella and Ken Yeang and artist Maya Lin.

In parallel, the NFF launched the Healthy Cities Public Debates series, supported by Sanitas. The first edition took place in April 2023, followed by the second in May 2024 and the third debate in June 2025. These keynotes and conversations explored how urban and civic action can strengthen, regenerate and revitalise cities to make them healthier places to live. The central challenge of our century is to ensure that society grows sustainably while promoting environments in which people and nature can thrive. This is especially true of cities—home to more than half of the world's population—which are not only major contributors to climate change but also vital parts of its solution.

From this foundation of research and collaboration emerged one of the NFF's most significant humanitarian endeavours. Since 2022, as a consequence of the war in Ukraine and within the framework of the United Nations Forum of Mayors, the Mayor of Kharkiv Ihor Terekhov asked for help, leading to the masterplan for the reconstruction and regeneration of the city. Working with the NFF Team and a group of international experts, the plan has been conceived as a pilot project for rebuilding Ukrainian cities. It follows a bottom-up approach informed by the aspirations of citizens through community meetings and questionnaires, the expertise of local architects, planners and engineers, and the vision of the wider Kharkiv City Council. The year 2024 saw the launch of the Kharkiv Housing Challenge and Kharkiv Heritage Challenge, two global architectural competitions with a jury of local and international experts. The competitions attracted entries from over fifty countries.

The experience of Kharkiv reinforced the NFF's belief that architecture and design can be powerful instruments for social resilience. This same spirit drives the Essential Homes Research Project, conceived in 2022 and first presented at the Venice Biennale of Architecture in 2023. Designed by the NFF Architecture, Design and Technology Unit, the project was developed in collaboration with Empty and BAU, with the generous support of our patron Holcim. It responds to one of the most pressing challenges of our time: the growing number of displaced people living in temporary settlements. In many cases, these so-called temporary camps become used for up to ten to seventeen years. Notwithstanding, the shelters provided remain short-term by design—all are variations on canvas or plastic sheets. Our aim was to rethink this condition—to design homes instead of shelters, and communities instead of camps.

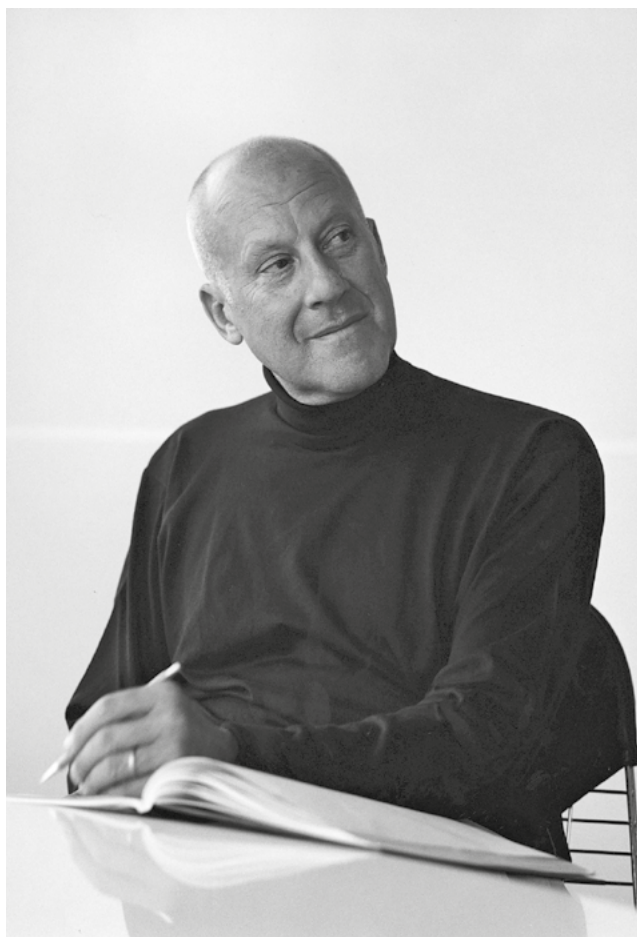
At the Giardini Marinaressa in Venice, the team built a full-scale prototype house to demonstrate how we can, in a matter of days, provide affordable, durable and humane structures that preserve dignity and foster belonging. This initiative has since evolved to address affordable housing in Costa Rica, where a significant percentage of the population still lacks adequate homes. This project inspired important research collaborations with Portuguese partners BySteel and DST Group to promote modular construction and prefabrication. Full-sized prototypes were exhibited in the NFF's contribution to the 2025 Triennale Milano, which is mentioned later.

Research in material efficiency has also informed the furniture system called Cosmos, unveiled at Milan Design Week in 2024 but originally conceived in 2017. Produced in collaboration with Tecno, the project began as a structural and material investigation into how structures can achieve high performance with minimal material. The result is a slender and versatile system adaptable to diverse environments.

One of the latest projects to come from the Architecture, Design and Technology Unit is *Gateway to Venice's Waterways*, designed in collaboration with Porsche, for the Venice Biennale 2025. The architectural structure is an innovative transportation hub that serves as an exploration into future mobility in Venice and beyond. A thirty-seven-metre-long, animal-like structure, it is evocative of Venice's historic network of bridges.

The NFF Archive turned ten in 2025. It continues its work of inventorying, cataloguing, digitising and disseminating its collections—adding 3,191 items to its records across a wide range of media in the last three years.

Vital to the Archive's dissemination efforts is its participation in international exhibitions. In 2022, Guggenheim Bilbao devoted its major



Norman Foster
President, Norman Foster Foundation
Master's Programme Co-Director, Norman Foster Institute

galleries to a show created, designed and curated by the NFF Team. Titled *MOTION, Autos, Art and Architecture*, it featured forty of the world's finest automobiles, noted for their beauty, rarity and technical innovation. These were displayed alongside modern and contemporary works of art and architecture. The show set new records of attendance.

In 2023, the Centre Pompidou in Paris hosted the most comprehensive retrospective of my work to date, designed and curated by the NFF in collaboration with Foster + Partners. The curatorial process, which I undertook with the Archive and Exhibitions Unit, led to loaning more than eight hundred items from the Archive, making it the largest logistical exercise of this kind that the NFF Archive has undertaken to date. The exhibition brought together nearly 215,000 visitors, with 2,800 visitors per day— a reminder of the enduring capacity of architecture to inspire optimism and change.

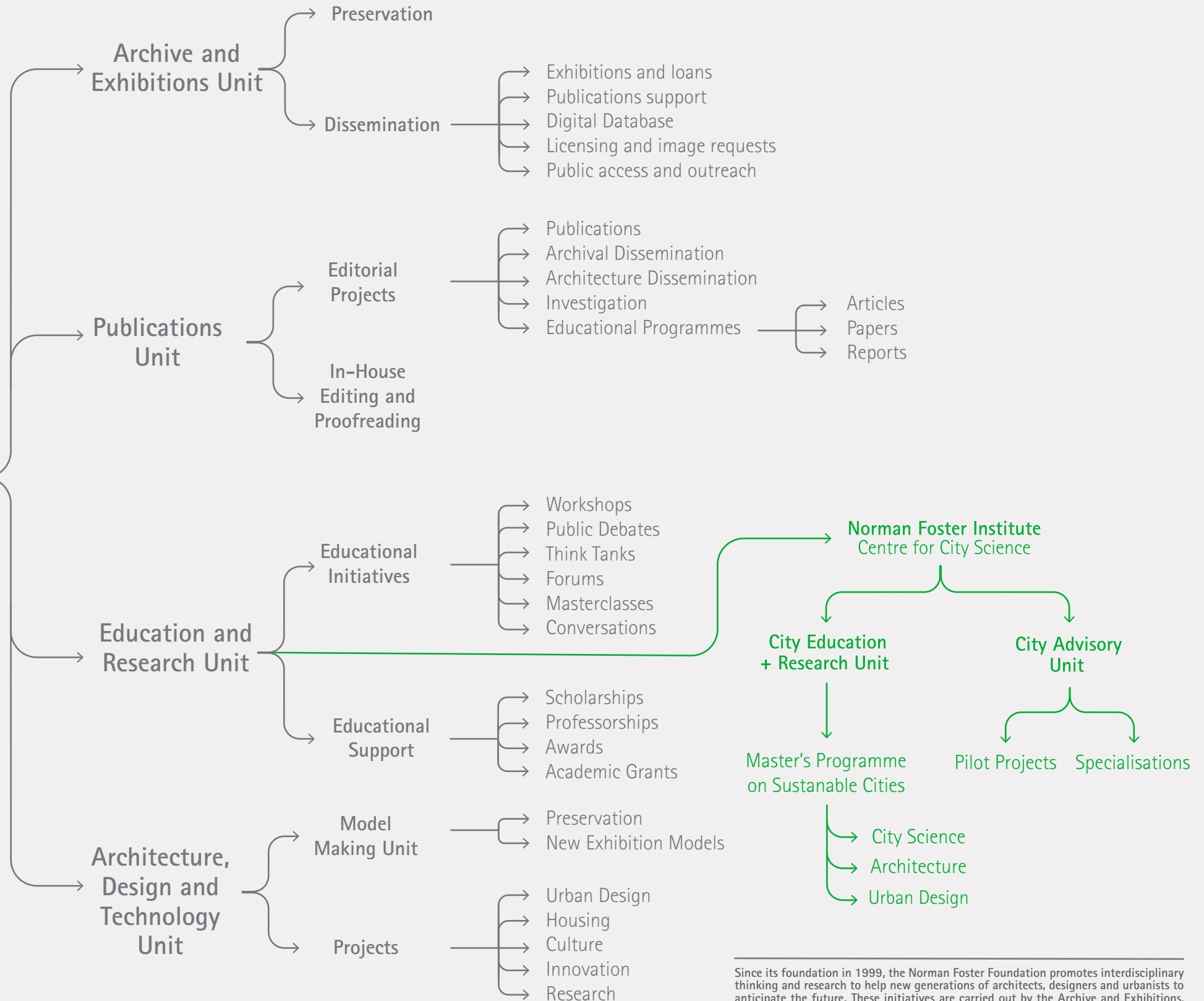
In 2025, the NFF's work continues to reach new audiences through various exhibitions across the globe, including the major exhibition *Towards a More Equal Future* at the Triennale Milano 24th International Exhibition, addressing global inequalities through architecture and design. Curated by the NFF Team, this exhibition showcased six case studies from diverse geographies—from Odisha, India, where the team worked to regenerate an informal settlement, to the development of the Industrialised Construction System in Portugal.

Dissemination efforts have continued to develop into published form with the release of several new publications. The *Norman Foster Sketchbook* series has added three new volumes and a second edition of the sold-out *Volume 0* to its repertoire. New publications from the NFF's educational initiatives have been particularly fruitful, with two new editions to the *Masterclass* and *Conversation* series, and the second volume in the *Architecture and Technology* series, a colossal testament to the seminars given at the Foundation with fifty-five of them featured in it.

All of these activities would not have been possible without the support of our Patrons and Supporters. The team is deeply grateful to all the individuals and organisations that have generously supported the NFF in many different forms and that make up our network. The Norman Foster Foundation continues to seek answers and inspire future generations to empower cities and redefine the role of design in addressing the challenges of our planet.

Norman Foster

Norman Foster Foundation



Since its foundation in 1999, the Norman Foster Foundation promotes interdisciplinary thinking and research to help new generations of architects, designers and urbanists to anticipate the future. These initiatives are carried out by the Archive and Exhibitions, Publications, Education and Research and Architecture, Design and Technology Units.

Archive and Exhibitions

The Archive exists as the metaphorical and physical heart of the Norman Foster Foundation. It is responsible for a continually growing collection, comprising over 120,000 items, across a diverse range of media and categories. Established in 2015, its primary role is to maintain the records of Norman Foster's work through their preservation, cataloguing, digitisation and dissemination. This serves to safeguard the still-expanding body of Norman Foster's professional achievements, enabling the Archive to act as a catalyst and crucible of enquiry, where the most prescient questions and challenges which bear upon all aspects of design can be re-examined afresh by present and future generations.

The NFF Archive's holdings offer an unparalleled resource as a comprehensive record of Norman Foster's activities for more than seven decades. Such a chronological span presents a full record of his personal development, most clearly articulated by original drawings—from his first encounter with architecture at High School, through to formal training at the University of Manchester and Yale University, on to his first architectural studio, Team 4, and the succeeding incarnations of Foster Associates, Sir Norman Foster and Partners, to Foster + Partners, and continuing with collaborative initiatives with the NFF itself.

Embracing Norman Foster's own ethos of interdisciplinary collaboration, the collections include exceptionally rich holdings across various media, including textual documents, photographic items, personal sketchbooks, models, awards and audiovisual recordings. This far-sighted approach includes materials created during collaborations with such significant designers and thinkers as Buckminster Fuller and Otl Aicher. These items, in turn, are seen in conjunction with works by inspirational figures from the spheres of art, architecture and design, including Alvar Aalto, Tadao Ando, Le Corbusier, Charles and Ray Eames, Ai Weiwei and Mies van der Rohe, resulting in an archive which acts as a uniquely varied and immersive source of information.



Ongoing Work

The Norman Foster Foundation Archive exists to secure the creative legacy of Norman Foster and his numerous collaborators as a resource for future generations. This necessitates each individual item going through a process of inventorying, cataloguing, preserving, digitising and disseminating. This enables the NFF Archive to fulfil its mission as a primary research hub, fielding enquiries across a broad spectrum of scholars, researchers and publishers interested in Norman Foster's work. Up to the present, fifty-eight major enquiries have been successfully answered, not including the day-to-day support offered to fellow units of the NFF.

The NFF Archive's online database has a primary role in facilitating this public interface. Its coverage continues to expand alongside the holdings themselves. This organic evolution has led to the implementation of a new database for the internal management of the NFF Archive's holdings. Carefully tailored to best serve the specific requirements for projected growth, it is the result of close collaboration between the NFF Archive and collections management software developer Coeli.

Existing records for all items have been successfully migrated and revised, providing an essential tool for the NFF Archive's ongoing maintenance and cataloguing of a unique, growing collection.

During the period of 2023, 2024 and 2025, the NFF Archive has registered and inventoried 3,191 items, across a wide range of media. In preparation for the next phase of the digitisation campaign, a total of 3,669 new drawings have been identified, representing a myriad of separate projects.

Preservation of Archive Documents

Over the course of the past year, the NFF Archive has maintained the revision and expansion of the representation of its holdings on its online database. All digitised records migrated to the database include Metadata Encoding and Transmission Standard (METS) information, in accordance with international standards for rights management, data quality and open access.

Through its ongoing phased programme of digitisation, the NFF Archive is able to expand the access to and dissemination of its holdings through the online database. This has the added benefit of reducing the need to consult original documents, thereby minimising physical handling and assisting their long-term preservation.

To further safeguard physical originals, the NFF Archive follows acknowledged standards for conservation, including those for the preservation of materials in boxes, portfolios and other storage formats (ISO/DIS 16245), environmental regulation (UNE-EN ISO 15758) and the secure storage of archive and library materials (ISO 11799:2015).





Dissemination

The Norman Foster Foundation Archive collections continue to be disseminated through new publications, exhibitions, online discussion resources and an interview series. Active support for the current projects and initiatives of fellow units at the NFF has continued apace, with collaborations and thematic displays of original materials for over thirty guided visits for researchers, collaborating institutions and students. Work is also proceeding to expand the scope and representativeness of the recorded *Masterclass* and *Conversations* series, publicly accessible via the NFF's website.

The NFF Archive has maintained its role as a contributor to exhibitions around the world, most conspicuously at the Guggenheim Museum in Bilbao in 2022 and at Centre Pompidou, Paris, in 2023 with the exhibition *Norman Foster*. Curated by Frédéric Migayrou, this compelling retrospective garnered critical and popular acclaim, for which over eight hundred original items were loaned from the NFF's collections, marking the largest logistical exercise of this kind that the NFF Archive has undertaken to date.

Further dissemination of materials continued with the publication of the quinquennial instalments in the *Norman Foster Sketchbooks* series. Edited by Jorge Sainz, three successive volumes covering the years 1986–2000 have been completed, while the forthcoming *Volume VI, 2001–2005* is currently in the final stages of preparation to be published by the end of 2025. In response to general demand, the introductory *Volume 0* has also been reissued.

Coverage of different media was extended through the publication in 2024 of *Norman Foster. Visual Record* which celebrated Norman Foster's role as photographer with a varied selection of images from the NFF Archive's holdings of more than sixty thousand slides. The NFF Archive has also continued to support the ongoing series of *Masterclasses*, each of which contains collections specifically focused on the present and emergent future role of archives, in their digital and physical print media manifestations.



Archive Holdings

The Norman Foster Foundation Archive comprises the following materials:

Media	Items
Plans and drawings	37,273
Dossiers	799
Sketchbooks	1,475
Models	475
Photographic materials (total)	79,957
Slides	60,151
Negatives (glass)	635
Negatives (plastic)	3,368
Black folders	7,760
Photographs	5,508
Photographic collection	61
Microfilms rolls	274
Aperture cards	2,200
Audiovisual materials	36
Multimedia files	1,825
Awards	214
Memorabilia	264
Lectures and presentations	610
Correspondence	214
Textual records (boxes)	726
Total items (September 2025)	123,868



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Exhibitions

As a means of creating partnerships with academic and cultural institutions globally, and to raise awareness of the importance of its collections, the Norman Foster Foundation has continued to contribute to exhibitions. Diverse items from the NFF's collections are carefully selected, in discussion with curators and colleagues at host institutions, to ensure that specific works best embody the concepts and themes of respective exhibitions. This enables the NFF Archive to forge new links across a varied range of professional entities and maintain connections with previous collaborators.

Aside from the 2023 exhibition at Centre Pompidou, for the period up to the present, the NFF Archive has contributed to twelve exhibitions around the world. Notable amongst these were specially tailored loans to the Hearst Headquarters, New York, and the refurbished Transamerica Pyramid Center, San Francisco (both United States), the Seoul Museum of Art, South Korea, and the Royal Academy of Arts, London, United Kingdom.

A standout event was the NFF's contribution *Towards a More Equal Future* at the Triennale Milano 24th International Exhibition (2025). Responding to the titular theme of *Inequalities*, this exhibition showcased six current collaborative initiatives undertaken by the NFF, presented together to the wider public for the first time.

Such contributions demonstrate the growing breadth and depth of the NFF Archive's holdings and the collections' continuing value and relevance to contemporary reinterpretations and intellectual contexts surrounding curated exhibitions, as a means to address existing questions afresh and stimulate the course of future discussions.

Throughout 2023–2025, the NFF participated in the following exhibitions:

Norman Foster, Centre Pompidou, Paris, France, 2023

Oceana. A Vision of the Sea, Oceana BBVA Exhibition, Bilbao, Spain, 2023

Architecture and Wine, Instituto Cervantes, Beijing and Shanghai, China, 2023–2024

Santiago Proxectado, Arquitecturas non Construidas, Santiago de Compostela, Spain, 2023–2024

The Vertical City, Hearst Tower, New York City, NY, United States, 2024

Future Positive, Seoul Museum of Art, Seoul, Republic of Korea, 2024

The Vertical City, Transamerica Pyramid, San Francisco, CA, United States, 2024

Summer Exhibition, Royal Academy of Arts, London, United Kingdom, 2024 and 2025

Foster + Partners, Architecture of Light and Space, San Diego Museum of Art (SDMA), San Diego, CA, United States, 2024–2025

Towards a More Equal Future, Triennale Milano 24th International Exhibition, Milan, Italy, 2025

Previous exhibitions:

Technoscape, The Architecture of Engineers
MAXXI | Museo nazionale delle arti del XXI secolo,
Rome, Italy
1 October 2022–10 April 2023

MOTION. Autos, Art, Architecture
Guggenheim Bilbao, Bilbao, Spain
8 April–18 September 2022

Summer Exhibition 2022
Royal Academy of Arts, London, United Kingdom
21 January–21 August 2022

UNECE Regional Action Plan
Palais des Nations, Geneva, Switzerland
6–22 October 2021

Summer Exhibition 2021
Royal Academy of Arts, London, United Kingdom
22 September 2021–2 January 2022

Shukhov: The Formula of Architecture
Arsenal. Centre of Contemporary Arts, Nizhny
Novgorod, Russia
20 July 2021–7 November 2021

Otl Aicher. Metro Bilbao. Arquitectura y Paisaje
Museo de Bellas Artes de Bilbao, Bilbao, Spain
5 November 2020–5 April 2021

Summer Exhibition 2020
Royal Academy of Arts, London, United Kingdom
6 October 2020–3 January 2021

Curiosidad Radical. En la órbita de Buckminster Fuller
Fundación Telefónica, Madrid, Spain
16 September 2020–14 March 2021

Victor Papanek: The Politics of Design
Museu del Disseny de Barcelona, Spain
31 October 2019–2 February 2020

Shukhov: The Formula of Architecture
Schusev State Museum of Architecture,
Moscow, Russia
21 October 2019–19 January 2020

*Oldenburg and Van Bruggen: The Typewriter Eraser, A
Favored Form*
Norton Museum of Art, West Palm Beach, FL,
United States
9 February–4 June 2019

Victor Papanek: The Politics of Design
Vitra Design Museum, Weil am Rhein, Germany
29 September 2018–10 March 2019

Oswaldo Borsani
Triennale Design Museum, Milan, Italy
16 May–15 September 2018

Superstructures: The New Architecture 1960–90
Sainsbury Centre for Visual Arts, Norwich,
United Kingdom
24 March–2 September 2018

Norman Foster: Common Futures
Espacio Fundación Telefónica, Madrid, Spain
6 October 2017–4 February 2018



Norman Foster

May 2023–August 2023

Centre Pompidou, Paris, France

The largest retrospective spanning the entire oeuvre of Norman Foster over six decades was held at the Centre Pompidou in Paris in 2023.

Covering 2,200 square metres, the exhibition reviewed the architect's work, highlighting seminal projects such as the headquarters of the Hongkong and Shanghai Banking Corporation (Hong Kong, 1979–1986), Carré d'Art (Nîmes, France, 1984–1993), Hong Kong International Airport (1992–1998) and Apple Park (Cupertino, CA, United States, 2009–2017).

As Norman Foster stated: 'This exhibition traces the themes of sustainability and anticipating the future. The birth of the practice in the 1960s coincided with the first awareness of the fragility of the planet. These were the green shoots of what would later be named "The Green Movement". These principles may now be mainstream but more than half a century ago they were revolutionary and anticipated today's reality. Throughout the decades we have sought to challenge conventions, reinvent building types and demonstrate an architecture of light and lightness, inspired by nature, which can be about joy as well as being ecofriendly'.

The exhibition was designed by Norman Foster and executed in collaboration with Foster + Partners and the NFF, bringing together nearly 215,000 visitors, with 2,800 per day. It explored the architect's work through seven themes: Nature and Urbanity; Skin and Bones; Vertical City; History and Tradition; Planning and Place; Networks and Mobility; and Future. Drawings, sketches, scale models and dioramas, along with videos, enabled visitors to delve into 130 major projects.

Welcoming visitors at the entrance, a drawing gallery showcased items never seen before, including drawings, sketchbooks, sketches and photographs taken by the architect.

Illustrating a resonance with Foster's architecture, the display included works by Fernand Léger, Constantin Brancusi, Umberto Boccioni and Ai Weiwei, along with objects such as a high-performance sailplane and several classic automobiles, which have often served as inspiration.

A 264-page catalogue accompanied the exhibition, presenting the architect's work through eighty of his most significant projects. This monograph features three portfolios showcasing early sources of inspiration for projects in collaboration with Richard Buckminster Fuller, along with other drawings and sketches. The volume was published by Éditions du Centre Pompidou under the direction of Frédéric Migayrou, curator of the exhibition.







Arquitectura y Vino

October 2023–January 2024

Instituto Cervantes, Beijing and Shanghai, China

The NFF collaborated with Instituto Cervantes and Turespaña in its exhibition *Arquitectura y Vino* (*Architecture and Wine*), presented in Beijing and Shanghai. The NFF contributed a drawing by Norman Foster of the Bodegas Portia (Faustino Winery) project (Foster + Partners, Burgos, Spain, 2009), a building that embodies the dialogue between technology, landscape and tradition that defines the exhibition's spirit.

Curated by Belén García-Noblejas, the exhibition celebrated the intersection between two creative worlds—architecture and wine—both of which share a deep connection to the land, the senses and the art of making. Just as the winemaker works with soil, climate and time, the architect shapes space, light and material. Each process emerges from a vision inspired by experience, shaped by heritage and innovation, where craftsmanship and creativity intertwine to produce a work of art.

Arquitectura y Vino invited visitors to appreciate this parallel process of creation—to taste the refinement of details, to perceive the layers that form a unique and complex whole and to discover the aesthetic pleasure that unites these disciplines. The exhibition highlighted how taste, beauty and symbolism form the vital artery connecting architecture and wine, dissolving superficial boundaries and revealing their most essential and anthropological bond: art itself.

Through this exhibition, Spanish wine and gastronomy routes were presented not merely as cultural attractions, but as expressions of identity and lifestyle, embodying the values of design, tradition, and innovation that define contemporary Spain. *Arquitectura y Vino* was on view in Beijing and at the Miguel de Cervantes Library in Shanghai, offering Chinese audiences an opportunity to experience the harmony between architecture and wine as a universal language of culture and creativity.





Santiago Proxectado, Arquitecturas non Construidas

November 2023–February 2024

Casa de Cabido, Santiago de Compostela, Spain

Casa de Cabido hosted the exhibition *Santiago Proxectado, Arquitecturas non Construidas* (*Santiago Designed, Unbuilt Architecture*). It explored unrealised architectural projects which would have changed the topographic identity of this ancient city. The exhibition was organised by the Consorcio de Santiago and curated by historian and journalist Fernando Franjo together with art historian Ana Paula Castro, with the collaboration of a team of architects coordinated by Paula Franjo.

Amongst those on display was Norman Foster's proposed telecommunications facility, intended for a site on Monte Pedroso, overlooking the celebrated Cathedral and Plaza del Obradoiro. Rather than detract from this historic core, the new facility was designed as a subtly curved horizontal platform, unobtrusively suspended just above the horizon. This replaced the existing sprawl of broadcast installations, allowing for the natural forest to be rejuvenated and accommodating public access. This project appeared alongside similarly unexecuted designs for Santiago by other acclaimed architects.

The exhibition brought together fourteen projects by renowned architects including Rafael Moneo, Álvaro Siza, Antonio Palacios and Alejandro de la Sota, presented through drawings, models, 3D visualisations and historical documentation. This collective selection offered a chronological journey through the city's unrealised visions, inviting visitors to reflect on how ideas—whether built or not—contribute to Santiago's evolving identity.

Through its research-driven and educational approach, *Santiago Proxectado* encouraged an appreciation of architecture as a record of cultural intention. By revisiting these unbuilt projects, the exhibition revealed the dialogue between heritage and innovation that continues to define Santiago de Compostela as a living laboratory of architectural imagination.





The Vertical City

March 2024–June 2024

Hearst Tower, New York City, NY, United States

The NFF has contributed to *The Vertical City* exhibition by lending eighty-four original drawings from the NFF Archive. This significant selection of works illustrates the evolution of Norman Foster's approach to vertical architecture and his continuous exploration of how tall buildings can embody both technological innovation and environmental responsibility.

As Norman Foster stated, 'The skyscraper is emblematic of the modern-age city and is a reminder that the city is arguably civilisation's greatest invention. A vertical community, well served by public transport, can be a model of sustainability, especially when compared with a sprawling, low-rise equivalent in a car-dependent suburb. Our own design history of towers is one of challenging convention. We were the first to question the traditional tower, with its central core of mechanical plant, circulation and structure, and instead to create open, stacked spaces, flexible for change and with see-through views'.

This philosophy led to the development of the first-ever series of 'breathing' towers — buildings designed to reduce energy consumption while enhancing wellbeing through natural ventilation and the use of filtered air to create a comfortable, controlled internal climate. These principles are reflected in the models and drawings on display, which trace Foster + Partners decades-long pursuit of lightness, efficiency, and adaptability in high-rise design.

Through its contribution, the NFF underscores its mission to advance research and education in sustainable architecture, ensuring that the lessons of the past and the challenges of the future converge in designs that inspire more liveable and responsible cities.



Future Positive

April 2024–July 2024

Seoul Museum of Art, Seoul, Republic of Korea

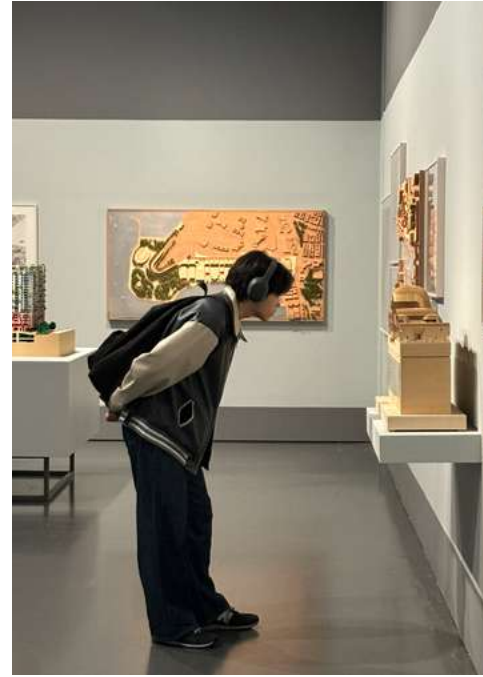
Presented in collaboration with the Seoul Museum of Art (SeMA), the exhibition investigates the ground-breaking work of the practice through the interrelated and interdisciplinary themes of sustainability, culture, history, research and technology.

Future Positive introduces the work of architect Norman Foster and his studio to Korean audiences for the first time. The exhibition offers a comprehensive overview of the architecture of Foster + Partners, the practice Norman Foster founded in 1967.

Responsible design and sustainability have been a central theme of the practice for more than five decades. Through a wide variety of projects, it has pioneered a holistic approach to issues of energy, community, history, water, waste and transport. Its philosophy for the restoration of existing structures, for example, is aligned with the idea that buildings can be recast and revived through programmatic understanding, sensitive fabric interventions and a focus on user experience and wellbeing. Featuring several cultural, civic and workplace projects, the exhibition examines the way existing buildings can be enhanced and thoughtfully extended to achieve the needs of art and people for this century and beyond, while saving damaging greenhouse gas emissions through retrofitting.

The NFF has collaborated in this exhibition by lending a selection of one hundred drawings by Norman Foster and three models from the NFF Archive.







The Vertical City

September 2024–February 2025

Transamerica Pyramid, San Francisco, CA, United States

The Vertical City, a new exhibition of tall buildings by Foster + Partners, opened at the newly refurbished Transamerica Pyramid.

The skyscraper is emblematic of the modern-age city and is a reminder that the city is arguably civilisation's greatest invention. A vertical community, well served by public transport, can be a model of sustainability, especially when compared with a sprawling low-rise equivalent in a car-dependent suburb.

The NFF collaborated in this exhibition by lending a selection of nine drawings by Norman Foster and the model of the Office Building for New Haven, CT, United States. Originally developed by Norman Foster during his time as a Yale student, the model was made by the Model Making Unit at the NFF.

The exhibition also marked the reopening of the iconic Transamerica Pyramid Center, following its most significant renovation in fifty years. Foster + Partners' design revitalises this landmark of San Francisco's skyline, transforming it into a vibrant destination while preserving its architectural legacy and the surrounding Redwood Park. The project underscores the firm's long-standing commitment to sustainability, urban renewal and the creation of civic spaces that foster community interaction.





Summer Exhibition 2024

June 2024–August 2024

Royal Academy of Arts, London, United Kingdom

The NFF and its patron Holcim presented a scalable Essential Homes prototype for real-world use at the Royal Academy's *Summer Exhibition 2024*, furthering their shared vision to make sustainable building possible for all. The Essential Homes project was designed by the NFF Team using Holcim's advanced sustainable building solutions, aiming to provide safety, comfort and wellbeing for low-income or displaced communities worldwide. A new prototype has been developed for Latin America in 2025, following an in-depth study of local housing needs, environmental conditions and available materials, reinforcing the project's adaptability to diverse contexts.

The Royal Academy's *Summer Exhibition* offered an ideal platform to present this initiative. Held annually since 1769, the exhibition brings together works by emerging and established artists, Royal Academicians and globally recognised names across a variety of mediums—from painting and sculpture to photography, architecture and film. What makes this exhibition unique is its democratic spirit: Entry is open to all, and final selections are made by a distinguished committee. This inclusive approach allows amateurs and professionals alike to share the same space, creating a dialogue between disciplines and generations.

For the NFF and Holcim, presenting Essential Homes within this setting highlighted architecture's potential as both art and humanitarian action. The project stood out not only for its design excellence but also for its message—that sustainable, dignified housing should be accessible to everyone. By featuring at the Royal Academy, the prototype underscored how innovation, empathy and environmental responsibility can converge to redefine the way we imagine and build homes for the future.



Summer Exhibition 2025

June 2025–August 2025

Royal Academy of Arts, London, United Kingdom

The exhibition featured models of the Sheikh Zayed National Museum in Abu Dhabi and the new Stadium at Old Trafford for Manchester United, showcasing the ongoing commitment of Foster + Partners to innovation, technology and cultural expression through architecture. These projects exemplify the studio's ability to merge engineering excellence with environmental and social awareness, creating designs that are both functional and visionary.

The NFF participated by lending five drawings from the NFF Archive, including works from the following projects: Manchester United Stadium at Old Trafford (Manchester, United Kingdom); Zayed National Museum (Abu Dhabi, United Arab Emirates); and Transamerica Center (San Francisco, CA, United States).

The 2025 edition of the *Summer Exhibition* was coordinated by the acclaimed British-Iranian architect Farshid Moussavi. Since its inception in 1769, the *Summer Exhibition* has been one of London's most enduring artistic traditions, celebrating creativity across disciplines and generations.





Towards a More Equal Future

May 2025–November 2025

Triennale Milano, Milan, Italy

Towards a More Equal Future, an exhibition curated by the NFF Team presented at the Triennale Milano 24th International Exhibition 2025.

As part of the International Exhibition's central theme, *Inequalities*, the NFF Team showed a selection of projects that explored how architecture, design and urbanism can address disparities in housing, climate vulnerability and opportunity. These case studies span diverse geographies—from informal settlements in rural India to industrialised contexts in Portugal—offering tangible proposals aiming for a more equitable urban development.

Through a combination of applied research on cities and settlements, design and educational programmes, the NFF Team explored solutions for building more equitable and sustainable cities through a display of the following projects:

- Odisha Liveable Habitat Mission (2018–2020)
- Masterplan for Kharkiv (2022–Ongoing)
- Industrialised Construction System (2022–Ongoing)
- Essential Homes Research Project (2022–Ongoing)
- Clean Energy Project—Nuclear Batteries (2019–Ongoing)
- Norman Foster Institute (2023–Ongoing)

This exhibition showcased projects for the transformation of an informal settlement in India and the regeneration of a war-torn city in Ukraine. It also presented alternative solutions for accommodating refugees, ultra-low-cost, high-quality, affordable housing, new concepts for clean energy and industrialised building blocks, as well as examples from the work of the Norman Foster Institute.

The Triennale Milano 24th International Exhibition, curated by Stefano Boeri, was open from 13 May to 9 November 2025. Through exhibitions, installations and public programming, it addressed global challenges linked to inequality across social, economic and environmental dimensions.





INDUSTRIALISED
CONSTRUCTION SYSTEM

Braga, Portugal
2022 — Ongoing

ESSENTIAL HOMES
RESEARCH PROJECT

Nice, Italy / Costa Rica
2022 — Ongoing



Oral History Programme

The Norman Foster Foundation Oral History Programme is a continuing project to record and present Norman Foster's work through the direct testimony of acknowledged leaders in their respective professions, many of whom have personal experience working directly with Norman Foster. Commenced in 2018, this series of interviews presents Norman Foster in the round, whose perceptive, innovative approach unveils compelling commonalities between the previously separate fields of art, design and technology. The Programme aims to increase the coverage and dissemination of the Archive's contents through the NFF's online database and to create an enduring resource for future scholars and researchers.

To date, the Oral History Programme has recorded over one hundred interviews. Poignantly speaking in their own words, each contributor's experience will help future generations anticipate challenges and problems which will have an impact upon architecture, design, urbanism and other related fields. In response to the wider intellectual context which informs Norman Foster's design process, and for ease of reference, this programme is divided under the subject headings *Inside the Archive* and *Building the Future*.

Inside the Archive

This collection records the memories and experiences of individuals who worked with Norman Foster over the course of his professional career. Its topics of conversation offer first-hand insights into projects represented in the NFF Archive, with a chronological coverage from Norman Foster's student days to the latest projects. Of unique value to scholars and researchers, these spontaneous testimonies are invaluable reflections upon the design processes, working methods and studio environment of Norman Foster's architectural practice. To date, forty-eight videos are published on the NFF website, accessible to anyone who is interested in this aspect of Norman Foster's career.



Carl Abbott

Architect, Carl Abbott FAIA Architects
Yale University Master's Class, 1961–1962; Team 4, 1964–1965



Laurie Abbott

Architect
Team 4, 1964–1965



Sally Appleby
Secretary
Team 4, 1963–1967



Stefan Behling
Senior Executive Partner, Head of Studio 4
Foster Associates, 1987–Foster + Partners, present



Grant Brooker
Senior Executive Partner, Head of Studio 1
Foster + Partners, 1987–present



Loren Butt
Mechanical Engineer
Foster Associates, 1965–1991



Sir David Chipperfield
Design Principal, David Chipperfield Architects
Foster Associates, 1982–1984



Nigel Dancey
Senior Executive Partner, Head of Studio 6
Foster + Partners, 1990–present



Gerard Evenden
Senior Executive Partner, Head of Studio 5
Foster + Partners, 1991–present



Matthew Foreman
Former Head of Library and Research
Foster + Partners, 1998–2021



Luke Fox
Senior Executive Partner, Head of Studio 3
Foster + Partners, 1998–present



Martin Francis
Industrial and Naval Architect
Foster Associates, 1967–1988



Spencer de Grey
Senior Executive Partner, Head of Design
Foster Associates, 1973–Foster + Partners, present



Russell Hales
Senior Partner, Architect
Foster + Partners, 1996–present



Jane Hamilton
Former Executive Assistant
Foster + Partners, 1994–2001



Katy Harris
Senior Partner, Director of Communications
Foster Associates, 1981–Foster + Partners, present



Birkin Haward
Architect
Foster Associates, 1969–1983



Piers Heath
Senior Partner, Head of Environmental Engineering
Foster + Partners, 2011–present



Mike Holland
Senior Partner, Head of Industrial Design
Foster + Partners, 1995–present



Sir Michael Hopkins
Founder, Hopkins Architects
Foster Associates, 1970–1975



Anthony Hunt
Structural Engineer
Anthony Hunt Associates, 1964–2000



David Jenkins
Architect and Publisher, Circa Press
Foster + Partners, 1998–2013



Michael Jones
Senior Partner, Deputy Head of Studio
Foster + Partners, 1986–present



Mouzhan Majidi
Chief Executive, Zaha Hadid Architects; Foster + Partners
1987–2014; Chief Executive, Senior Partner, 2007–2014



Gayle Mault
Head of Marketing and Communications
Purcell, Foster + Partners, 2010–2019



Bobbie Michael
Partner, Financial Controller
Foster Associates 1985–Foster + Partners, present



David Nelson
Senior Executive Partner, Head of Design
Foster Associates, 1976–Foster + Partners, present



Graham Phillips
Chief Executive, Senior Partner, 2004–2007
Foster Associates, 1975–Foster + Partners 2008



Taba Rasti
Senior Partner, Architect
Foster + Partners, 2005–present



Roger Ridsdill Smith
Senior Partner, Head of Structural Engineering
Foster + Partners, 2011–present



Su Rogers
Partner, John Miller + Partners, 1986–2011
Team 4, 1963–1967



Narinder Sagoo
Senior Partner, Art Director
Foster + Partners, 1996–present



Torsten Schlauersbach
Founder & Principal, Haute Architecture dpc
Foster + Partners, 2007–2010



Ken Shuttleworth
Founder, Make Architects
Foster Associates, 1977–Foster + Partners, 2004



John Small

Director of Industrial Design, EMEA, Steelcase
Foster Associates, 1985–Foster + Partners, 2010



Alan Stanton

Principal Director, Stanton Williams Architects
Team 4, 1967



Tim Street-Porter

Architectural Photographer
Tim Street-Porter Studio



Deyan Sudjic

Author and Director Emeritus
Design Museum, London, 2020–present



David Summerfield

Senior Executive Partner
Head of Studio 2, Foster + Partners, 1992–present



Mark Sutcliffe

Senior Partner, Head of Management Group
Team 4, 1963–Foster + Partners, 2015



Christopher Trott

Partner, Head of Sustainability
Foster + Partners, 2011–present



Martha Tsigkari

Senior Partner, Head of Applied R+D
Foster + Partners, 2006–present



Pablo Urango

Senior Partner, Architect
Foster + Partners, 2007–present



Neil Vandersteen

Senior Partner, Head of Modelshop
Foster + Partners, 1989–present



John Walker

Quantity Surveyor
Foster Associates–Hanscomb Partnership, 1963–1976



Armstrong Yabuku

Senior Partner, Design Board Member
Foster Associates, 1987–Foster + Partners, present



John Yates

Electrical Engineer
Foster Associates, 1971–1987



John Young

Architect
Team 4, 1965–1967



Nigel Young

Partner, Photographer
Foster + Partners, 1996–present

Building the Future

The *Building the Future* series emphasises the primary value of the holistic approach to design, bringing together artists, designers and thinkers who share values and approaches in common with Norman Foster. With contributions from celebrated leading figures from around the world, this series celebrates Norman Foster's deep-seated promotion and stimulation of interdisciplinary discussions. To date, fifty videos are published on the NFF website.



Marina Abramovic
Performance Artist



Steven Abramovitz
Entrepreneur



Diego del Alcázar
Founder, Instituto de Empresa Business School



Paola Antonelli
Senior Curator, Museum of Modern Art (MoMA)



David Arena
Head of Global Real Estate, J.P. Morgan Chase



Matthew Bannister
Senior Partner and Co-Founder, DBOX



Frank A. Bennack
Executive Vice Chairman, Hearst



Deborah Berke
Dean, Yale School of Architecture



Michael Bloomberg
Co-founder, Bloomberg LP;
Mayor of New York City, 2002–2013



Lauren Booth
Mixed Media Artist



Richard Bryant
Photographer



Jacopo Buongiorno
Professor, Massachusetts Institute of Technology (MIT),
Director, Center for Advanced Nuclear Energy Systems (CANES)



Richard Cashin
President, One Equity Partners



Vishaan Chakrabarti
Architect and Professor; Founder and Creative Director,
Practice for Architecture and Urbanism (PAU)



Beatriz Colomina
 Director of Graduate Studies
 PhD Program, School of Architecture, Princeton University



Sir Terence Conran
 Designer, Restaurateur,
 Retailer and Author



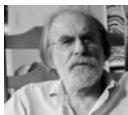
Sir Peter Cook
 Director, CRAB Studio



Mariana Cook
 Photographer



Estrella de Diego
 Academician
 Royal Academy of Arts of San Fernando



Richard Davies
 Photographer



Peter Eisenman
 Founder and Principal
 Eisenman Architects



Olafur Eliasson
 Artist



Luis Fernández-Galiano
 Director, *AV/Arquitectura Viva*
 Professor, Technical University of Madrid (UPM)



Sara Fox
 Project Director
 Independent Property Development Consultancy



Kenneth Frampton
 Ware Professor Emeritus, Graduate School of Architecture
 Planning and Preservation, Columbia University



Eugenio Galdón
 President, Multitel



Jonathan Glancey
 Architectural Critic and Author



Paul Goldberger
 Architectural Critic and Contributing Editor
 Condé Nast



Cai Guo-Qiang
 Artist



Fernando Gutiérrez
 Founder and Director
 Studio Fernando Gutiérrez



Patti Harris
Chief Executive Officer
Bloomberg Philanthropies



Ronnie Heyman
President of the Board of Trustees
Museum of Modern Art (MoMA)



W. Daniel Hillis
Co-founder
Thinking Machines Corporation and Applied Invention



Max Hollein
Director and CEO
Metropolitan Museum of Art (MET)



Jenny Holzer
Artist



Cristina Iglesias
Installation Artist and Sculptor



Ben Johnson
Artist



Anselm Kiefer
Artist





Laurent Le Bon
President
Centre Pompidou



Amanda Levet
Founder
AL_A Architects



David Levinson
Chairman and Chief Executive Officer
L&L Holding Company



Maya Lin
Founder
Maya Lin Studio



Sir Stuart Lipton
Property Developer
Lipton Rogers Development



Stella Li
President
BYD Americas



Richard Long
Sculptor
Photographer and Painter



Glenn Lowry
Director
The Museum of Modern Art New York



Gregorio Marañón y Bertrán de Lis
President
Logista, Air City Madrid Sur and Universal Music



Nick Mason
Musician, Producer, Author and Racing Driver



Gilbert Maurer
Director and Former COO
Hearst



Corinne Mentzelopoulos
CEO and Owner
Château Margaux



Frédéric Migayrou
Former Deputy Director, Musée National d'Art Moderne Centre de
Création Industrielle (MNAM-CCI), Centre Pompidou



Mohsen Mostafavi
Author and Professor
Harvard University



Sarah Morris
Artist



Farshid Moussavi
Principal, Farshid Moussavi Architecture



Peter Murray
Founder and Exhibitions Director
New London Architecture



Lynn Nesbit
Co-founder
Janklow & Nesbit Associates



Hans Ulrich Obrist
Curator, Artistic Director
Serpentine Galleries



Lord Peter Palumbo
Former Chairman
Arts Council of Great Britain



Dominique Perrault
Architect



Marc Quinn
Artist



Sir John Ritblat
Honorary President
British Land Company PLC



Brian L. Roberts
Chairman and Chief Executive Officer
Comcast



Ruthie Rogers
Head Chef and Co-owner
The River Café



Thaddaeus Ropac
Gallerist and Owner
Galerie Thaddaeus Ropac



Lord Jacob Rothschild
Chairman
RIT Capital Partners



Carlos Rubio Carvajal
Founder and Director
Rubio Arquitectura



Moshe Safdie
Architect and Founder
Safdie Architects



George Sexton
Lighting Designer
George Sexton Associates



Baroness Fiona Shackleton
Solicitor Partner
Payne Hicks Beach



Conrad Shawcross
Artist



Michael Shvo
 Founder and CEO
 SHVO



Robert Stern
 Founder and Senior Partner
 Robert A.M. Stern Architects



Tim Street-Porter
 Photographer
 Tim Street-Porter Studio



Deyan Sudjic
 Author and Director Emeritus
 Design Museum, London



Benedetta Tagliabue
 Founder and Chief Executive Officer
 Benedetta Tagliabue (EMBT)



Marlene Taschen
 Chief Executive Officer
 Taschen Publishing



Belinda Tato
 Co-founder
 Ecosistema Urbano



Patricia Urquiola
 Co-founder
 Studio Urquiola



Juan Ignacio Vidarte
 Chief Executive Officer
 Guggenheim Museum Bilbao



Thomas Zung
 President
 Buckminster Fuller, Sadao and Zung Architects



Conferences

As part of the dissemination of the Norman Foster Foundation Archive, the NFF Team has participated in various conferences in distinct institutions. In the last three years, this includes a conference by the Archive and Exhibitions Unit in Oslo, Norway, and two presentations by the Publications Unit given at the School of the Art Institute of Chicago (SAIC). Through these conferences, the contents and mission of the Archive reach a global audience.

The NFF Archive was delighted to be amongst ten invited speakers at a seminar dedicated to the increasingly prominent role digital technologies play in the dissemination and interpretation of architectural archives at:

Open Archive—Digital Mediation of Architecture
Snøhetta, Oslo, Norway
1 October 2022–10 April 2023

The NFF Publications Unit visited the School of the Art Institute of Chicago to undertake archival research for an ongoing editorial project in collaboration with Ivorypress. SAIC Professor Joseph Grigely invited the team to give a presentation on the NFF Archive and the importance of archives in the production of arts publications. The talk, given for the class 'Archives and Art' within the Visual and Critical Studies department of SAIC, focused on the scope and mission of the NFF Archive, and the methodologies being used for the upcoming publication. These talks were titled:

The Norman Foster Foundation Archive
School of the Art Institute of Chicago, Chicago, Illinois, United States
30 September 2025

Archival Research for Art Editorial Projects
School of the Art Institute of Chicago, Chicago, Illinois, United States
30 September 2025





Library

Since its opening in 2017, the Library of the Norman Foster Foundation has been a vital component and support resource for all initiatives undertaken. Founded around a nucleus of books donated by Norman and Elena Foster, it organically expanded in step with the NFF's Workshops Programmes, resulting in a uniquely comprehensive library, which attests to the NFF's emphasis on synergetic, interdisciplinary question-solving.

Available for consultation to visiting scholars, researchers and the NFF Team, it continues to grow and expand its thematic coverage, thanks in no small part to the continuing support of periodicals and leading publishers around the world. In 2024 an additional sixty metres of shelving space was added to the main core of the library, housed in the NFF Archive. This modular shelving system with integrated lighting was designed by Norman Foster himself, to best meet the Library's specific requirements.

The NFF would like to express its sincere appreciation to the publishers who have so generously supported the expansion of the Library in the past, and those who continue to do so up to the present, including:

A+U Magazine, Tokyo, Japan

Arquine, Mexico City, Mexico

Arquitectura Viva, Madrid, Spain

Birkhäuser Verlag, Basel, Switzerland

CASABELLA, Milan, Italy

Centre Pompidou, Paris, France

Columbia GSAPP, New York, NY,
United States

DETAIL, Munich, Germany

Editorial Reverté, Barcelona, Spain

Fundación Arquia, Barcelona, Spain

Fundación ICO, Madrid, Spain

Gestalten, Berlin, Germany

Guggenheim Museum Bilbao,
Bilbao, Spain

Ivorypress, Madrid, Spain

Jap Sam Books, Prinsenbeek,
the Netherlands

Kerber Verlag, Bielefeld, Germany

Lampreave, Madrid, Spain

Lars Müller Publishers,
Zurich, Switzerland

MIT Press, Cambridge, MA,
United States

Prestel, London, United Kingdom

Puente Editores, Barcelona, Spain

Quart Verlag, Lucerne, Switzerland

Routledge, London, United Kingdom

Thames & Hudson, London,
United Kingdom



Education and Research

Since its launch in 2017, the Education and Research Unit of the Norman Foster Foundation has developed initiatives that convene leading experts in their fields—architects, engineers, artists, urban planners, technologists and others—to inspire the next generation of designers. These initiatives take the form of workshops, public debates, masterclasses, conversations and seminars, combining in-person and online formats to engage a global audience. The Unit's work highlights how infrastructure, urban design and architecture can improve quality of life and foster healthier and more sustainable futures.

In 2023, 2024 and 2025, the Education and Research Unit consolidated its international reach by engaging participants from over one hundred institutions worldwide. During this period, two major workshops were organised: the 2023 Energy Workshop and the 2023 Sustainability Workshop. These programmes explored pressing challenges around climate change, energy transition and sustainable urban development, providing scholars with the opportunity to experiment with bold ideas and practical solutions.

In addition to the workshops, the Unit hosted five public debates and a series of talks and lectures, which served as open platforms for dialogue and knowledge-sharing with a broader audience. These activities expanded the NFF's global educational community, fostering an ever-growing network of scholars, practitioners and researchers committed to shaping more equitable, resilient and sustainable cities.



Workshops

Through its Workshops, the Norman Foster Foundation continues to bring together ten selected students with a distinguished group of experts from around the world to address the most pressing global challenges through a week of intense dialogue and collaborative work. A multidisciplinary Academic Body, made up of leading practitioners and researchers, is appointed together with a Workshop Mentor to ensure that Scholars receive a broad and integrated range of perspectives. In parallel, participants from diverse geographic and disciplinary contexts are invited to apply through an open call disseminated via the NFF website and an extensive network of universities and institutions.

Workshops are structured around seminars led by Academic Body members, open discussions, collaborative working sessions, public lectures and visits to relevant sites in Madrid. This combination of activities supports the Scholars' development of ideas and projects, culminating in a final presentation before a jury composed of Academic Body members and NFF representatives. Scholars are encouraged to explore innovative concepts, test hypotheses and formulate proposals that might not easily find space within conventional academic settings.

In the 2023–2025 period, the Education and Research Unit organised Workshops under the shared theme of rethinking urban designs:

2023 Energy Workshop

Responding to the global energy crisis and the vulnerabilities exposed by the tightening of fossil fuel markets after the pandemic, this Workshop examined the urgent need for sustainable alternatives. Although renewable sources such as solar, wind, hydro, geothermal and nuclear have grown significantly, they remain insufficient to meet rising demand. Scholars explored innovative energy strategies capable of reducing emissions, mitigating global warming and reshaping the role of cities in the transition towards carbon neutrality.

2023 Sustainability Workshop

Expanding the conversation, this programme addressed the systemic dimensions of sustainability in urban environments. Scholars investigated material cycles, circular economies, new mobility models and inclusive policies aimed at creating resilient cities that ensure dignity and community for all. The workshop highlighted the importance of integrating technological innovation with ecological, social and cultural dimensions to design long-term strategies for sustainable urban living.

Previous Workshops include:

Model-making 2016
Robotics Atelier 2017
Robotics Atelier 2018
Digital X Workshop 2018
Urban Mobility Workshop 2018
Foster Initiative for Autonomous Communities Think Tank 2018
Model Making Summer Workshop 2018
Archive Think Tank 2018
On Cities Workshop 2018
Model Making Summer Workshop 2019
Deploying the Archive Think Tank 2019
Robotics Atelier 2019
On Cities Workshop 2019
Digital X Workshop 2019
Imagining Futures Think Tank 2020
Re-materializing Housing Workshop 2021
Sustainability Workshop 2021
Energy Workshop 2022
Shelters Workshop 2022
Sustainability Workshop 2022
Cities: Affordable Housing Workshop 2022



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Energy Workshop

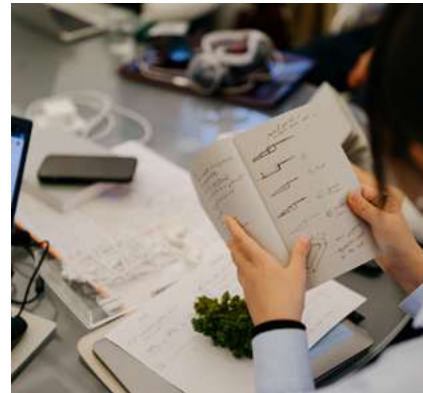
20–24 February 2023

The Workshop brought together international experts and students to explore sustainable solutions for overarching topics such as climate change, the use of energy and resources and their local and global implications.

Energy problems are multidisciplinary in nature, spanning science, engineering, design and the social sciences. The aim of the Workshop was to rethink, from an energy and environmental point of view, the recovery of land invaded by the lava flow caused by the explosion of the Cumbre Vieja volcano on the island of La Palma—an event that affected the territories of three municipalities: Los Llanos de Aridane, El Paso and Tazacorte.

Mentors of the Workshop Iñaki Ábalos and Renata Sentkiewicz, Co-founders and Co-directors, Ábalos+Sentkiewicz, stated that the main objective was to bring together the energy, social, economic, ecological and environmental aspects in a positive way by means of an approach based on specific proposals, composing an ecosystem whose objective were both to restore vitality to the municipalities and promote new resources and effective self-sufficiency.

The Workshop's Academic Body brought together a wide range of academics, researchers and practitioners from different fields related to energy. The Academic Body included: Iñaki Ábalos and Renata Sentkiewicz, Co-founders and Co-directors, Ábalos+Sentkiewicz, Madrid, Spain; Salmaan Craig, Assistant Professor of Energy and Materials, Peter Guo-hua Fu School of Architecture, McGill University, Montreal, QC, Canada; Joshua S. Goldstein, Professor Emeritus of International Relations, American University; Research Scholar, University of Massachusetts, Amherst, MA, United States; Marja Lundgren, Environmental Specialist & Development Manager, White Arkitekter, Stockholm, Sweden; Ali Malkawi, Founding Director and Professor of Architectural Technology, Center for Green Buildings and Cities, Harvard University, Cambridge, MA, United States; Lluís Ortega, Professor of Architectural Projects, Universitat Politècnica de Catalunya (UPC), Barcelona, Spain; Christoph Reinhart, Director, Building Technology Program, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States; Hashim Sarkis, Dean, School of Architecture and Planning, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States and Victor Viña, Associate Professor of Communications Design, School of Design, Pratt Institute, New York, NY, United States.



Sustainability Workshop

13–17 November 2023

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In the Anthropocene, as humanity faces escalating climate change, catastrophic biodiversity loss and human suffering, the need to reimagine our cities has never been more urgent. As cities grapple with cascading socioecological challenges and burgeoning, more vulnerable populations, architects, landscape designers and urban planners play a pivotal role in shaping resilient and sustainable urban landscapes. The 2023 Sustainability Workshop aimed to empower students with innovative ideas and practical solutions to create cities that can balance human needs within the natural world.

Through seminars, insightful discussions and hands-on design exercises, students explored cutting-edge strategies encompassing, for example, renewable energy, green infrastructure, nature-based solutions, rewilding, carbon neutrality and drawdown, waste elimination, circular economies, sustainable transportation, social equity and community engagement.

A five-day event led by Nina-Marie Lister, Professor at the School of Urban and Regional Planning Director at the Ecological Design Lab at Toronto Metropolitan University, the workshop included lectures and open discussions focusing upon environmental design, urban self-sufficiency and building-integrated nature.

The Workshop's Academic Body brought together a wide range of practitioners from different fields related to sustainability. The Academic Body included Mario Cucinella, Founder and President, Mario Cucinella Architects, Bologna, Italy; Julia Czerniak, Dean, School of Architecture and Planning, University at Buffalo, Buffalo, NY, United States; Lubomila Jordanova, CEO and Founder, Plan A; Co-Founder, Greentech Alliance, Berlin, Germany; Simon Kretz, Founder and Partner, Salewski Nater Kretz, Zurich, Switzerland; Maya Lin, Director, Maya Lin Studio, New York, NY, United States; Nina-Marie Lister, Professor and Director, Ecological Design Lab, Toronto Metropolitan University; Founding Principal, PLANDFORM, Toronto, Canada; Peter Vangsbo, Associate Director for Climate and Sustainable Service, Arup, Hovedstaden, Denmark; Mathis Wackernagel, Co-Founder and President, Global Footprint Network, Oakland, CA, United States; and Ken Yeang, Plym Distinguished Professorship, Illinois University, Champaign, IL, United States; and Executive Director, Hamzah & Yeang, Kuala Lumpur, Malaysia.



Public Debates

Between 2023 and 2025, the Norman Foster Foundation continued to expand the reach and impact of its educational programmes through the Public Debates, a series of events designed to share the knowledge, insights and discussions generated in the NFF's workshops with a global audience.

Held at the Fundación Francisco Giner de los Ríos in Madrid and broadcast online to ensure worldwide access, the Public Debates bring together leading international experts from diverse fields. Each event is structured around keynote presentations, followed by a moderated debate and a question-and-answer session with the public.

Over this three-year period, five new debates and one documentary screening explored key issues shaping the future of cities, sustainability and human wellbeing:

- The NFF hosted the screening of the iconic director Oliver Stone's documentary: *Nuclear Now!* With unprecedented access to the nuclear industry in France, Russia and the United States, Oliver Stone's documentary explores the possibility for the global community to overcome challenges like climate change and reach a brighter future through the power of nuclear energy. The screening was the European debut of the film, and was followed by a conversation between Norman Foster and Joshua Goldstein, Co-Writer of *Nuclear Now!*
- The first edition of the Public Debates on Healthy Cities, supported by Sanitas, welcomed remarks by Yolanda Erburu Arbizu, Chief Sustainability & Corporate Affairs Officer of Bupa ELA and General Manager of the Bupa Foundation, and examined how urban design can foster healthier lifestyles and environments.
- The third edition of the Sustainability Public Debates, moderated by Nina-Marie Lister, Professor and Director of the Ecological Design Lab at Toronto Metropolitan University and Founding Principal of PLANDFORM, explored the role of bio-integrated design and ecological thinking in shaping the future of architecture and art.
- The Cities Beyond Earth debate, organised by the Norman Foster Institute, investigated the convergence of space exploration and urban sustainability, questioning how innovations in extraterrestrial habitats could inform the design and resilience of cities on Earth.
- The second edition of the Healthy Cities Public Debates, supported by Sanitas and moderated by Catherine Mary Cummings, addressed the intersection of healthcare systems and urban life, highlighting how cities can better support public health.
- The fourth edition of the Sustainability Public Debates, organised in partnership with Rolex, focused on strategies to advance ecological design and climate-responsive urbanism.

- The third edition of Healthy Cities Public Debates, supported by Sanitas and moderated by Catherine Mary Cummings shifted towards the intersection of health and architecture at the building scale. This phase explored how data-informed design can contribute to healthier buildings.

Through these initiatives, the NFF has reinforced its role as a catalyst for interdisciplinary dialogue and global exchange. The Public Debates have continued to expand the NFF's international community and have become a key platform for exploring solutions to the complex challenges facing contemporary cities in the transition toward a more sustainable and equitable future.

Previous Public Debates include:

Digital X 2018
16 January 2018

On Cities 2018
19 June 2018

Urban Mobility 2018
18 September 2018,

Robotics 2018
16 November 2018

Digital X 2019
19 February 2019

On Cities 2019
28 May 2019

Robotics Atelier
5 November 2019

Sustainability 2021
19 October 2021

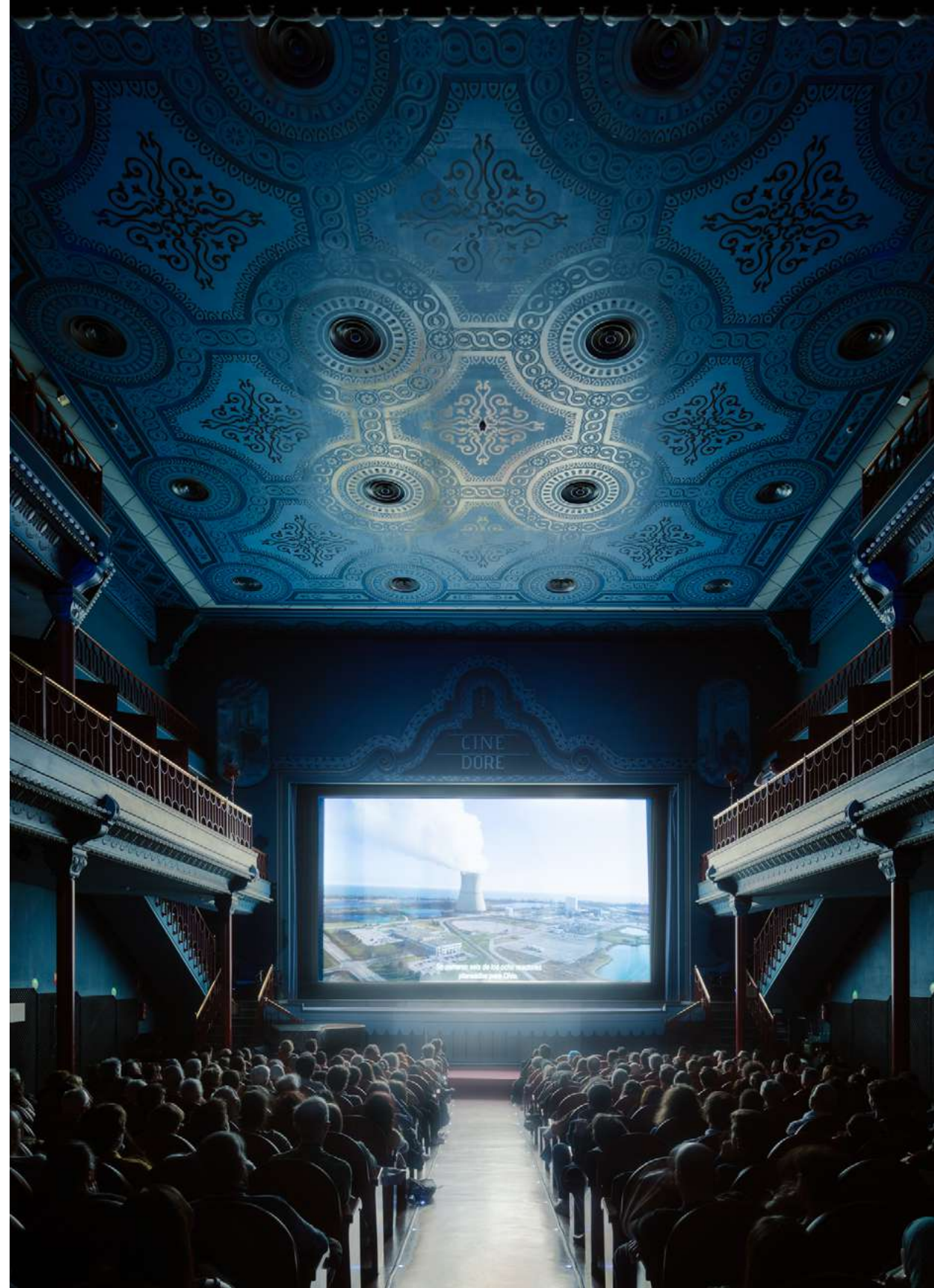
Re-materializing Housing
17 November 2021

Energy 2022
26 April 2022

Shelters
8 June 2022

Sustainability 2022
11 October 2022

Cities: Affordable Housing
16 November 2022



Right: *Nuclear Now!* (Oliver Stone, 2022) documentary screening, Cine Doré, Madrid, February 2023



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Healthy Cities Public Debates

18 April 2023

The first edition of the Healthy Cities Public Debates, organised by the NFF and supported by Sanitas, took place on Tuesday 18 April 2023. It explored the different urban and civic actions to strengthen, regenerate and revitalise healthy cities.

The debate focus on the main challenge of the twenty-first century: to ensure that society evolves and grows in a sustainable way, while promoting healthy environments in which people can thrive. This is crucial in the case of cities, which account for 55% of the world's population and are major contributors to the problem of climate change, but that can also be part of the solution.

Welcomed by:

Yolanda Erburu Arbizu, Chief Sustainability & Corporate Affairs Officer of Sanitas and Bupa ELA; Sanitas Foundation General Manager, Madrid, Spain

With a five-minute keynote and debate between the following experts:

Beatriz Colomina, Director of Graduate Studies, PhD Program, School of Architecture, Princeton University, Princeton, NJ, United States
 Maria Neira, Assistant Director-General, ad interim Division of UHC/Healthier Populations; Director Department of Environment, Climate Change and Health, World Health Organization, Geneva, Switzerland
 Susana Saiz Alcazar, Director, Sustainability & Energy Advisory, Arup, Madrid, Spain

And a conversation between:

Joseph G. Allen, Director, Healthy Buildings Program, T. H. Chan School of Public Health, Harvard University, Cambridge, MA, United States
 Norman Foster, President, Norman Foster Foundation



2023 Sustainability Public Debates

14 November 2023

Patron



This Sustainability Public Debate took place on Tuesday 14 November 2023, and was one of seven debates supported by Rolex. It explored a sustainable future in which more-than-human design re-engages with nature for compassionate co-existence.

In the Anthropocene, as we face escalating climate change, catastrophic biodiversity loss and human suffering, the need to reimagine our cities has never been more urgent. As cities grapple with cascading socioecological challenges, more vulnerable populations, architects, landscape designers and urban planners play a pivotal role in shaping resilient and sustainable urban landscapes.

Moderated by:

Nina-Marie Lister, Professor and Director, Ecological Design Lab, Toronto Metropolitan University; Founding Principal, PLANDFORM, Toronto, Canada

With a five-minute keynote and debate between the following experts:

Maya Lin, Director, Maya Lin Studio, New York, NY, United States
Simon Kretz, Founder and Partner, Salewski Nater Kretz, Zurich, Switzerland
Mathis Wackernagel, Co-Founder, Global Footprint Network, Oakland, CA, United States

And a conversation between:

Mario Cucinella, Founder and President, Mario Cucinella Architects, Bologna, Italy
Nina-Marie Lister, Professor and Director, Ecological Design Lab, Toronto Metropolitan University; Founding Principal, PLANDFORM, Toronto, Canada



NFF Norman Foster
Foundation

Healthy Cities
Public Debates
18 April 2023



Regina Codrinea
Maria Nolas
Susana Sato
Moderator
Mónica Estrada



Cities Beyond Earth Public Debates

22 January 2024

The NFI, as part of the NFF, organised the Public Debate Cities Beyond Earth. As humanity increasingly ventures into the cosmos, the lessons learned from building and maintaining self-contained habitats beyond our planet hold immense relevance for the cities we inhabit today. Our world faces unprecedented challenges, from climate change to resource scarcity, and the urgency to create more resilient, sustainable urban environments has never been greater. By studying space colonies, we can gain critical insights into efficient resource management, closed-loop ecosystems and innovative technologies that can be harnessed to improve the sustainability and resilience of our terrestrial cities to avert the collapse of our model to inhabit the Earth.

The debate featured an introduction by Norman Foster, President, Norman Foster Foundation; Master's Programme Co-Director, Norman Foster Institute, Madrid, Spain; Advocate of the United Nations Forum of Mayors; Founder and Executive Chairman, Foster + Partners.

Moderated by:

Tim Stonor, Member of the Advisory Board, Norman Foster Foundation, Madrid, Spain; Managing Director, Space Syntax, London, United Kingdom

With a five-minute keynote and debate between the following experts:

Dava J. Newman, Norman Foster Institute Honorary Dean; Director, Massachusetts Institute of Technology (MIT) Media Lab, Cambridge, MA, United States

Xavier De Kestelier, Global Head of Design, Hassell, London, United Kingdom

Marc Guberman, Senior Partner, Designer, Foster + Partners, Los Angeles, California, CA, United States



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Healthy Cities Public Debates

22 May 2024

This Public Debate began with keynote presentations and a speaker debate, highlighting the essential role of city leadership in adopting nature-centric and public health policies.

The focus then shifted towards practical interventions informed by data-driven research, aimed at rejuvenating the urban built environment with a focus on health and landscaping. This phase explored strategies to enhance ecological balance within urban spaces. The discussions delved into the intricate interplay between urban development, leadership decisions and community wellbeing, fostering deeper understanding and collaboration.

Welcomed by:

Catherine Mary Cummings, Sustainability Director, Sanitas ELA, Bupa Group, Madrid, Spain

With a five-minute keynote and debate between the following experts:

Iñaki Carnicero, Secretary General for Urban Agenda, Housing and Architecture, Ministry of Housing and Urban Agenda, Government of Spain

Giselle Sebag, Executive Director, International Society for Urban Health, New York, NY, United States

Mark J. Nieuwenhuijsen, Research Professor, Director of the Urban Planning, Environment and Health Initiative; Head of the Climate, Air Pollution, Nature and Urban Health Programme, Institute for Global Health, Barcelona, Spain

Kathryn Gustafson, Founding Partner, Gustafson Porter + Bowman, London, United Kingdom

And with a conversation between:

Norman Foster, President, Norman Foster Foundation

Yolanda Erburu Arbizu, Chief Sustainability & Corporate Affairs Officer, Sanitas and Bupa ELA; Sanitas Foundation General Manager, Madrid, Spain



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2024 Sustainability Public Debates

25 September 2024

This edition of the Public Debates on Sustainability took place on Tuesday 24 September 2024 in partnership with Rolex. The event highlighted five exemplary cases of success in sustainable urban development. These debates aimed to inspire and educate by showcasing how forward-thinking planning and design can lead to lasting, positive impacts on our cities, fostering a more resilient and sustainable future.

Moderated by:

Luis Bettencourt, Professor of Ecology, Evolution and Sociology, University of Chicago, Chicago, IL, United States

With a five-minute keynote and debate between the following experts:

Lina Ghotmeh, Founder and Director, Ghotmeh—Architecture, Paris, France
 Nirmal Kishnani, Associated Professor; Co-Programme Director, Master of Science, Integrated Sustainable Design, School of Design and Environment, National University of Singapore (NUS), Singapore
 Pablo Urango, Co-Director and Senior Partner, Foster + Partners, Madrid, Spain
 Maria Vassilakou, Founder, Vienna Solutions; Former Vice Mayor, Vienna, Austria



2025 Healthy Cities Public Debates

11 June 2025

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The Healthy Cities Public Debates began with keynote presentations and a speaker debates, highlighting the essential role of city leadership in adopting nature-centric and public health policies.

The focus then shifted towards the intersection of health and architecture at the building scale. This phase explored how data-informed design can contribute to healthier buildings, emphasising the integration of wellness features and ecological principles to promote wellbeing within the urban fabric.

Welcomed by:

Catherine Mary Cummings, Sustainability Director, Sanitas ELA, Bupa Group, Madrid, Spain

With a five-minute keynote and debate between the following experts:

Marina Romanello, Executive Director, The Lancet Countdown, London, United Kingdom

Mario Cucinella, Founder and President, Mario Cucinella Architects, Bologna, Italy

Nigel Dancey, Senior Executive Partner, Head of Studio, Foster + Partners, London, United Kingdom

And with a conversation between:

Norman Foster, President, Norman Foster Foundation, Madrid, Spain

Joseph G. Allen, Director, Healthy Buildings Program, T. H. Chan School of Public Health, Harvard University, Cambridge, MA, United States

Yolanda Erburu Arbizu, Chief Sustainability & Corporate Affairs Officer, Sanitas and Bupa ELA; Sanitas Foundation General Manager, Madrid, Spain





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art for
TOMORROW



Organized by
THE DEMOCRACY
& CULTURE
FOUNDATION

Lectures

One of the main goals of the Norman Foster Foundation is to advance knowledge sharing through lectures and public engagements, guided by Norman Foster's love of teaching and lifelong curiosity. Education has long been central to Foster's career, beginning with his role as a teacher at the Architectural Association and continuing with later posts at the Regent Street Polytechnic and the University of Pennsylvania. He remains committed to education through speeches, juries and written contributions worldwide. The lectures and public engagements held from 2023 to 2025 exemplify the multidisciplinary character of his work, ranging from reflections on design influences to discussions with global leaders about climate change. He continually seeks opportunities for dialogue across generations and disciplines, addressing diverse audiences including politicians and students. Throughout 2023, 2024 and 2025, the NFF participated in the following lectures:

2023

Designing Healthy and Resilient Cities,
Concrete, Alserkal Avenue, Dubai,
United Arab Emirates

*Rethinking Cultural Buildings in
Urban Development*, KulturForum,
Berlin, Germany

Keynote Speech, United Nations
Forum of Mayors, Geneva, Switzerland

2024

Innovation, Ferrari Design Style
Centre, Modena, Italy

*Buckminster Fuller—NORR-Ed Master
Series*, with Thomas T. K. Zung

Forum of Mayors at the United
Nations, Geneva, Switzerland

*24th Annual Axline Lecture: In
Conversation with Lord Norman
Foster*, San Diego, CA, United States

Bloomberg Harvard City Leadership
Initiative, New York, NY, United States

Cities of the Future, International Forum
Expansion on Cities of the Future

2024 Philip Hanson Hiss Award,
Sarasota School of Architecture, FL,
United States

Cities, Norman Foster Institute,
Madrid, Spain

2025

Keynote Lecture, Creative Campus,
IE University, Segovia, Spain

Lessons from a Life in Design, Yale
Center for British Art, Yale University,
New Haven, CT, United States

A Square, A Bridge, A Park, Norman
Foster Foundation, Madrid, Spain

Essential Homes Research Project,
Engadin Art Talks, Zuoz, Switzerland

34th World Design Congress, Barbican
Centre, London, United Kingdom

Bloomberg LSE City Leadership,
Bloomberg Headquarters, London,
United Kingdom

Next Design Perspectives, Triennale
Milano, Milan, Italy

Bupa Symposium, QEII Centre,
London, United Kingdom

Left: Stefano Boeri, Norman Foster and H.E. Sheikha
Al-Mayassa at Art for Tomorrow Conference, Milan,
Italy, 2025







Articles

One of the central aims of the Norman Foster Foundation is to advance the public understanding of architecture, design and the built environment through writing and publications. Norman Foster's lifelong commitment to education extends naturally to the written word, where he continues to share his ideas on architecture, art and urban life with a global audience. His articles and forewords reflect an enduring curiosity and a desire to connect design thinking with broader cultural and environmental contexts. In the period between 2023 and 2025, Norman Foster produced a series of written contributions that exemplify the diversity of his interests and the multidisciplinary scope of his work.

Together, these articles illustrate Norman Foster's continuing role as both practitioner and thinker—an architect deeply engaged in the exchange of ideas that shape our built world and a writer whose reflections bridge generations, disciplines and cultures.

From 2023 to 2025, the NFF participated in the following articles:

2023

Foreword to RIBA Exhibition Catalogue on *Architectural Review*, Manplan

HOCHTIEF Article

Foster + Partners Graduate Show Introduction—April

Foster + Partners Graduate Show Introduction— November

St Stephen Walbrook—Sir Christopher Wren

2024

'Healthy and Resilient Cities'—Article in *Corriere della Sera*

'Vertical Cities'—Hearst Tower Exhibition Catalogue

'Norman Foster on Eduardo Chillida' Foreword to *Building Southwark*

2025

'Kho Liang Le—Introduction'



Interviews

One of the main goals of the Norman Foster Foundation is to promote the exchange of ideas and experiences through interviews and conversations that foster public understanding of architecture, design and the built environment. These dialogues reflect Norman Foster's belief that communication and reflection are essential tools for learning and for inspiring future generations.

From 2023 to 2025, the NFF participated in the following interviews:

2023

Galerie Magazine on 425 Park Avenue
City of Nimes interview
El Tiempo
City International Magazine
KUOW NPR AIA Awards Seattle Q&A
Architectural Digest—Centre Pompidou exhibition
Architizer A+ Awards
Brownbook Riyadh
Ethics Magazine
Domus on Trafalgar Square, Reichstag and Millau Viaduct
Harper's Bazaar—Gabriela Hearst
La Repubblica on Pompidou exhibition
Ecocity interview
Vinoly Foundation video interview
Observer Rowan Moore on Pompidou Exhibition
SINA interview

2024

Hearst Exhibition opening interview
Saadiyat Cultural District
Sarasota Award, Cool Hunting interview

Beverly Hills Courier on One Beverly Hills

Domus Georgia
Town and Country Magazine
CNN on Millau Viaduct
Le Journal de Millau
WSJ Advertorial on Zayed National Museum

Marie Claire Magazine
Monthly Design (Korea) on Seoul Museum of Art exhibition
TINGS Magazine on 425 Park Avenue
Noblesse Magazine on Seoul Museum of Art exhibition
Style Chosun on Seoul Museum of Art exhibition
SeMA exhibition film interview
San Diego Union Tribune
SeMA catalogue interview
Nomad Magazine interview
BBC Radio 4 on Notre Dame
Questions from Walter Mariotti
B1M on Millau Viaduct
Paramount on Spaceport America
Xavier Marquis Documentary on Buckminster Fuller

2025

The New Yorker feature

Zayed National Museum on-site interview

BBC News—Queen Elizabeth Memorial win

BBC Radio 4—Queen Elizabeth Memorial win

ITV News—Queen Elizabeth Memorial win

Sky News—Queen Elizabeth Memorial win

Life in Seven Songs

Degenerate Art Film interview

Dezeen interview—Norman Foster's 90th birthday

EAT Norman Foster and Regula Curti

Home Living & Style

ICON Magazine—Venice Biennale

Monocle—Venice Biennale

BBC Radio 4 TODAY—VE Day

BBC Radio 4 on Willis Faber 50th Anniversary

London Design Medal—Lifetime Achievement Award

The Times on London Design Medal

Sky News on London Design Medal

WISH Magazine—The Australian Newspaper (to be published)

AD Middle East—The Greatest Living Architect

L'Appt Magazine—Foster & Fuster





Norman Foster Institute

Bringing together academia and practice, the Norman Foster Institute, founded in 2022 and launched in 2024, is an applied Research Centre for Sustainable Cities operating as a department of the Norman Foster Foundation.

It supports cities through evidence-based strategies and practical solutions to improve urban life. The NFI includes an Education and Research Unit, featuring the Master's Programme on Sustainable Cities—with specialisations in City Science, Urban Design and Architecture—alongside short programmes and published research. Its City Advisory Unit develops sustainable strategies with cities, supported by the Centre for City Science (CCS), which provides data-driven tools for solution-finding.

Directed by Norman Foster, the NFI develops evidence-informed strategies to support cities in advancing sustainable urban development, addressing pressing environmental and social challenges. Its work focuses on creating practical solutions that improve urban planning, public space and policy-making—all with the aim of enhancing the quality of life for city residents.

The Education and Research Unit, the first branch of the NFI, is anchored by the flagship Master's Programme on Sustainable Cities, which enables students to tackle real-world urban challenges. As part of the programme, students travel to partner cities to work directly with city administrations, gaining hands-on experience in shaping sustainable solutions. With specialisations in City Science, Urban Design and Architecture, the Master's Programme equips students with integrated perspectives on sustainable city design. The unit also offers short-format programmes—including workshops, think tanks and public debates—to foster interdisciplinary knowledge exchange. Beyond education, it contributes to the field through the publication of applied research on topics such as urban health, climate resilience and social cohesion.

The City Advisory Unit, the second branch of the NFI, builds upon this foundation by working directly with cities to co-develop sustainable strategies at the neighbourhood scale. Drawing on the NFI's expertise, this unit integrates advanced urban analytics, design thinking and context-sensitive sustainability approaches to respond to the specific challenges of each city. Its tailored methods ensure that solutions are both locally grounded and globally informed, delivering measurable, actionable outcomes aligned with each city's long-term goals. Supporting both branches is the NFI Centre for City Science—a laboratory that generates analytics, KPIs, visualisation and simulation modelling and that also develops its own innovative tools and methodologies to generate data-driven insights. These insights inform both the NFI's educational programmes and its advisory

work, ensuring that strategies are robust, technically grounded and able to be implemented. Through this applied, collaborative model—uniting global experts, students, practitioners and city administrations—the NFI bridges the gap between academia and practice. It demonstrates that interdisciplinary collaboration is essential to building a more sustainable and inclusive urban future.

In an integrated manner, students specialise their projects in the pilot cities in one of the following areas:

City Science. Led by Norman Foster and Dr Gareth Simons. Students focusing on City Science explore how evidence and data-informed urban analysis can support vibrant, liveable and sustainable cities. Grounded in real-world data and contextual constraints from pilot cities, it integrates theory, technical training and applied analysis to address targeted urban challenges. With a focus on compact, walkable and inclusive urbanism, students learn to evaluate, design and communicate actionable interventions using advanced urban analytics. This specialisation teaches skills in GIS, Python, data science and spatial analysis, preparing students to support meaningful urban change through evidence-based design and policy.

Dr Gareth Simons is Senior Research Fellow in Building Stock and Energy Modelling, Energy Institute, and Research Fellow in Evidence-Based Urban Design and Planning at the Space Syntax Laboratory, The Bartlett School of Architecture, University College London (UCL). Dr Simons works at the intersection of urban design and computational methods, using data science and machine learning to inform analysis and design. He focuses on cities as complex systems, particularly street networks and land use evolution. He developed cityseer, a Python package for pedestrian-scale analysis and led the latest version of the building stock model at UCL's Energy Institute to support the United Kingdom's energy analytics. In collaboration with the UCL Space Syntax Lab, he is developing scalable urban analysis tools for European cities through the EU Horizon TWIN2EXPAND project.

Urban Design. Led by Norman Foster and Prof. Vishaan Chakrabarti. Students focusing on Urban Design explore the spatial, cultural and environmental principles that shape enduring and beloved public places. Emphasising the design of the civic realm, the curriculum bridges architecture, landscape and design to equip students with tools to create places that foster social connection, ecological resilience and cultural identity. Through a close study of urban form—from pedestrian-oriented street networks to human-scaled





public spaces—students learn how physical design contributes to collective life and long-term sustainability. In the context of pressing global urbanisation and climate challenges, the course centres on design strategies that cultivate attachment, belonging and environmental stewardship.

Vishaan Chakrabarti is Founder and Creative Director of Practice for Architecture and Urbanism (PAU), with over thirty years of experience in visionary urban architecture. He leads a global portfolio of cultural, institutional and public projects, including the redesign of New York's Penn Station, the FAA's sustainable air traffic control tower prototype, the expansion of the Rock and Roll Hall of Fame, Brooklyn's Domino Sugar Refinery and Philadelphia's Schuylkill Yards. He is the author of *A Country of Cities* (2013) and *The Architecture of Urbanity* (2024). In 2025, he received the Edmund N. Bacon Urban Design Award for his innovative urbanism and commitment to ecological and equitable design.

Architecture. Led by Norman Foster and Education and Research Unit. Students focusing on Architecture explore how the built environment can drive urban and social transformation through eco-responsible, future-focused projects. The course emphasises the development of innovative building types that respond to contemporary environmental and societal needs. Through workshops with leading experts, students are challenged to propose forward-thinking architectural programmes rooted in sustainable construction methods, biomaterials and digital design technologies such as generative tools and Artificial Intelligence (AI). With a strong emphasis on contextual relevance, innovation and ecological responsibility, the course equips students to design architecture that is both impactful and adaptable in an increasingly complex world.



Academic Executive Council

The Academic Executive Council comprises the Programme Directors, the Provost, the Honorary Dean and distinguished experts whose collective guidance informs the Norman Foster Institute's mission. Serving as the primary body for decision-making, it ensures that the academic framework and outputs remain rigorous and relevant.



Norman Foster

Master's Programme Co-Director, Norman Foster Institute (NFI) | President, Norman Foster Foundation (NFF); Founder and Executive Chairman, Foster + Partners; Advocate to the United Nations Forum of Mayors



Elena Ochoa Foster

Vice President, Norman Foster Institute (NFI) | Vice President, Norman Foster Foundation (NFF); CEO, Ivorypress



Edgar Pieterse

Provost, Norman Foster Institute (NFI) | Founding Director, African Centre for Cities; Professor, School of Architecture, Planning and Geomatics, University of Cape Town, Cape Town, South Africa



Dava J. Newman

Honorary Dean, Norman Foster Institute (NFI) | Director, MIT Media Lab, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States



Kent Larson

Co-Director, Norman Foster Institute (NFI) | Director, City Science Research Group, MIT Media Lab, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States



Alejandro Aravena

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Vishaan Chakrabarti

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José María Michavila

Member of the Academic Executive Council, Norman Foster Institute (NFI) | Trustee, Norman Foster Foundation (NFF); Former Minister of Justice, Government of Spain, Madrid, Spain



Tim Stonor

General Advisor, Norman Foster Institute (NFI) | Managing Director, Space Syntax, London, United Kingdom



Institute
Cities

Participants

Norman Foster, NFI Co-Director

President, Norman Foster Foundation, Madrid, Spain; Advocate to the United Nations Forum of Mayors

Kent Larson, NFI Co-Director

Director, City Science Group, Massachusetts Institute of Technology (MIT) Media Lab, Cambridge, MA, United States

Edgar Pieterse, NFI Provost

Founding Director, African Centre for Cities (ACC), University of Cape Town, Cape Town, South Africa

Dava Newman, NFI Honorary Dean

Director, Massachusetts Institute of Technology (MIT) Media Lab, Cambridge, MA, United States

Chair

Tim Stonor

Managing Director, Space Syntax, London, United Kingdom

UNECE



The Norman Foster Institute specialises in applied research, turning knowledge into tangible insights that support both cities and students. To this end, priority is given to research methods, precedents and interfaces that are:

- Evidence based and measurable
- Sufficiently spatially precise
- Measurable at the scale of streets (some findings lack sufficient spatial resolution to be applied for localised analysis)
- Standardised findings and datasets that can be reproduced across different city contexts (some findings are contextually or dataset specific to be reproduced elsewhere)

The NFI's research and analytical methods are based on openly available research, datasets and software packages. Its methods are developed to support transparency, collaboration and dissemination; this enables robust standards to support the adoption and reproducibility of our work.

The NFI Centre for City Science offers project-specific services supported by our bespoke, internally developed interfaces. Leveraging its in-house expertise, the lab specialises in engaging with cities and making research tangible and relevant for informed decision-making.

The CCS operates through a dedicated team of researchers who develop tailored solutions for cities, guided by world renowned experts. The team combines advanced urban analytics, design thinking and sustainable strategies to address the unique challenges of each city project. This approach ensures that this work is both locally responsive and globally informed, delivering measurable, impactful solutions that align with the specific needs and goals of city administrations.

1. Diagnosis

- Spatial Inventories: Map existing data, projects and infrastructure to identify gaps, vulnerabilities and opportunities.
- Thematic Analysis: Conduct analysis to identify key themes and indicators for assessment, exploring topics such as climate and ecology, inequalities in public and active transportation and access to amenities and green spaces.

2. Solution Finding

- Site Discovery and Selection: Develop selection criteria, datasets and analytical workflows based on identified priorities to select optimal locations for high-impact interventions.

- Strategic Interventions: Encourage adaptive spatial strategies that can be applied locally and scaled up incrementally and adaptively as funding and opportunities allow.

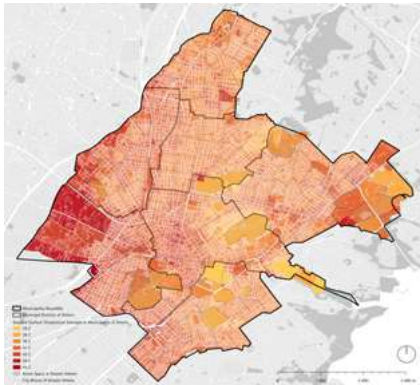
3. Implementation

- Policy and Advisory: Align strategies with existing policies, advocate for necessary adjustments and encourage frameworks that support sustainable development.
- Design and Implementation: Translate strategic priorities into tangible interventions in the urban realm through thoughtful design. Emphasis is placed on high quality placemaking to create comfortable pedestrian streets, vibrant public spaces and enduring community value.
- Post-Occupation Evaluation and Monitoring: Evaluate and monitor interventions and key sustainability metrics over time, such as climate impacts or changes in pedestrian activity.

4. Dissemination

- Data Visualisation and Communication: Convert complex urban data into clear insights, using interactive maps, dashboards and simulations.
- Public Engagement: Develop guidelines and tools to encourage community engagement and build consensus.
- Technical Training: Train local teams and professionals in data workflows and tools to address urban challenges, delivered through intensive workshops tailored to city-specific needs.
- Engagement in Academic and Professional Forums: Actively share knowledge and methods through participation in leading events and conferences.





The City Advisory Unit

The City Advisory Unit emphasises collaboration, capacity-building and knowledge exchange, often working alongside local universities, civil society groups and private sector partners to ensure that solutions are inclusive, equitable and able to be implemented. Whether supporting long-term goals, targeted pilot projects or policy toolkits, the unit brings an integrated approach that leverages spatial thinking, systems design and data-driven analysis.

The NFI works at multiple scales—streets, neighbourhoods, districts, corridors and city-wide systems—providing strategic guidance, spatial intelligence and design leadership. Our collaborations are grounded in mutual learning and shared ambition, tailored to local needs while drawing on global best practices and interdisciplinary expertise.

By bridging the gap between high-level vision and on-the-ground studies, the 2024 students aimed to unlock the potential of cities to lead in climate action, social cohesion and urban innovation—placing design excellence at the core of urban change.

- Athens: The NFI has been working closely with the Athens City Hall since 2024 to help translate the city's ambitious sustainability goals into concrete, actionable interventions, with a focus on creating more liveable, healthy and sustainable urban spaces. By proposing urban design strategies such as intersection triangle conversions and street parking reconfigurations to accommodate trees and public space enhancements, the NFI is contributing towards shaping the future of Athens' urban landscape. The 2024 NFI students have made contributions to the 2030 Climate Neutrality Action Plan, a comprehensive roadmap aimed at reducing the city's greenhouse gas emissions while improving the overall quality of life for its residents. The draft of the document, which outlines key actions to meet climate targets, includes several references to the NFI's work, recognising the impact of their proposed urban strategies.
- Bilbao: In collaboration with Bilbao City Council, the 2024 students of the NFI have developed evidence-based methods that include sociodemographic and spatial analysis to map frictions and community resources. A catalogue of solutions addresses the city's identified challenges and opportunities through micro-interventions in public spaces, ranging from physical structures to programmed events. Their approach allows for co-creation between citizens and public administrations across all stages of design, as innovative, adaptive and resilient city planning.

The Bilbao Social Booster is proposed as a new model of city planning that allows the often intangible social aspects to be addressed through spatial planning. This proposal aims to decentralise the city by focusing on underserved communities and improving their interactions on multiple scales. These targeted temporary interventions, which complement the existing public environment, will strengthen social cohesion.

- San Marino: The NFI has collaborated with the Republic of San Marino to preserve and enhance the vibrancy of its historic centres while promoting sustainable development across the region. The centres have historically provided walkable access to amenities and a strong sense of community identity and there is a need to preserve and enhance these aspects while simultaneously supporting sustainable forms of new growth and enhancing regional connectivity to support wider movement and integration. The NFI scholars assessed each town's performance in a number of sustainability metrics, such as green space availability, street walkability, cultural activity and transport connectivity to neighbouring towns. Using this data they created an interactive toolset for local communities and decision-makers, which can be used to compare and evaluate projects and interventions aimed at improving the quality of life of residents.
- Kharkiv: The success of the NFI programme has attracted interest from cities and institutions worldwide, demonstrating the scalability of the Institute's CCS's methods. A significant example is the Kharkiv Masterplan, developed in collaboration with the United Nations Economic Commission for Europe, Arup, the Kharkiv City Council and the MIT Media Lab's City Science group. As the first Ukrainian city to begin planning its reconstruction, Kharkiv is establishing a model that can guide the rebuilding of other cities across the country. The masterplan was developed through a bottom-up process that integrates the perspectives of citizens, local experts and municipal officials. Within this framework, the Institute's CCS contributed an interactive, evidence-based tool that visualises the relationship between spatial form, infrastructure and psychosocial resilience. This tool has been instrumental in shaping the proposed Scientific Neighbourhood, a strategic district focused on housing, heritage, rivers, industry and innovation hubs. By connecting physical reconstruction with community wellbeing, the tool ensures that design strategies respond to both immediate needs and long-term resilience.



The 2025 students engaged with three African cities facing urgent and complex challenges: Melilla, Freetown and Cape Town. Each project applies evidence-informed strategies that are both practical and visionary, aligning short-term interventions with long-term ambitions for resilience, inclusion and sustainability.

- Melilla: The NFI's work in Melilla addresses the pressures of density, demographic change and socio-spatial inequality within a uniquely compact urban fabric. Analysis of housing, infrastructure and mobility has informed proposals to balance growth with equity and resilience. Interventions build on the city's compact structure by promoting sustainable mobility, enhanced pedestrian networks and targeted improvements in overcrowded northern districts. Strategies also respond to migration dynamics and climate vulnerability, with recommendations for housing and public service provision that aim to reduce inequalities while strengthening community resilience.
- Freetown: In partnership with Freetown City Council, the NFI has developed proposals that support the city's Transform Freetown agenda by linking long-term goals with immediate improvements. The project focuses on the Central Business District, where informal activity thrives amid degraded infrastructure and congestion. The 2025 students has proposed a symbolic waterfront resilience corridor, alongside replicable streetscape upgrades, to enhance connectivity, support vendors and improve conditions for pedestrians and transit users. These measures seek to preserve the cultural and economic vitality of the city centre while laying the groundwork for a more inclusive and liveable Freetown.
- Cape Town: The NFI's research in Cape Town examines the role of public space in addressing the city's stark inequalities. Through spatial analysis, stakeholder engagement and fieldwork, the students have explored six interrelated dimensions, from climate resilience and mobility networks to cultural amenities and economic activity. Findings reveal how technical decisions in planning and infrastructure continue to shape inequities, while community-led initiatives demonstrate innovative models for change. By highlighting examples such as container-based community hubs and grassroots cultural projects, the NFI proposes mechanisms for scaling local successes into citywide strategies. The work supports Cape Town's vision of becoming a 'City of Hope' by positioning public space as a central instrument of urban transformation.

The NFI is extending its diagnostic work across Spain through the development of the Spatialising Mental Health and the Built Environment tool. Supported by Bupa, this initiative positions health-informed urbanism at the centre of planning and design, with a focus on the spatial determinants that shape wellbeing in everyday life. Unlike pilot projects, these municipalities serve as research sites where data, analysis and comparative frameworks are tested and refined. The project encompasses sixteen diverse cities: Barcelona, Bilbao, Logroño, Madrid, Mérida, Murcia, Oviedo, Pamplona, Santander, Santiago de Compostela, Sevilla, Santa Cruz de Tenerife, Toledo, Valencia, Valladolid and Zaragoza.

At its core, the framework examines how urban conditions impact physical, social and mental health. It is not intended as a universal model, but rather as a flexible set of guiding lenses adaptable to local contexts, data availability and municipal priorities. Categories include access to green and blue infrastructure, opportunities for active mobility, accessibility and walkability, playfulness and cultural access, environmental stressors, public services and spatial vibrancy. Together, these dimensions provide a holistic framework for understanding how the built environment supports or undermines human wellbeing.

The Spatialising Mental Health tool operationalises this framework by integrating spatial and demographic data into an open-access digital platform. The platform allows researchers, planners and city officials to visualise health-related determinants at the neighbourhood scale, benchmark cities against one another and identify disparities across socioeconomic and spatial lines. It highlights inequities such as unequal access to green space, limited availability of healthcare facilities, or exposure to environmental stressors like air pollution and noise.

By consolidating these insights into interactive dashboards, the project equips decision-makers with a robust evidence base for more inclusive, resilient and health-conscious planning. The first release, to include twenty-four Spanish cities, will feature a detailed case study of Madrid by late 2025. Each city profile will provide a comparative overview of six determinant categories, offering municipalities practical tools to align urban development strategies with public health goals.

Bloomberg Philanthropies, as the principal patron of the Norman Foster Institute, plays a leading role in advancing its global mission to connect design, policy and data in pursuit of more equitable and sustainable cities. Bupa, as the health patron of the Institute, supports the Healthy Cities programme, promoting wellbeing through urban design and innovation. Together, these partnerships strengthen the NFI's commitment to shaping healthier and more resilient urban environments through collaboration, research and education. In its global ambition, the NFI continues to expand its network of partner cities, informing urban areas around the world and contributing to global discourse. A key component of this knowledge exchange is the partnership between the NFI Centre for City Science and the Massachusetts Institute of Technology (MIT) Media Lab's City Science research group. In October 2025, the NFI and MIT signed a Memorandum of Understanding to explore joint initiatives in urban innovation and sustainability, creating the NFI-MIT City Science Consortium, focused on the Global South. This collaboration blends the two institutions' analytical and technological strengths and design-based practical approaches. Together they envision the development of urban performance models, shared tools, capacity-building, open-source knowledge exchange and global advocacy.

Another significant collaboration was made in October 2025: a partnership agreement between the NFI and the Royal Melbourne Institute of Technology (RMIT) Europe to expand collaboration in education and research, with a particular focus on sustainable cities and the future of urban environments. Under the new agreement, both institutions will explore opportunities for joint research and academic initiatives, including lifelong learning programmes and collaborative projects that address global urban challenges. RMIT Europe is the European hub of the RMIT University, one of Australia's largest tertiary institutions. This new global partnership between the NFI and RMIT marks an important step forward in advancing shared goals in sustainability, innovation and education across continents.

As such, the NFI aims to anticipate the future of cities and to shape it, ensuring that design, data and civic engagement combine to form resilient urban environments that are more liveable and equitable for all.

Right: Co-Directors Norman Foster and Kent Larson







Educational Support

Students and practitioners can use research to enhance their academic and professional goals with the help of the Norman Foster Foundation, United Kingdom, and Norman Foster Foundation, Spain.

The NFF works in collaboration with institutions and philanthropic individuals to provide educational support for individuals at various stages of their careers, from undergraduate students to professional research fellows who are part of the NFF Team. Throughout 2023 to 2025, the NFF United Kingdom and Spain supported the following:

- 3 Royal Institute of British Architects (RIBA) Norman Foster Travelling Scholarships
- 1 Scholarship Fund, Yale School of Architecture
- 5 Visiting Professorships at Yale University
- 12 Scholarships and 3 financial bursaries, BRIT School
- 5 Norman Foster Solar Awards
- 63 Academic Grants

In total since 1999, the NFF United Kingdom and Spain have awarded the following:

- 19 Royal Institute of British Architects (RIBA) Norman Foster Travelling Scholarships
- 9 Scholarship Funds, Yale School of Architecture
- 6 Scholarship at The Bartlett School of Architecture
- 28 Visiting Professorships at Yale University
- 12 Scholarships and 3 financial bursaries, BRIT School
- 32 Norman Foster Solar Awards
- 214 Academic Grants

RIBA Norman Foster Travelling Scholarship

The NFF has been awarding travel grants to exceptional students and academics since 2007, in line with Norman Foster's passion for travel and the inspiration it provides him: These include travel grants through the Royal Institute of British Architects (RIBA) in London. The scholarship encourages architecture students and academics to travel anywhere in the world to research the future survival of cities and communities.

In 2023, 2024 and 2025, the following scholarships have been provided:



Martha Pomasonco, 2023

University of Lima, Lima, Peru

Martha will study the Favela-Bairro project. After that, she will travel to Rosario, Argentina, followed by the 'Quiero mi Barrio' project in Santiago, Chile, before returning to Lima. Pomasonco said: 'I am delighted and honoured to have been selected as the winner of the 2023 RIBA Norman Foster Travelling Scholarship. I'd like to thank the University of Lima for nominating me, and the judging panel of the scholarship for selecting me. The scholarship will allow me to conduct research on my project 'Upgraded Barrios'. It will let me gather valuable first-hand information on the impact of the most successful upgrading programmes in informal settlements promoted by Latin-American countries to find design lessons related to sustainability across time'.



Thomas Warren, 2024

London Metropolitan University, London, United Kingdom

Thomas intends to use the travel scholarship to investigate how future off-grid cities can eliminate the time consuming, costly and maintenance-heavy nature of city scale infrastructure—instead using self-sustaining energy, water and food systems. Thomas was inspired after observing how African cities had skipped fixed-line telecommunication infrastructure and went straight to distributed mobile network towers, effectively leapfrogging technologies.



Arham Khan, 2025

Kamla Raheja Vidyaniidhi Institute of Technology, Mumbai, India

Arham's project focuses on data centres and their hidden environmental impact on resources, energy and local communities. The six key data centres his research will examine are all from the Global South with one exception: Ashburn, VA (United States); São Paulo (Brazil); Nairobi (Kenya); Manila (Philippines); Chennai and Mumbai (India).

Since 2007, the following scholarships have been provided:

2007, Ben Masterton-Smith, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom

2008, Faizan Jawed, Rizvi College of Architecture, Mumbai, India

2009, Amanda Rivera, Universidad del Bío-Bío, Concepción, Chile

2010, Andrew Mackintosh, Scott Sutherland School of Architecture at the Robert Gordon University Aberdeen, Aberdeen, United Kingdom

2011, Sahil Bipin Deshpande, Rizvi College of Architecture, Mumbai, India

2012, Thomas Aquilina, Edinburgh School of Architecture and Landscape Architecture, Edinburgh, Scotland

2013, Sigita Burbulyte, Bath School of Architecture, Bath, United Kingdom

2014, Moe Paxton, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom

2015, Charles Palmer, University of Sheffield, Sheffield, United Kingdom

2016, Abel Feleke, University of Western Australia, Perth, Australia

2017, Chloe Loader, Lincoln School of Architecture and Design, Lincoln, United Kingdom

2018, Steven Hutt, University of Greenwich, Greenwich, United Kingdom

2019, Siti Nurafaf Ismail, University of Malaya, Kuala Lumpur, Malaysia

2020, Iulia Cistelean, London School of Architecture, London, United Kingdom

2021, Weronika Zdziarska, Politecnico di Milano, Milan, Italy

2022, Hana Sapherson, Royal College of Art, London, United Kingdom



In 2024 and 2025, the following scholarship has been provided:



Since 2010, the following scholarships have been provided:

2022–2024, Frank S. DeBlasio, New Jersey Institute of Technology, New Jersey, NJ, United States



Visiting Professorship at Yale University

This professorship, provided by Norman and Elena Foster, enables the Yale School of Architecture (New Haven, CT, United States) to annually invite eminent foreign architects to teach design studios.

Leading architects and designers from around the world run advanced studios each term to expose students to the newest crosscurrents of beliefs in modern architectural practice.

Throughout 2023, 2024 and 2025, the following professorships have been provided:



Marina Tabassum, Fall 2023

Founder, Marina Tabassum Architects (MTA), Dhaka, Bangladesh; Professor, Technical University Delft, Delft, the Netherlands

Marina Tabassum is a Bangladeshi Architect and Educator who has received numerous international recognitions in the field of architecture. Her process of work that includes research, teaching and practice is widely recognised as the twenty-first century model of practice of architecture. Her pursuit for the 'Architecture of Relevance' has won her various international accolades such as the Soane Medal from United Kingdom, the Gold Medal of the French Academy of Architecture, France, Arnold Brunner Prize from American Academy of Arts and Letters. She is a member of the Royal Society of Arts (RSA) and is an honorary Royal Designer of the Industry (RDI).



Vo Trong Nghia, Spring 2024

Founder, VTN Architects, Quảng Bình, Vietnam

Since its establishment, VTN Architects has become a world-leading practice, receiving approximately 150 international awards for its pioneering works in green and bamboo architecture. Amongst the many awards are prestigious ones such as The Prince Claus Award from the Netherlands in 2016. The World Economic Forum selected Nghia as a Young Global Leader in 2014. He has received Gold Medals seven times from the Architects Regional Council Asia (ARCASIA) in 2019, 2017, 2016, 2014, 2011 and 2007. He was named Architect of The Year by Dezeen in 2019. He has received Building of the Year 2014 Award for Dailai Bamboo Complex from ARCASIA for the best building of 2014. He won seven prizes at the World Architecture Festival in 2012, 2014, 2017 and 2018. He won Interior of the Year 2020 from Masterprize. He received a Wallpaper Design Awards 2021 from the United Kingdom.

**Anupama Kundoo, Fall 2024**

Professor of Architecture, Technical University of Berlin (TU Berlin), Berlin, Germany

Anupama Kundoo graduated from the University of Mumbai in 1989 and received her PhD degree from TU Berlin in 2008. Her research-oriented practice started in 1990 in Auroville, and has generated people-centric architecture based on spatial and material research for low environmental impact while being socioeconomically beneficial. Her body of work was recently exhibited as a solo show titled *Taking Time* at the Louisiana Museum of Modern Art, Denmark. She has taught Architecture and Urban Management at various international universities, strengthening her expertise in rapid urbanisation and climate-change-related development issues including at Yale University and Columbia University. She is currently Professor of Architecture at TU Berlin.

**Akihisa Hirata, Spring 2025**

Professor, Kyoto University, Kyoto, Japan

Born in Osaka in 1971, Akihisa Hirata completed a Master's in Architecture (MA) from Kyoto University in 1997. He also received an MA from the Graduate School of Engineering and Faculty of Engineering, Kyoto University in 1997. After working for Toyo Ito & Associates, Architects, he established his own office, Akihisa Hirata Architecture Office in 2005. He has been a Professor at Kyoto University since 2015. His major works include Masuya (2006), Sarugaku (2008), Bloomberg Pavilion (2011), Art Museum & Library, Ota (2017), Tree-ness House (2017), Overlap House (2018), Center of Yatsushiro Folk Performing Arts (2021) and HAKAKADO (2024). He has been a Guest Lecturer at Bauhaus Dessau, Germany, Harvard Graduate School of Design (GSD), United States, and The Architecture Foundation, United Kingdom. He has had solo exhibitions in Tokyo, London, Belgium, and joined *A Japanese Constellation: Toyo Ito, SANAA, and Beyond* (MoMA, 2016), Milan Design Week and Art Basel.

**Amin Taha, Fall 2025**

Architect and Educator, Royal College of Art, London, United Kingdom

Amin Taha is an Architect and Educator, currently teaching full time at the Architecture Faculty of the Royal College of Art, London, visiting at Harvard's Graduate School of Design (GSD), and at the engineering faculty of University College London (UCL). He is Chairperson at GROUPWORK architects, a practice three time shortlisted for the annual Royal Institute of British Architects Stirling Prize for the United Kingdom's best building and known for their innovative use of materials reflecting tectonic integration and definition of architecture, context and cultural. He is also a Trustee of the Sir John Soane Museum, Chair of its annual Soane Medal and sits on sustainable development advisory boards of two property funds.

Since 2011, the following architects have held the Norman Foster Professorship:

David Chipperfield, Fall 2011
 Alejandro Zaera-Polo, Fall 2010 and Spring 2012
 Zaha Hadid, Spring 2013
 Bijoy Jain, Fall 2013
 David Adjaye, Spring 2014
 John Patkau, Spring 2011, Fall 2012, Fall 2014
 Niall McLaughlin, Spring 2015
 Zaha Hadid and Patrick Schumacher, Spring 2016
 Wolf Prix, Spring 2016
 Marianne McKenna, Fall 2016
 Tatiana Bilbao, Spring 2017
 Emre Arolat, Fall 2017
 Tatiana Bilbao, Spring 2018
 Lyndon Neri, Fall 2018
 Sandra Barclay, Spring 2019
 Jean Pierre Crousse, Spring 2019
 Elia Zenghelis, Fall 2019
 Tatiana Bilbao, Spring 2020
 Hitoshi Abe, Fall 2020
 Tatiana Bilbao, Spring 2021
 Caroline Bos, Fall 2021
 Brigitte Shim, Fall 2022
 Momoyo Kajima, Spring 2023



British Record Industry Trust (BRIT) School Scholarship

The NFF United Kingdom is a proud supporter of The BRIT School, the leading institution for Performing and Creative Arts, located in Croydon, South London. Established in 1991 under the City Technology College (CTC) programme, The BRIT School is funded by the British Government with the support of the British Record Industry Trust (BRIT) and other charity partners and donors. The school believes in the power of creativity to shape the future and provides a dynamic, inclusive environment where young talent can thrive.

Each year, the NFF funds the academic fees of twelve BRIT School students and awards three financial bursaries to graduates in Digital Arts, Theatre, and Musical Theatre helping them transition to the next stage of their education and professional careers. The institution offers world-class training in areas such as Dance, Film & Media Production, Interactive Digital Design, Music Technology, Production Arts and Visual Arts & Design, supported by professional mentors and industry experts. Whether on stage, behind the scenes, or pioneering new forms of artistic expression, its fourteen-to-nineteen-year-old students gain real-world experience that prepares them for impactful careers across the creative industries.

Notable BRIT School alumni include Adele, Amy Winehouse, Cush Jumbo, Loyle Carner, Jessie J, Leona Lewis, Tom Holland and Olivia Dean, among many others. The NFF's support contributes to nurturing the next generation of these creators, ensuring that young people from diverse backgrounds can access education and opportunities that might otherwise remain out of reach.

The NFF's partnership with The BRIT School reflects its holistic approach to cities, culture and education, recognising that future cultural actors, thinkers and decision-makers play a vital role in shaping a more creative and equitable society. For this reason, the NFF's Academic Executive Body includes not only architects and designers but also artists, writers, musicians and critics—individuals whose perspectives enrich the dialogue between the built environment and the cultural life it sustains.

Norman Foster Solar Award—Switzerland

Since 2010, Solar Agency Switzerland (SAS) has organised the Norman Foster Solar Award (NFSA) to promote Plus Energy Buildings (PEBs). The goal of this PEB Award is to support architects and engineers according to the actual PEB level of technology in order to realise PEB possibly nationwide. The most creative architects, engineers and businessmen realise increasingly efficient buildings consuming less energy at full comfort: PEB produce more energy than they averagely need for their total heating, warm water and electricity supply. They sell their electricity excess to the public grid and therefore reduce CO₂ emissions.

In 2023, 2024 and 2025 the winning projects were as follows:

- 2023

PEB-MFH Stöckli, Muri, Switzerland

PEB-Marienkirche, Mollis, Switzerland

Norman Foster Diplom 2023 (NFD 2023): PEB-MFH Maison Climat, Bienne, Switzerland
- 2024

Norman Foster Solar Award 2024 (NFSA 2024): 185%
Refurbishment of Trin Reformed PEB Church, 7014 Trin/GR

Norman Foster Solar Diploma 2024 (NFSD 2024): 159%
Refurbishment of PEB Villa, 3150 Schwarzenburg/BE
- 2025

Norman Foster Solar Award 2025 (NFSA 2025): 131%
Stanserhorn Railway, Stans/NW

Previously awarded projects:

- 2010

Kraftwerk B PEB-MFH,
Bennau, Switzerland

EFH PEB Cadruvi/Joos,
Ruschein, Switzerland

Züsts PEB-Sanierung,
Grüsch, Switzerland
- 2011

Solarer PEB Heizplan AG,
Gams, Switzerland

PEB-EFH Niggli-Luder,
Münsingen, Switzerland
- 2012

Umwelt Arena,
Spreitenbach, Switzerland

PEB-MFH Fent, Wil, Switzerland

PEB-Sanierung EFH,
Innerberg, Switzerland
- 2013

PEB-EFH, Amden, Switzerland

PEB-MFH Viridén,
Romanshorn, Switzerland

PEB-MFH Rudolf, Thun, Switzerland
- 2014

PEB-Verwaltungsbau Flumroc,
Flums, Switzerland
- 2015

PEB Cavigelli Ingenieure,
Ilanz/Glion, Switzerland
- 2016

PEB-MFH Gesamtüberbauung ABZ,
Zurich, Switzerland
- PEB-San. Crèche Châteaubriand,
Genève, Switzerland

Energieautarker PEB-MFH Neubau,
Brütten, Switzerland
- 2017

PEB-EFH Schneller/Bader,
Tamins, Switzerland
- 2018

PEB Pilatus Flugzeugwerke AG,
Stans, Switzerland

PlusEnergie-Schulhaus, St.
Margarethen, Switzerland

PEB Fitness/Wellness NEST,
Dübendorf, Switzerland
- 2019

PlusEnergie-Siedlung,
Tobel, Switzerland

PEB-MFH Hutter,
Küsnacht, Switzerland
- 2020

PEB-EFH Brunner-Bapst,
Waltensburg, Switzerland

PlusEnergie-EFH Moosweg,
Riehen, Switzerland
- 2021

PEB Sanierung MZG,
Fläsch, Switzerland
- 2022

PEB-MFH-Sanierung,
Fahrwangen, Switzerland

Winter-PlusEnergieHaus,
Poschiavo, Switzerland



Academic Grants

The Norman Foster Foundation grants scholarships to students from around the world. As part of the scholarship programme, the NFF invites a group of selected students to participate in seminars, think tanks, lectures and working sessions led by experts and scholars on various topics. These initiatives provide opportunities for the students to engage with specialists in their field.

Throughout 2023, 2024 and 2025, the following scholarships have been provided to the students below:



Mhd Ziwar Al Nouri
University of Applied Arts Vienna, Vienna, Austria



Sólrún Arnarsdóttir
Central Saint Martins, University of the Arts London, London, United Kingdom



Clara Ballin
Confluence Institute for Creative Strategies and Innovation in Architecture, Paris, France



Dominic Blindert
North Dakota State University, Fargo, ND, United States



Sofie Brøgger
University of St Andrews, Scotland, United Kingdom



Juan Carlos Calanchini González Cos | sponsored by
Fundación Nemesio Díez
King's College London, London, United Kingdom



Andrés Conejero Conesa | sponsored by Fundación
Nemesio Díez
Higher Technical School of Architecture of Madrid (ETSAM),
Technical University of Madrid (UPM), Madrid, Spain



Ismaeel Davids
University of Cape Town, Cape Town, South Africa



Kelvin De Chavez
Polytechnic University of Milan, Milan, Italy



Nikhil Desai
University College London (UCL), London, United Kingdom



Nikita Dhavale
Savitribai Phule Pune University, Pune, India



Bernadette Diril
Penninghen School of Art Direction and Interior Architecture,
Paris, France



Helen Dugmore
Yale University, New Haven, CT, United States



Mihail Dyankov
University of Architecture, Civil Engineering and Geodesy,
Sofia, Bulgaria



Enkhtushig Erdene
Mongolian University of Science and Technology,
Ulaanbaatar, Mongolia



Germán Eduardo Ferradas
Faculty of Architecture, Urbanism and Design, National
University of Córdoba, Córdoba, Argentina



Carl Fletcher
University of Westminster, Westminster, United Kingdom



Luan Fontes
University of Porto, Porto, Portugal



Marcus Ming Fricke
Technical University of Munich, Munich, Germany





Eva María Gaytán Lizárraga
University of Monterrey (UDEM), Monterrey, Mexico



Halima Hassan
Swiss Federal Institute of Technology (ETH Zurich),
Zurich, Switzerland



Eric Hubbard †
The New School for Public Engagement, New York, NY,
United States



Anastasiya Karapetava
Belarusian National Technical University, Minsk, Belarus



Mario Maged Karas
Ain Shams University, Cairo, Egypt



Ipshita Karmakar
Massachusetts Institute of Technology (MIT), Cambridge, MA,
United States



Vasudha Karnani
Institute for Advanced Architecture of Catalonia (IAAC),
Barcelona, Spain



Kritika Kharbanda
Graduate School of Design (GSD), Harvard University,
Cambridge, MA, United States



Paulina Kühn
University of Wuppertal, Wuppertal, Germany



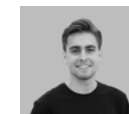
Himanshu Kumar
Indian Institute of Technology, Delhi, New Delhi, India



Stefan Le Roux
University of Johannesburg, Johannesburg, South Africa



Jiajie Li
Tongji University, Beijing, China



Michael Lidwin
Graduate School of Design (GSD), Harvard University,
Cambridge, MA, United States



Irena Małgorzata Marczevska
Cracow University of Technology, Kraków, Poland



Mariana Marmelada
Lisbon School of Architecture, University of Lisbon, Portugal



Alisha Morenike Fisher
Centre for Alternative Technology, London, United Kingdom



Enyine Morgan-Asiedu
Laurentian University, Greater Sudbury, ON, Canada



Dennis Mukuba
University of Cambridge; Cambridge, United Kingdom



Phoebe Mueni Mwangangi
University of Nairobi, Nairobi, Kenya



Fernando Nagore Carrasco
University of Groningen, Groningen, Netherlands



Sophie Njeri Njenga
University of Nairobi, Nairobi, Kenya





Fahmeeda Osman
University of Johannesburg, Johannesburg, South Africa



Aidan Gaetan Pellety
University of California, Berkeley, Berkeley, CA, United States



Ricardo Perez
The Bartlett School of Architecture, University College London (UCL), London, United Kingdom



Sara Pharon
International University for Science and Technology (IUST), Damascus, Syria



Georine Pierre
MIT Media Lab, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States



Olivia Poston
Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States



Prabhanjan Prabhu
Centre for Environmental Planning and Technology (CEPT University), Ahmedabad, India



Timothy Presbury
University of Cape Town (UCT), Cape Town, South Africa



Azhi Yassin Rasul
Istanbul Kultur University, Istanbul, Turkey



Matheus Isaac Rezende da Rocha
Federal University of the State of Goiás, Goiânia, Brazil



Ana Luisa Rumbos
Savannah College of Art and Design, Savannah, GA, United States



Uurtsaikh Sangi
Syracuse University, Syracuse, NY, United States



Dafne Saint-Hilarie
Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States



Iván Tamayo | sponsored by Fundación Nemesio Díez
IE School of Architecture and Design, Madrid, Spain



Chrysanthi Thomaidi
Pratt Institute, Brooklyn, NY, United States



Edgar Vladimirenko
Iuav University of Venice, Venice, Italy



Marina Villuendas Jiménez
University of Geneva, United Nations Institute for Training and Research (UNITAR), Geneva, Switzerland



Benjamin Weber
Karlsruhe Institute of Technology (KIT), Karlsruhe, Germany



Paweł Wojdyłak
Cracow University of Technology, Kraków, Poland



Daniel Liang Xu
University of Cape Town, Cape Town, South Africa



Joshua Lee Charles Young
Harvard Kennedy School, Cambridge, MA, United States



Marco Zaki
Misr International University, Cairo, Egypt



Tereza Zivotska
The Bartlett School of Architecture, University College London (UCL), London, United Kingdom



Since 2017, the following students have received scholarships:

Samuel Shamo Abbey, Electrical and Electronics Engineering School, Ashesi University, Berekuso, Ghana
Vasilija Abramovic, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom
Sally Tareq Aljaderi, American University in Dubai, Dubai, United Arab Emirates
Amna AlAseeri, Bartlett School of Environment, Energy and Resources, University College London (UCL), London, United Kingdom
Mohamad Ziwar Al Nouri, University of Innsbruck, Innsbruck, Austria
Emmanuel Álvarez, Higher Technical School of Architecture of Madrid (ETSAM), Technical University of Madrid (UPM), Madrid, Spain
Campbell Argenzio, School of Engineering, University of Tokyo, Tokyo, Japan
Javier Argota Sánchez Vaquerizo, Higher Technical School of Architecture of Madrid (ETSAM), Technical University of Madrid (UPM), Madrid, Spain
Yasmine Atoui, American University of Beirut, Beirut, Lebanon
Heidi Au Yeung, University of Cambridge, Cambridge, United Kingdom
Nicolas Ayoub, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States
Guadalupe Babio, Technical University of Madrid (UPM), Madrid, Spain
Angela Bai, University of Cambridge, Cambridge, United Kingdom
Maxime Baudoncq, Confluence Institute for Innovation and Creative Strategies in Architecture, Paris, France
Mercedes Bidart, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States
Serban Bodea, Institute for Computational Design and Construction (ICD), University of Stuttgart, Stuttgart, Germany
Chris Borg, Technical University of Darmstadt, Darmstadt, Germany
Joseph Bou Saleh, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain
Saad Boujane, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States
Giulio Brugnaro, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom
Miran Calmanovici, Technion, Israel Institute of Technology, Haifa, Israel
Rocio Calzado, Tokyo Institute of Technology, Tokyo, Japan
Alejandro Caraballo, Technical University of Madrid (UPM), Madrid, Spain
Adrián Carrio, Higher Technical School of Architecture of Madrid (ETSAM), Technical University of Madrid (UPM), Madrid, Spain

Duncan Catterall, University of Westminster, Westminster, United Kingdom
Chiara Centoducati, Polytechnic University of Milan, Milan, Italy
Yasmine Chacour, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain
Minghong Chu, Technical University of Madrid (UPM), Madrid, Spain
Page Thomas Comeaux, Yale School of Architecture, Yale University, New Haven, CT, United States
Óscar Cruz, Technical University of Madrid (UPM), Madrid, Spain
Alexander Curth, College of Environmental Design, University of California, Berkeley, Berkeley, CA, United States
Ismael Davids, University of Cape Town (UCT), Cape Town, South Africa
Cristina Davila, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States
Gökhan Dede, Polytechnic University of Milan, Milan, Italy
Dev Desai, Kamla Raheja Vidyaniidhi Institute of Architecture and Environmental Studies, Mumbai, India
Aarti Dhingra, University of Stuttgart, Stuttgart, Germany
Charles Dzokoto, Ashesi University, Berekuso, Ghana
Nik Eftekhar Olivo, Swiss Federal Institute of Technology (ETH Zurich), Zurich, Switzerland
Christelle El Feghali, Department of Civil and Environmental Engineering, American University of Beirut, Beirut, Lebanon
Telmo Escapil-Inchauspé, École Nationale Supérieure d'Architecture (ENSA) Versailles, Versailles, France
Claudia Eugenin, Pontifical Catholic University of Chile, Santiago, Chile
Alba Falquina, Arts University Bournemouth, Bournemouth, United Kingdom
Kiley Feickert, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States
Ophélie Férédié, Confluence Institute, Paris, France
Antía Fernández, Technical University of Madrid (UPM), Madrid, Spain
Germán Eduardo Ferradas, Universidad Nacional de Córdoba, Córdoba, Argentina
Marcus Ming Fricke, Technical University of Munich (TUM), Munich, Germany
Adam Friedrich, Academy of Fine Arts in Gdansk, Warsaw, Poland
Joseph Akira Fujinami, Illinois Institute of Technology, Chicago, IL, United States
Lobna Galal, Cairo University, Cairo, Egypt
Natividad Gámez, Carlos III University of Madrid, Madrid, Spain
Swara Ganatra, SAL School of Architecture Ahmedabad, Ahmedabad, India
Tomás Andrés Gárate, Pontifical Catholic University of Chile, Santiago, Chile
Laia Gemma García, University of Ferrara, Ferrara, Italy

Rand Ghobril, Académie Libanaise des Beaux-Arts, Beirut, Lebanon
 Solanki Ghosh, Centre for Urban Science and Engineering, Indian Institute of Technology (IIT), Bombay, Mumbai, India
 Hareesh, Godaba, National University of Singapore (NUS), Singapore, Singapore
 Antonio Godoy, Escuela de Artes y Oficios, Madrid, Spain
 Nidhi Gohel, SAL School of Architecture Ahmedabad, Ahmedabad, India
 Ana Gómez, Technical University of Madrid (UPM), Madrid, Spain
 Alejandro González, Tecnológico de Monterrey, Nuevo León, Mexico
 Pau González, Carlos III University of Madrid, Madrid, Spain
 Terezia Greskova, University of Innsbruck, Innsbruck, Austria
 Jeremy Halpern, University of California, Berkeley, CA, United States
 Natasha Harkison, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States
 Sebastian Hitchcock, University of Cape Town, Cape Town, South Africa
 Shannon Hui, Columbia University, Graduate School of Architecture, Planning and Preservation (GSAPP), New York, NY, United States
 Leticia Izquierdo García, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States
 Prakhar Jain, Indian Institute of Technology (IIT), Bombay, Mumbai, India
 Michelle Antionetta Isoldi Campinho, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain
 Pablo Jaramillo, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom
 Liu Jinrui, Tongji University, Shanghai, China
 Sai Joshi, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States
 Fabian Kastner, Swiss Federal Institute of Technology (ETH Zurich), Zurich, Switzerland
 Steven Keating, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States
 Maria Kuptsova, University of Innsbruck, Innsbruck, Austria
 Immacolata Lamacchia, Polytechnic University of Turin, Turin, Italy
 Angel Langumas, Cornell University, Ithaca, NY, United States
 Nabila Larasati Pranoto, Swiss Federal Institute of Technology (ETH Zurich), Zurich, Switzerland
 Rachel N. Lefevre, Yale School of Architecture, Yale University, New Haven, CT, United States
 Frederico Leite Gonçalves, Federal University of Ceará, Fortaleza, Brazil
 Paula Leis, University of São Paulo, São Paulo, Brazil



Scott Lenton, Nelson Mandela Metropolitan University, Port Elizabeth, South Africa

Charles Edgar Lincoln, Confluence Institute for Creative Strategies and Innovation in Architecture, Paris, France

Rolando Girodengo Lobo, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States

Federica Longoni, Delft University of Technology (TU Delft), Delft, the Netherlands

George Malliaropoulos, University of Westminster, Westminster, United Kingdom

Elao Martin, Namibia University of Science and Technology, Namibia, Namibia

Luz Martínez Ramírez, Iberoamerican University of Science and Technology, Santiago, Chile

Dinorah Martínez Schulte, CENTRO Diseño, Cine y Televisión, Mexico City, Mexico

Juan Mateos, Technical University of Madrid (UPM), Madrid, Spain

Brenda Mboya, Ashesi University, Berekuso, Ghana

Dana McKinney, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States

Zuzanna Mielczarek, Delft University of Technology (TU Delft), Delft, the Netherlands

Andrew Economos Miller, Yale School of Architecture, Yale University, New Haven, CT, United States

Zonke Bella Mkhomazi, University of the Witwatersrand, Johannesburg, South Africa

Seyed Mobin Moussavi, University of Kassel, Kassel, Germany

Oliver Moldow, University of Stuttgart, Stuttgart, Germany

Dana Molzhigit, University College London (UCL), London, United Kingdom

Laukik Mujumdar, Indian Institute of Technology (IIT), Mumbai, India

Mary Muturi, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya

Eunice Hasango Mwaka, Architecture School, Kenyatta University, Nairobi, Kenya

Priscilla Namwanje, Delft University of Technology (TU Delft), Delft, the Netherlands

Peh Ker Neng, School of Architecture, University of Portsmouth, Portsmouth, United Kingdom

Jonathan Ng, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States

Nikol Nikolaeva Kirova, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain

Nikola Nikolic, Swiss Federal Institute of Technology (ETH Zurich), Zurich, Switzerland

Keiron Curn de Nobriga, Cornell University, Ithaca, NY, United States

Natalia Olivera, Escuela de Artes y Oficios, Madrid, Spain

Isaac Palmiere-Szabo, University College London (UCL), London, United Kingdom

Maria Papadimitraki, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain

Stefana Parascho, Swiss Federal Institute of Technology (ETH Zurich), Zurich, Switzerland

Zubair Parker, Cape Town University, Cape Town, South Africa

Rohan Patankar, London School of Economics and Political Science (LSE), London, United Kingdom

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Aryan Prajapati, SAL School of Architecture Ahmedabad, Ahmedabad, India

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Olivia Poston, Harvard University, Cambridge, MA, United States

Carmen Povedano, Higher Technical School of Architecture of Madrid (ETSAM), Technical University of Madrid (UPM), Madrid, Spain

Pongpol Punjawaytegul, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain

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Carolina de la Riva, University of Alcalá, Alcalá de Henares, Spain

Mateo Rossi Rolando, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom

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 Eleni Skevaki, School of Architecture, National Technical University of Athens (NTUA), Athens, Greece
 Robert Snelling, University of Melbourne, Melbourne, Australia
 Aisha Sobey, University of Cambridge, Cambridge, United Kingdom
 Andrew Sonta, Stanford Urban Informatics Lab, Stanford, CA, United States
 Felipe Suárez Giri, University of the Republic, Montevideo, Uruguay
 Cheuk Sum Sampson Ip, University of Hong Kong, Hong Kong, China
 Mun Ho Szeto, National University of Singapore (NUS), Singapore, Singapore
 Zoe Tagboto, Ashesi University, Berekuso, Ghana
 Arghavan Taheri, Yale School of Architecture, New Haven, CT, United States
 Yasaman Tahouni, Institute for Computational Design (ICD), University of Stuttgart, Stuttgart, Germany
 Sally Tareq, American University in Dubai, Dubai, United Arab Emirates
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 Tim Tompson, University of New South Wales, Sydney, Australia
 Ander Ushijima, Universitat Politècnica de Catalunya, Barcelona, Spain
 Ricardo Valbuena, Institute for Advanced Architecture of Catalonia (IAAC), Barcelona, Spain
 Rachael Verdugo, Technical University of Madrid (UPM), Madrid, Spain
 Paolo Viretto, University of Alcalá, Alcalá de Henares, Spain
 Ciyang Wang, The Bartlett School of Architecture, University College London (UCL), London, United Kingdom

Ramon Weber, Mediated Matter Group, MIT Media Lab, Massachusetts Institute of Technology (MIT), Cambridge, MA, United States
 Benjamin Wells, Royal Danish Academy of Fine Arts, Copenhagen, Denmark
 Zach Witherick, Nottingham Trent University, Nottingham, United Kingdom
 Daniel Liang Xu, School of Architecture and Geomatics, University of Cape Town, Cape Town, South Africa
 Maria Yablonina, University of Stuttgart, Stuttgart, Germany
 Elmira Yadollahi, Federal Polytechnic School of Lausanne (EPFL), Lausanne, Switzerland
 Yuling Yang, University of Hong Kong, Hong Kong, Hong Kong
 Ho Yan Yi, Department of Architecture, National University of Singapore (NUS), Singapore, Singapore
 Ho Yan Yi, National University of Singapore (NUS), Singapore, Singapore
 Qian, Yiyuan, Tsinghua University, Beijing, China
 Michael Zajakowski Uhl, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States
 Eduardo Zizumbo, Graduate School of Design (GSD), Harvard University, Cambridge, MA, United States

Projects

The Architecture, Design and Technology Unit promotes research initiatives, consultancy projects, conceptual designs and built works. The Unit allows the Norman Foster Foundation to address social and environmental issues related to the built environment.

The Unit aims to collaborate across disciplines and geographic borders when developing projects with academic and cultural institutions, governments and like-minded philanthropies. It connects research and practice to address the issues that our world faces today.

Throughout 2023, 2024 and 2025, the NFF Architecture, Design and Technology Unit developed the following projects:

- Cosmos Table and Furniture System
- Santiago College Masterplan
- Can Rafal School Masterplan
- Essential Homes
- Essential Homes Costa Rica
- Kharkiv Masterplan
- Science Neighbourhood
- Housing Competition
- Heritage Competition
- Industrialised Construction System
- Gateway to Venice's Waterways
- Travelling Suitcase



Previous projects:

2016
Droneport

2017
NFF Pavilion

2018
BYD SkyRail
Osvaldo Borsani Exhibition
Our Blood
Cosmos Table and System

2019
Connected Civic Centres
Waddesdon Manor Estate
Teatro Verde
The Grasshopper
Autonomous House

2020
Odisha Liveable Habitat Mission
Ayuntamiento de Madrid

2021
Foster Retreat
Santiago College
Nuclear Battery

2022
Guggenheim Bilbao: *MOTION. Autos, Art, Architecture*
Jondal Exumas
Venice Biennale XVIII, Pavilion
Modular Construction



Cosmos Table and Furniture System

Milan, Italy

2017–2024

Project Type

Industrial Design

Team

Norman Foster Foundation

FIDAMC (Airbus)

Tecno

Patron

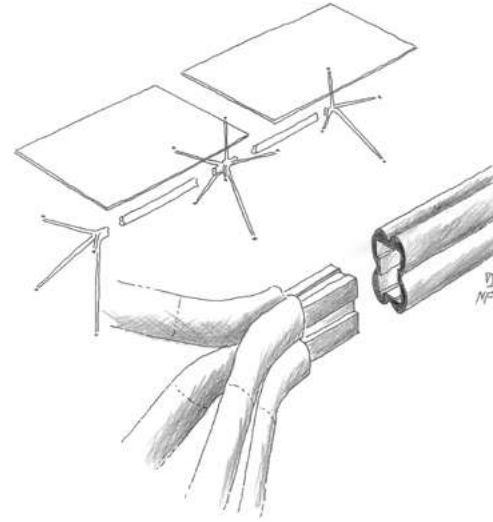
Tecno

Originally conceived in 2017, the project began as a structural and material investigation into how structures can achieve high performance with minimal material. A first furniture prototype, constructed in steel, consisted of nine lightweight components with a structure-to-weight ratio of 0.05—supporting up to four hundred kilograms with only five kilograms of material. A second version, built in carbon fibre, refined this concept further through design and state-of-the-art composite fabrication. This work was undertaken in collaboration with FIDAM Airbus.

Since 2019, the NFF has advanced Cosmos into a full-scale modular system, culminating in its debut at the Milan Design Week 2024. Produced in collaboration with Tecno, Cosmos offers an expandable family of elements including desks, meeting tables, shared workstations and bookcases. Designed around a core structural spine, the system is fully modular and reconfigurable, supporting flexible layouts and technical integrations such as lighting, wiring and screens.

The aesthetic and structural logic of Cosmos draws on inspiration from aviation engineering and high-performance bicycle frames. Its central spine features four elliptical arms branching into legs and top supports, allowing the system to maintain minimalist elegance while achieving geometric and mechanical efficiency. Each component is optimised to its most slender profile, reducing material without compromising strength.

Manufactured using high-precision aluminium techniques and advanced 3D modelling tools, Cosmos exemplifies the NFF's design philosophy of 'doing more with less'. The project also represents an ongoing platform for material experimentation and digital fabrication, demonstrating how industrial design can evolve from pure research into real-world applications. The Cosmos system is applicable to wide-ranging residential and institutional interiors.





Santiago College—Research and Masterplan

Santiago do Cacem, Portugal

2022–2023

Project Type

Education

Team

Norman Foster Foundation

Blue Vista Education

The NFF is leading the design of Santiago College; a boarding and day school located in the Setúbal District of Portugal. Set across sixty hectares of native landscape, the school is conceived as a centre for academic excellence and a living environment where students engage directly with sustainability and innovation. The project is guided by the school's pedagogical vision in which learning how to learn is prioritised over rigid content delivery, and individual curiosity is placed above uniformity.

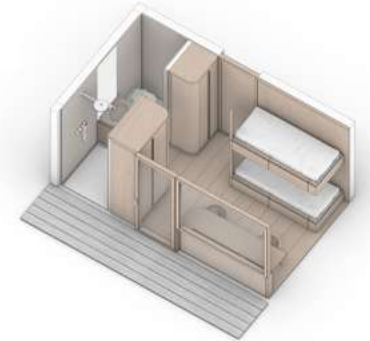
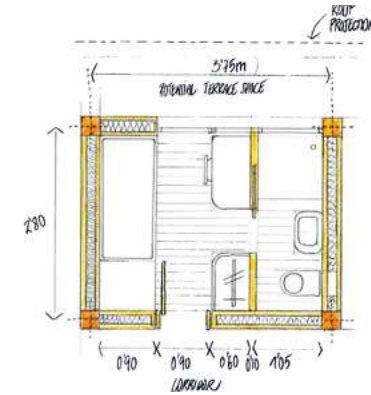
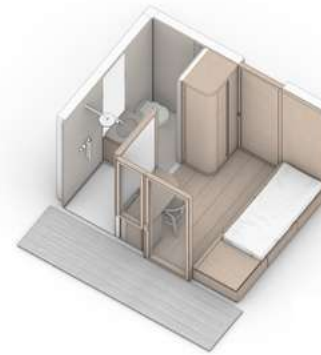
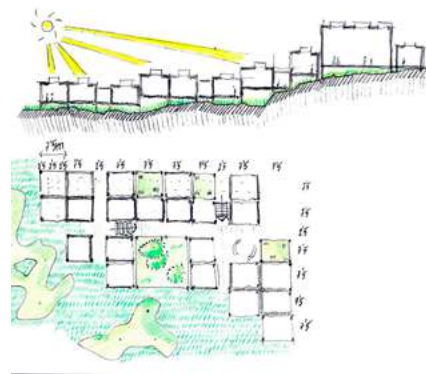
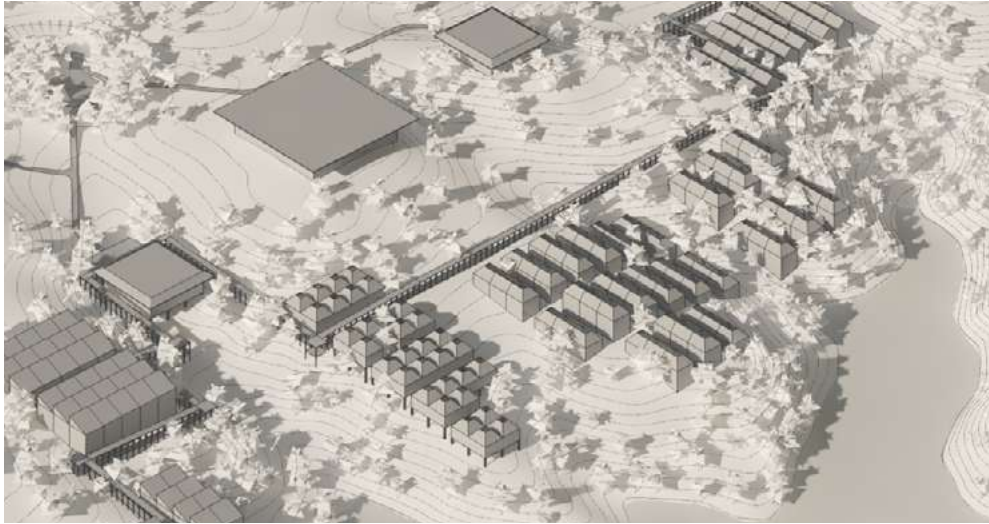
The campus will serve students during their final two years of high school, following the International Baccalaureate programme while introducing complementary modules on renewable energy and agriculture, fields often underrepresented in traditional education. The aim is to create awareness of how these systems affect daily life and cultivate a sense of agency in shaping more equitable and sustainable futures.

Architecturally, the school draws inspiration from the region's small towns, modest in scale and closely integrated with nature. Rather than a single large building, it proposes a network of smaller structures dispersed across the site as in traditional Portuguese settlements. These buildings will be constructed using local materials, with careful attention to ecological impacts. Each type—classrooms, gathering spaces and accommodations—follows a modular, flexible logic for future adaptation.

Student housing will be built in two phases, ultimately accommodating 450 students in individual rooms. The first phase will house 200 students, with the remainder to follow later on. Housing modules, like the rest of the campus, are elevated to allow vegetation to grow beneath and to avoid disrupting the terrain.

The campus is conceived as a showcase for environmental responsibility. Powered by on-site renewable energy, it aims for energy autonomy. Rainwater harvesting, greywater recycling and reduced reliance on public utilities form part of the infrastructure strategy. The site's architecture is accountable for the preservation of native species, particularly the region's cork trees.

Santiago College aspires to be a model for education in the twenty-first century: rooted in place, committed to sustainability and designed to transform knowledge into lifelong purpose.





Can Rafal School—Research and Masterplan

Ibiza, Spain

2023

Project Type

Education

Team

Norman Foster Foundation

Patron

Can Rafal School

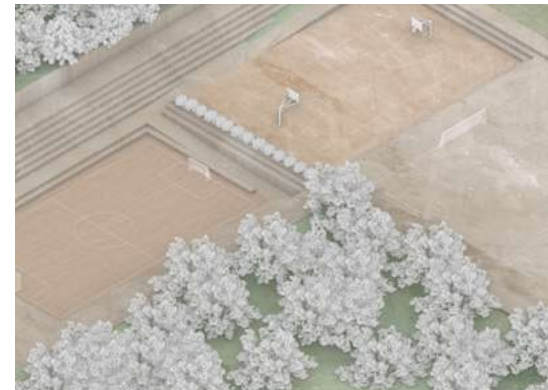
The NFF, in collaboration with Can Rafal School, is developing the masterplan and concept design for Can Rafal School Ibiza—an educational campus grounded in sustainability, local identity and innovative learning. Conceived as a global learning community, the school's mission is to deliver a curriculum aligned with the United Nation's Sustainable Development Goals (SDGs), focused on entrepreneurship, real-world skills and ecological responsibility. The programme aims to foster academic achievement, wellbeing, global citizenship and a deep connection to nature.

The campus will be located near Santa Eulalia del Río, Ibiza, and is designed to blend into its landscape while drawing architectural inspiration from the island's vernacular architecture. The conceptual layout reinterprets the spatial organisation of a traditional *parroquia*—or parish—with a central *porxo*—porch—serving as a focal gathering space. Around it, a series of abstract white volumes with soft edges form a compact arrangement reminiscent of historic Ibizan towns. This dense spatial fabric reduces the school's environmental footprint, allowing for the preservation of surrounding land for agriculture and ecological continuity.

Traditional building techniques, which include low-impact construction methods and the use of reclaimed materials, are central to the design. Collaborations will extend to include local farmers, outdoor educators, artists, activists and international partners, ensuring that both the physical and educational structures are shaped by and for the community. Classrooms, art and music spaces, a library, dining areas, and sports and sustainability facilities will be distributed across approximately five thousand square metres, with phasing designed to grow in harmony with the land.

The sports facilities reflect this sensitivity, integrated with vernacular *bancales*—similar to terraces—that soften the transition between the different levels that accommodate the sport areas and playgrounds. A timber-clad, sail-covered sports hall planned in a second phase anchors the vision of the school.

Can Rafal School Ibiza is not only a place to learn but a place to live sustainably, a traditional Ibizan *parroquia* that naturally blends in the landscape, providing inspiring spaces where tradition and innovation meet in nature. This model will be expanded to other cities and countries.





Essential Homes

Venice, Italy
2023

Project Type

Affordable Housing

Team

Norman Foster Foundation
Empty
BAU

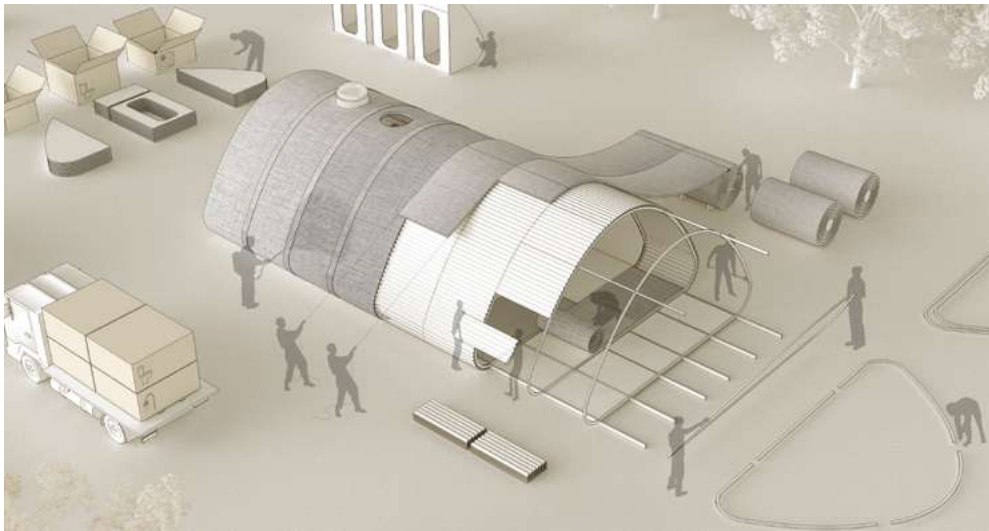
Patron

Holcim

The NFF, with the patronage of Holcim, launched the Essential Homes Research Project as a design-led response to the realities of global displacement. It started with a student workshop on the plights of refugees which evolved into a project undertaken by the NFF Architecture, Design and Technology Team. More than one hundred million people are forcibly displaced worldwide, and many live for years in camps originally intended as temporary solutions. Essential Homes advocates for a shift from improvised shelters to dignified, durable homes that can be built in a matter of days, but support long-term wellbeing and a sense of community.

At the Venice Biennale of Architecture 2023, the NFF presented a full-scale prototype at the Giardini della Marinaressa. Built using rollable fabric impregnated with low-carbon concrete, the structure hardens upon hydration to create a robust shell. This modular unit can be extended and retrofitted over time and includes passive cooling, insulation upgrades and luminescent aggregates in low-carbon flooring to provide nighttime lighting.

The project explores broader applications through urban planning principles. Rather than deploying endless rows of uniform shelters, Essential Homes proposes human-centred communities that prioritise public space, walkability, services and green infrastructure. The design reflects the belief that displaced families deserve much more than just shelter; they deserve built environments that promote health, dignity and opportunity.





Essential Homes Costa Rica

Costa Rica

2024–Ongoing

Project Type

Affordable Housing

Team

Norman Foster Foundation

Empty

BAU

Patron

Holcim

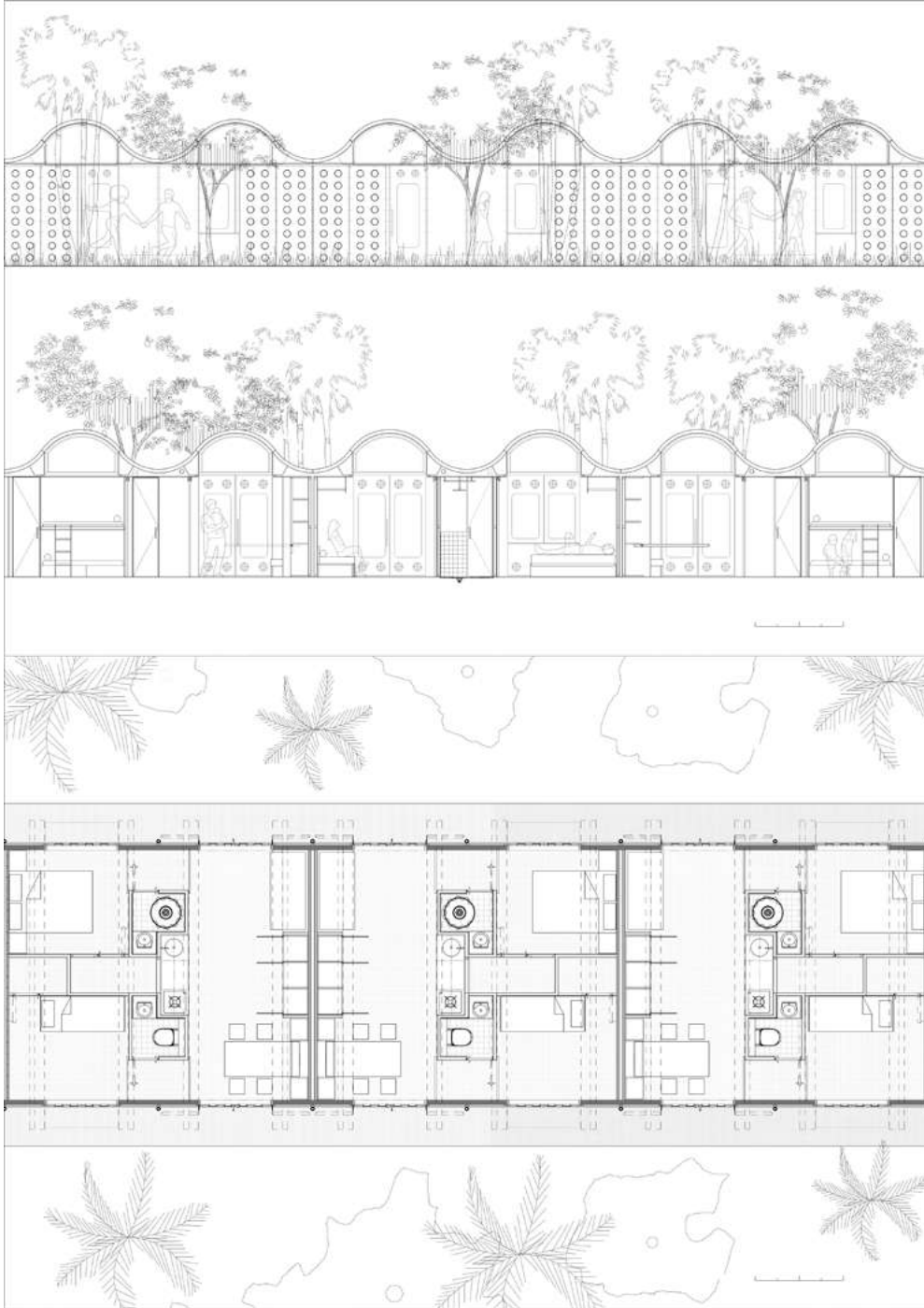
The Essential Homes Costa Rica initiative responds to a national housing shortage of nearly 186,000 units, half of which are concentrated in the San José province. With much of the population living in urban environments vulnerable to seismic activity and tropical conditions, the NFF has proposed a replicable model that is resilient, affordable and can be quickly deployed.

A row housing system combines precast concrete panels, steel frames and insulated roofing in a lightweight kit-of-parts designed for fast assembly and comfort while ensuring structural performance. The system is fully recyclable and expandable, accommodating various household sizes and integrating passive design features such as sliding façade panels for sun protection and privacy, natural ventilation and customisable appearances. Each unit is resistant to earthquakes up to magnitude 7.0 and designed to withstand heavy rain and high humidity.

A full-scale prototype was constructed as a proof-of-concept in Segovia, Spain, validating the assembly process, as well as its thermal performance and structural behaviour under local standards. The prototype, measuring seven by eight metres (fifty-six square metres total), includes two bedrooms, a central living space, a kitchen and a bathroom. The final housing unit for Costa Rica has been optimised to forty-two square metres, with a base cost of \$16,000 per unit (excluding furniture), intended for families of up to five members.

Beyond individual housing, the project envisions community-scaled deployment and adaptation to similar regions in Latin America and globally, contributing to long-term strategies for dignified, sustainable living environments in vulnerable contexts.

This project evolved from government representatives from Costa Rica seeing the prototype for refugees when it was exhibited in Venice in 2023.



Full size prototype constructed in Segovia, Spain, for transportation to Costa Rica



Kharkiv Masterplan

Kharkiv, Ukraine
2022–Ongoing

Type

Masterplan

Team

Norman Foster Foundation,
UNECE, Kharkiv City
Council, Kharkiv Architects
Group, ARUP, MIT City
Science, Harvard University,
University of Oxford

Patrons

BMZ (German Development
Ministry), GIZ (German
Corporation for
International Cooperation)

In response to the conflict in Ukraine, Kharkiv's Mayor Ihor Terekhov enlisted the support of Norman Foster to help envision a resilient, forward-thinking future for the city. Since April 2022, the NFF, in partnership with the United Nations Economic Commission for Europe (UNECE), ARUP, the Kharkiv Architects Group and a selection of local and international experts, has been leading the development of a comprehensive masterplan concept.

Rather than follow a conventional, top-down masterplanning approach, the Kharkiv Masterplan establishes an inclusive, participatory process and an innovative pilot-project approach. The focus is on five strategic areas: Heritage, Rivers, Industry, Housing and the Science Neighbourhood, addressing both immediate recovery and long-term transformation.

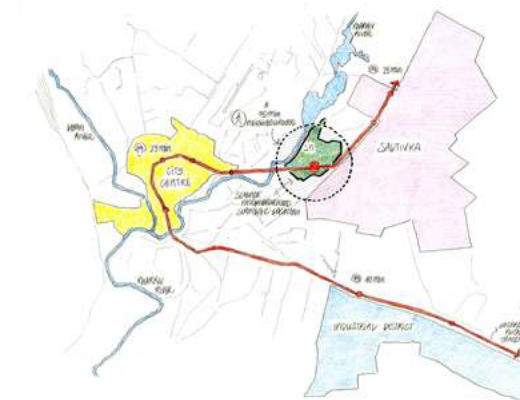
Kharkiv's rich history and cultural identity underpin the plan. In more than 230 working sessions and consultations that elicited more than 16,000 replies, the project has engaged over 800 individuals—including citizens, architects and urbanists—despite wartime challenges. Digital tools have enabled collaboration across borders, supported by the bravery of local teams who have remained in Kharkiv throughout the war.

This pilot-project model ensures each intervention is scalable, locally actionable and informs long-term strategies for policy, planning and community resilience—ultimately building a roadmap for other Ukrainian cities navigating post-conflict reconstruction.

Within the framework of the Kharkiv Masterplan Concept, the NFF introduced a series of initiatives including:

- **Kharkiv Housing Challenge**—an international architectural competition focused on delivering high-quality, modular housing solutions for displaced residents. The competition aimed to promote scalable, sustainable and community-driven designs that could efficiently adapt to Kharkiv's urban fabric.
- **The Kharkiv Heritage Challenge** was launched to reimagine Freedom Square and the Kharkiv Regional State Administration Building. Organised by the NFF, it sought innovative designs to restore the civic heart of Kharkiv while balancing symbolism, functionality and feasibility in the city's post-war recovery.

- The Science Neighbourhood is a pilot project within the Kharkiv Masterplan Concept. It reimagines a damaged area of the Barabashova Market as a unique mixed-use hub for science and technology that, for the first time, combines the benefits of science parks and dense urban neighbourhoods. As such, it will transform the fifty-five hectares of the former Barabashova Market into a dynamic, mixed-use district dedicated to innovation. It sets out to blend scientific research, startups, housing, public spaces and green infrastructure into a compact, cohesive urban community.







Industrialised Construction System

Braga, Portugal

2023–Ongoing

Project Type

Competition

Team

Norman Foster Foundation

ZETHAUS, a DST group

company

ARUP

A400

Ines Lobo

BAU obras

Patrons

ZETHAUS

a DST group company

The NFF is leading the research and development of an Industrialised Construction System to transform how architecture and construction are approached—merging quality, speed and sustainability into a modular framework. Designed for wide adaptability, the system supports diverse programmes including student and senior residences, affordable housing, offices, hotels and civic buildings.

To showcase the potential of the system, a Living Lab is currently under construction in Braga, Portugal. Once completed in 2026, it will host nearly one hundred modular units demonstrating residential, work and public uses. This site, now 20% built, operates in tandem with two production facilities capable of delivering up to two thousand modules per year. The system achieves a 20% cost reduction and enables rapid delivery—up to 1,000 modules in just 280 working days. Supported by the Portuguese Recovery and Resilience Plan and co-financed by the European Commission, the initiative represents a scalable response to housing challenges in Europe.

Prototypes for students and senior residences were unveiled at the *Towards a More Equal Future* exhibition at the Triennale Milano 2025, showcasing the system's versatility. The Senior Residence unit integrates high-spec finishes, such as European oak interiors and a composite-aluminium façade, while offering generous spatial comfort through a dual steel chassis. The Student Residence prototype focuses on durability, affordability and transportability, with options for standard and premium finishes. Both models give priority to efficiency, transport logistics and modular expansion.

A central feature of the project is the creation of a continuously evolving modular catalogue, enabling customised combinations of structural modules, vertical circulation cores, finishes and integrated services. This catalogue ensures that each configuration is responsive to specific programme and context requirements while adhering to a unified and efficient construction logic.





Gateway to Venice's Waterways

Venice Biennale of Architecture, Venice, Italy
2025

Project Type

Transport and
Infrastructure

Team

Norman Foster Foundation
Empty and BAU
Aerotrope

Patron

Porsche

The NFF, with the patronage of Porsche, designed a Waterway Mobility Hub for the Venice Biennale of Architecture 2025. Conceived as part of a larger network of adaptable urban infrastructure, the hub responds to the challenges of waterfront mobility through modularity, dismantability and sustainable material use.

The floating structure measures thirty-seven metres in length and features a recycled aluminium frame and locally sourced pine decking. Although it is site-specific, the Gateway is easily adaptable to coasts and river-based cities. Its architectural strategy combines technical innovation with ecological sensitivity—kinetic cladding, mist-spraying elements and a Venturi funnel geometry allow for passive cooling, reducing ambient temperatures by up to 5°C. Integrated solar panels and energy storage enable the hub to operate off-grid, while the platform supports electric boats and flexible transportation systems.

Unveiled at the Venice Biennale, the hub reflects a reinterpretation of the city's historic bridge system. Its modularity allows it to be adapted across geographies, whether extended with larger canopies for tropical regions or insulated for colder climates. The design proposes a scalable system for future cities, capable of activating underused waterfronts, improving access and advancing clean, inclusive urban mobility.







Project Type
Industrial Design

Team
Norman Foster
Norman Foster Foundation

Patron
Zara

Travelling Suitcase

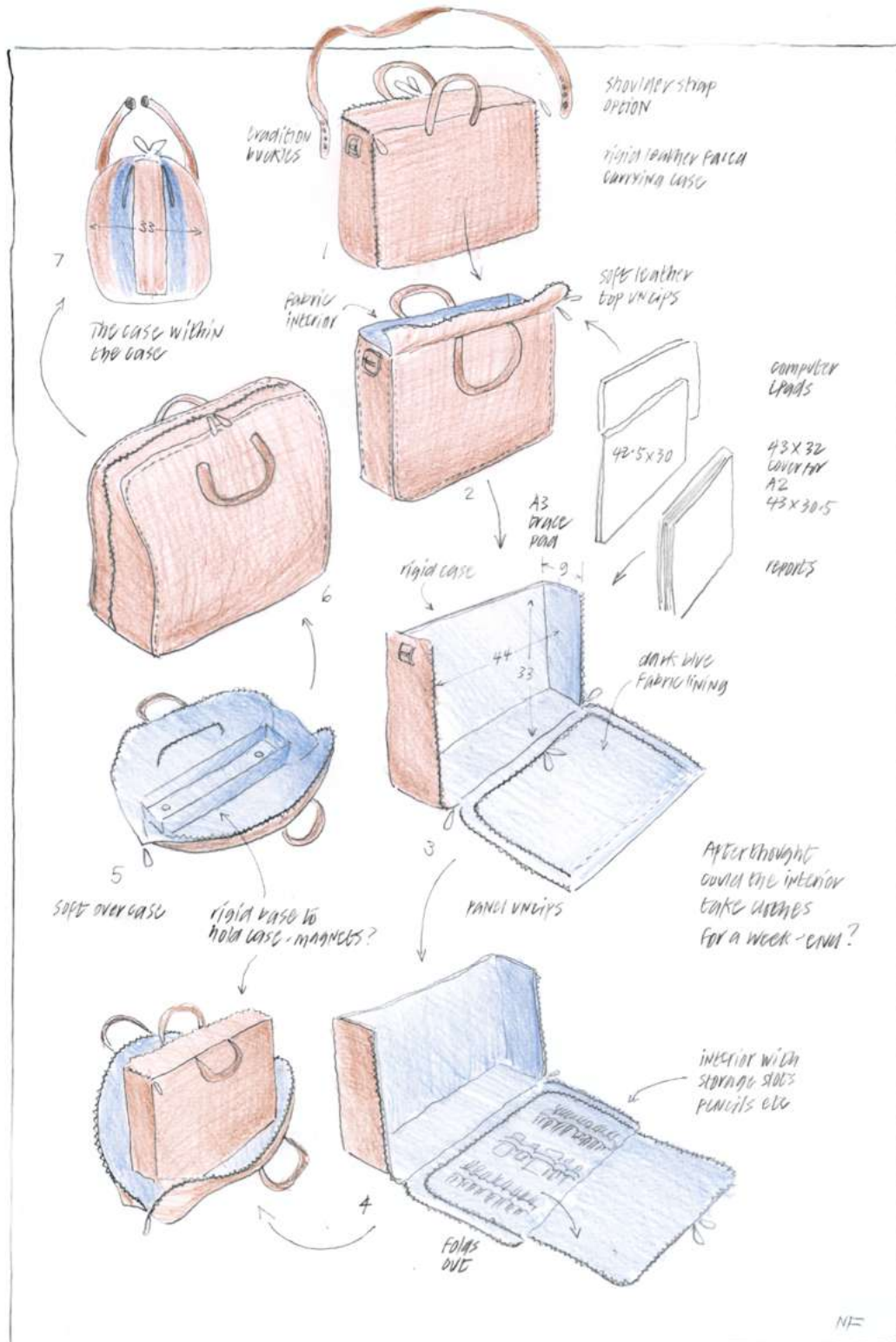
Madrid, Spain
2025

In 2025, Norman Foster and the NFF were invited by ZARA, the Spanish Fashion and Lifestyle Brand, to participate in *ZARA 50 Creators*, a global initiative marking the brand's 50th anniversary since its founding in A Coruña in 1975.

The project brought together fifty internationally renowned creators from the fields of design, architecture and the arts, each invited to develop an exclusive piece that reflected their individual creative philosophy. This collaborative initiative sought to combine craftsmanship, innovation and philanthropy. The latter was embodied in ZARA's commitment to donate all proceeds from the project to Women's Earth Alliance, a nonprofit organisation dedicated to protecting the environment through women's leadership.

Each contributor was granted complete creative freedom, while all pieces were produced by ZARA through its network of manufacturers, in accordance with the company's sustainability standards and ethical production principles. The collection, conceived as a limited-edition capsule, was distributed globally via ZARA's online platforms and selected flagship stores, remaining available for up to three months following its launch in Autumn 2025.

Norman Foster designed a versatile trio of travel pieces whose utilitarian beauty stems from his own observations and needs. Made in Italian bridle leather, the set is conceived to either nest together or stand alone with the practical elegance of a Russian doll. It includes a briefcase proportioned to hold large-format documents, a roomy, angled cabin bag that carries the briefcase within it, and a compact toiletry bag. Form forged through function; the project applies Foster's mastery in shaping spaces we inhabit to objects that accompany us within them.





Model Making

The Model Making Unit is responsible for creating new 2D and 3D models as well as maintaining the extensive collection of the Norman Foster Foundation. It is the starting point where architectural ideas and concepts become tangible, brought to life through precise and detailed models.

Our models serve as essential tools to visualise, analyse and refine every aspect of a design. They bridge creativity and engineering, helping to communicate the innovative and sustainable vision that defines Norman Foster's work. Overseeing the entire process from concept to delivery, the Unit ensures quality, precision and fidelity to the project's original intent.

Combining craftsmanship with advanced technologies such as CNC milling, 3D printing and refined finishing techniques, the Unit explores a wide range of materials and production methods. From preservation and study models to mock-ups, architectural and urban planning models, each piece is crafted with a specific purpose and approach.

In addition to building new models, the Model Making Unit is also responsible for preserving a valuable physical archive that forms part of the NFF's living legacy. This work not only safeguards existing pieces but also includes the reconstruction of lost and early models, ensuring that the evolution of ideas and projects can be studied, understood and appreciated over time.

Many of these models are included in temporary or travelling exhibitions at museums and institutions around the world, which demands special attention to their preservation, maintenance and transport.

Preservation work ensures that each model retains its physical, aesthetic and conceptual integrity over time. This involves restoration, technical adjustments, monitoring of sensitive materials and specialised handling for packing, shipping and installation.

Study models and mock-ups are an essential part of the creative and experimental process that defines Norman Foster's approach to architectural design.

Through these models, the team explores form, proportion, structure and materiality across a range of scales, from conceptual studies to detailed prototypes of construction components. They serve as tools for research and reflection, enabling design decisions based on direct observation, physical manipulation and comparative analysis.

Many of these models are processes in themselves: They are modified, disassembled, rebuilt and evolve in parallel with the development of the project. The workshop functions as an active space for experimentation, where ideas are materialised and solutions are tested.

Architectural models are precise representations of a project's final design. They are key tools for communicating architectural intent—both within the design team and to collaborators, clients and institutions. They are created both in the initial phases of the project and at its completion, as well as after construction, serving different purposes and audiences.

These models reflect the outcome of a rigorous design process and express the balance between form, structure, function and context. Their high level of detail and finishing responds to the need to clearly convey the project's vision in its advanced stages, allowing a comprehensive understanding of volume, materiality and its relationship with the immediate surroundings.

Urban planning models are large-scale physical representations that help understand and communicate the territorial scale of projects, as well as their impact within the existing or proposed urban fabric.

These models provide a palpable way to visualise complex spatial relationships, infrastructure, patterns of occupancy and mobility strategies. They can represent anything from a cluster of buildings to entire cities, serving as tools for both analysis and public or institutional communication.

Often, these models are interactive, featuring details and finishes designed to clearly and effectively tell the story of the project.

Their development requires a comprehensive and precise approach, where clarity and legibility of the model are priorities to support decision-making during the strategic phases of urban design.





Conferences

As part of the dissemination of the Norman Foster Foundation, the NFF Team has participated in various conferences in distinct institutions. In the last three years, this includes conferences by the Architecture, Design and Technology Team in Boston, London, Paris, Milan, Venice, Berlin, Madrid or Braga. Through these conferences, the contents and vision of the Norman Foster Foundation reach a global audience.

Kharkiv Science Neighbourhood—October 2022 | MIT City Science Summit, Boston, MA, United States

Essential Homes Research Project—May 2023 | Time Space Existence, ECC Architecture Biennial Exhibition, Venice, Italy

Kharkiv Masterplan—June 2023 | Ukraine Recovery Conference, London, United Kingdom

Cosmos Preview—22 June 2023 | Maison Atelier Ozenfant, Paris, France

By Design: Creating Healthy and Resilient Cities—September 2023 | Goals House, UNGA & NY Climate Week, New York, NY, United States

Kharkiv Masterplan—October 2023 | Meeting of the Committee on Urban Development, Housing and Land Management, Palais des Nations, Geneva, Switzerland

Cosmos Launch—27 March 2024 | ADI Design Museum & Tecno Showroom, Milan, Italy

Kharkiv Masterplan—June 2024 | Ukraine Recovery Conference, Berlin, Germany

Kharkiv Masterplan—October 2024 | III Annual Ukrainian Infrastructure Forum, London, United Kingdom

Jornadas de Sostenibilidad 2024—October 2024 | Redeia, Madrid, Spain

Cosmos—21 November 2024 | Norman Foster Foundation, Madrid, Spain

Cosmos—26 November 2024 | SILVERA Kléber, Paris, France

Cosmos—28 November 2024 | Punto Quattro Showroom, Genoa, Italy

Toward Future-Proofed Cities—January 2025 | Norman Foster Institute, Madrid, Spain

Essential Homes—March 2025 | Semana de la Construcción, MATCOAM, Madrid, Spain

Industrialised Construction System—May 2025 | Semanas da Economia, DST Group, Braga, Portugal

Cosmos—17 June 2025 | FIDAS, Pabellón de Finlandia, Seville, Spain

Inequalities Exhibition—October 2025 | Norman Foster Foundation Reception for the Bloomberg Patron, Triennale Milano, Milan, Italy

Industrialised Construction System—November 2025 | A Reflection on Industrialised Construction, Triennale Milano, Milan, Italy

Industrialised Construction System—November 2025 | A Reflection on Industrialised Construction, Venice, Italy



Publications

To engage in conversations surrounding architecture, technology, art and urbanism, the Norman Foster Foundation's publications bring together perspectives from a wide range of academic and geographic contexts, but their aim is to serve as a hub for multidisciplinary thought on the built environment.

These publications cover a range of topics and formats and are influenced by the extensive work of the NFF's educational programmes, design team and the NFF Archive. From 2023 to 2025, many new publications were produced that add to a growing body of editorial work that encourages interdisciplinary thinking and disseminates the knowledge produced at the NFF.

Throughout 2023, 2024 and 2025, the NFF Publications Unit developed the following publications:

On Archives: Masterclass Series Volume II

Future Archives: Conversation Series Volume II

Norman Foster Sketchbooks Volume IV

On Climate Crisis: Masterclass Series Volume III

Mandates for Sustainable Cities

Unrealised Projects: Conversation Series Volume III

Norman Foster. Visual Record

Norman Foster Sketchbooks Volume V

Domus Magazine

Architecture and Technology Volume II: Cities in Climate Crisis

Norman Foster Sketchbooks Volume 0 (Second edition)

Norman Foster Sketchbooks Volume VI

Healthy Cities Public Debates



Future Archives: Conversation Series Volume II

October 2023

Future Archives: Conversation Series Volume II consists of ten dialogues, hosted by Estrella de Diego, Professor at the Complutense University of Madrid and Academician at the Royal Academy of Arts of San Fernando; and Hans Ulrich Obrist, art curator, critic and historian of art and Artistic Director of the Serpentine, London.

The experts featured in these conversations are leading experts in the field of archives and specialists across architecture, art, literature and historical artefacts. Coming from distinct places and backgrounds but united by their expertise, the conversations feature Deborah Berke, Beatriz Colomina, Dennis Crompton, Edmund de Waal, Kenneth Frampton, Julia Gonella, Justin Gunther, Phyllis Lambert, Frederic Migayrou and Andrew Perchuk. From a spoken conversation to a carefully edited chapter, the most pressing issues concerning the future of archives are presented in this book, which serves as a reference for scholars across various fields.

On Climate Crisis

Masterclass Series Vol. III

Jonathan Foley, Sheila Foster, Mitchell Joachim,
Lydia Kallipoliti, Rachel Kyte, Amory Lovins,
Peter B. de Menocal, Henk Ovink,
Kotchakorn Voraakhom and Ken Yeang

Norman Foster Foundation Press

On Climate Crisis: Masterclass Series Volume III

January 2024

On Climate Crisis: Masterclass Series Volume III showcases ten masterclasses on the topic of climate change, carefully edited and presented in written form. This publication brings together diverse experts from various professional and geographical backgrounds, including fields such as architecture, design, policymaking, oceanography and landscape architecture. These masterclasses are united by the common purpose of offering solutions for the most pressing issue of our time: the climate crisis.

The experts included in this third volume include Jonathan Foley, Sheila Foster, Mitchell Joachim, Lydia Kallipoliti, Rachel Kyte, Amory Lovins, Peter B. de Menocal, Henk Ovink, Kotchakorn Voraakhom and Ken Yeang. The masterclasses are divided into five chapters—Design Solutions, Policy and Systems Change, Water Challenges and Opportunities, Carbon Reduction and Removal, and Transforming Waste—each offering unique visions and solutions for the climate crisis. From the role of ecological design in architecture to the opportunities offered by the ocean for carbon reduction in the atmosphere, the diversity of topics allows readers a broad understanding of the many strategies that can be implemented to tackle climate change.



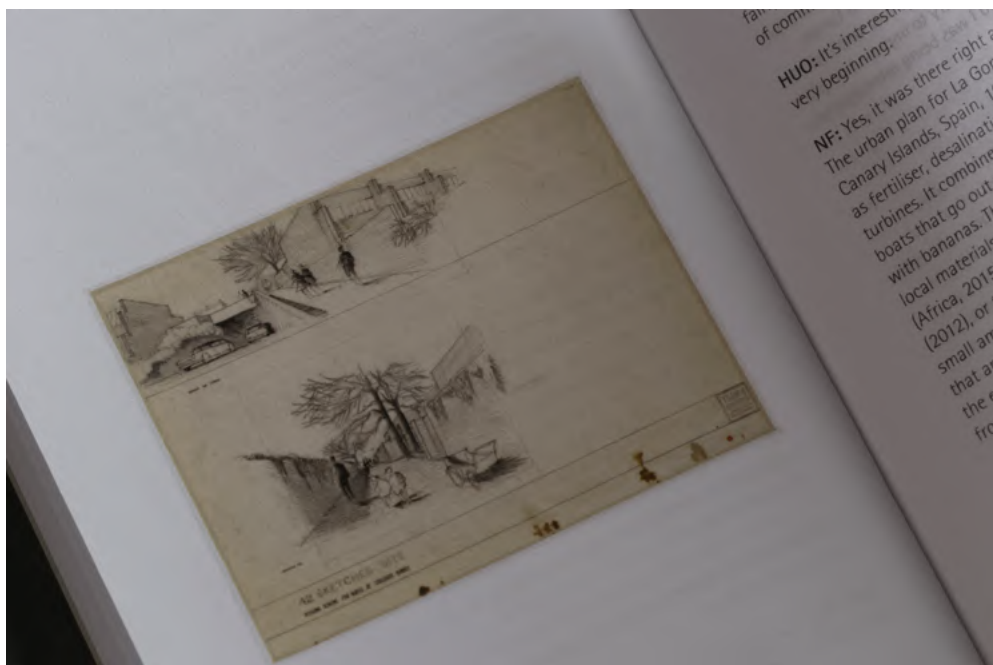
Mandates for Sustainable Cities

January 2024

This book presents Norman Foster's sketches for the United Nations Economic Commission for Europe's (UNECE) report 'Place and Life in the ECE—A Regional Action Plan 2030: Tackling challenges from the COVID-19 pandemic, climate and housing emergencies in region, city, neighbourhood and homes'. Accompanied by carefully chosen texts that further illustrate the key ideas from the report, the sketches illustrate the Sustainable Development Goals (SDGs) as highlighted by the UNECE.

The sketches illustrate the creation of sustainable and inclusive cities through attention to affordable housing, urban density, participatory and local planning, neighbourhoods, renewable energy and public space. Furthermore, they present visions of city planning that incorporate concepts such as energy efficient housing, sensitivity to local culture and values, the upgrading of informal settlements and access to green spaces.





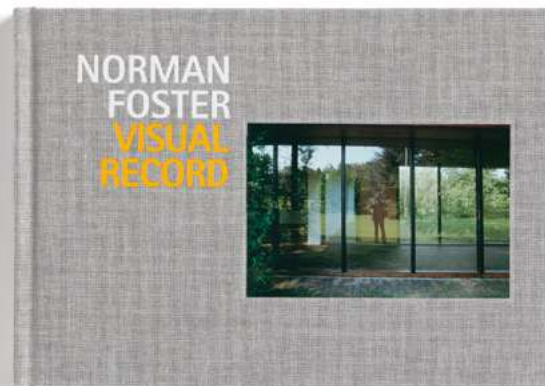
Unrealised Projects: Conversation Series Volume III

September 2024

Unrealised Projects is the third instalment in the NFF's Conversation Series. This unique book features an interview conducted by Hans Ulrich Obrist with Norman Foster on the topic of his unrealised projects. The interview, conducted in 2019, has been carefully transcribed and edited into written form. The book features an introduction by Hans Ulrich Obrist who rightly points out that the subject of unrealised projects is often not well explored, even for architects such as Norman Foster.

Beginning with the early years of Foster's career, the interview traces the various reasons why some projects remain unrealised—from politics and finances to misleading competition guidelines. It becomes clear that whilst a project may be unrealised, elements from its design can later be incorporated into realised projects, sometimes even decades later.

This publication includes a small selection of drawings from the NFF Archive that illustrate some of the unrealised projects that Foster and Obrist discuss. The result is a compact and intimate telling of Norman Foster's career from a different perspective, one which celebrates projects big and small, realised and unrealised.



Norman Foster. Visual Record

September 2024

This publication offers a selection of 135 slides, captured on 35mm film by Norman Foster between 1961 and 2000. These images feature Foster's many interests and passions: the arts, design, machines, locomotives, aircraft, cars, cityscapes and, of course, architecture. Also showcased are Foster's travels and visits to iconic architectural works by figures such as Frank Lloyd Wright and Le Corbusier, among others.

Inspired by a display of these photographs at the *Norman Foster Centre Pompidou* exhibition in Paris in 2023, this book brings together an ad hoc mixture of images taken over four decades. The selection of images, overseen by the NFF's Archive and Exhibitions Unit, is so eclectic that it defies categorisation. The result is a spontaneous assortment of visual memories that give insight into Norman Foster's creative process.

As Norman Foster states, 'Many of the choices of the images are self-evident—notably my travels to visit the work of legendary architects from the past who were pushing the boundaries of their times. Other buildings may be anonymous or included because they have created a sense of place. In other cases, my snapshots might be a mental reminder for the future. Perhaps the common denominator is interests or passions'.





Norman Foster and Walter Mariotti,
editor of *Domus*

Domus—Guest Editorship

2024

Norman Foster was invited to be an international Guest Editor for ten issues of *Domus* magazine in 2024. To mark its 100th anniversary in 2028, *Domus* has initiated the 10x10x10 project, where ten architects of international fame lead the publication for ten issues a year over a total period of ten years. Norman Foster led the seventh iteration of the programme in 2024.

The topics of the ten volumes were: Futures, Urbanisation, Education and History, the Home, Mobility, Culture and Leisure, Flight and Space, Health, Industry and the Workplace, and Nature. The December issue included a monograph dedicated to Norman Foster.



Public Debates

Healthy Cities

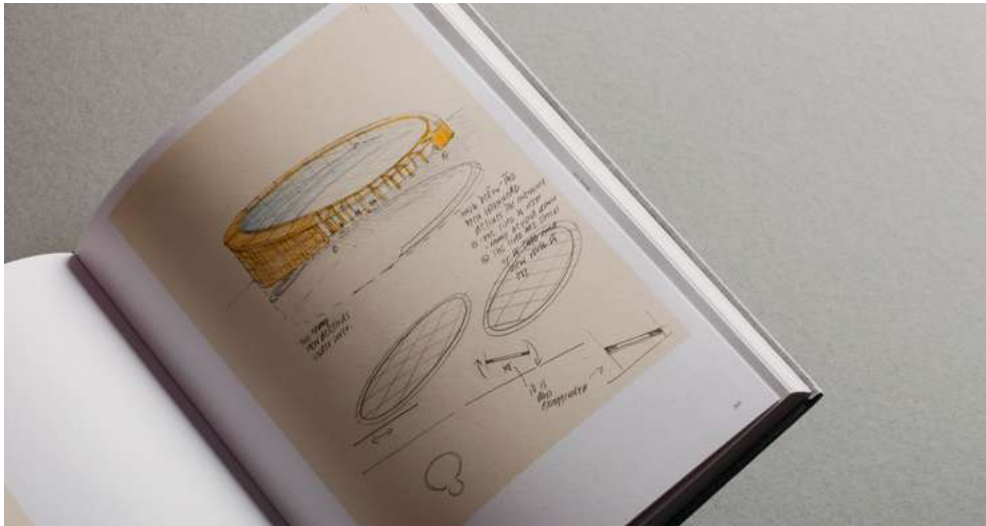
Norman Foster Foundation Press

Healthy Cities Public Debates

December 2025

This forthcoming publication will compile the three Healthy Cities Public Debates that were held by the NFF in collaboration with Sanitas in 2023, 2024 and 2025. Participants include Joseph G. Allen, Yolanda Erburu Arbizu, Iñaki Carnicero, Beatriz Colomina, Mario Cucinella, Catherine Cummings, Nigel Dancey, Norman Foster, Kathryn Gustafson, María Neira, Mark J. Nieuwenhuijsen, Marina Romanello, Susana Saiz and Giselle Sebag.

By bringing together these experts to discuss the current state of cities and the interventions that need to be made to make them healthier, the NFF reaffirms its commitment to improving the quality of life in cities worldwide. The book will include both the keynotes given by each participant, as well as the conversations between them in which new insights into the built environment are unveiled.



Sketchbooks Series

The *Norman Foster Sketchbooks Series* is a collection celebrating Foster's career from the 1970s to the present day, through his personal sketchbooks. The Series is a compilation of several volumes that follows the work of Norman Foster in chronological sequence.

Volume 0—an overview of what Foster sketched between 1975 and 2020—has been followed by a series of more focused selections of his drawings, each covering a five-year period. *Volume I* (1975–1980) encompasses the years from the first archived sketchbook to the moment when Foster Associates obtained the commission for the Hongkong and Shanghai Bank. *Volume II* (1981–1986) spans the entire development of that project and closes with Foster Associates being tasked to carry out its scheme for the Carré d'Art in Nîmes. *Volume III* (1986–1990) starts with the reorganisation of Foster Associates as a company and concludes with the practice's move to new offices at Battersea. *Volume IV* (1991–1995) begins with the inauguration of Stansted Airport in London and the Century Tower in Tokyo and ends with the international expansion of Sir Norman Foster and Partners, including in the Arab world. *Volume V* (1996–2000) is marked at the beginning by the fiasco of the first competition for the extension of the Prado Museum in Madrid, and at the end by the turn of the millennium, with the new bridge between St Paul's Cathedral and the Tate Modern in London. To be released in late 2025, *Volume VI* covers the following five years, 2001–2005.

Norman Foster Sketchbooks Volume IV

November 2023

Norman Foster Sketchbooks Volume V

December 2024

Norman Foster Sketchbooks Volume 0

September 2025, Second Edition

Norman Foster Sketchbooks Volume VI

December 2025



Norman Foster Sketchbooks
1975-2020

Norman Foster Sketchbooks

Volume 0 · 1975-2020

Norman Foster Sketchbooks
Volume 0 · 1975-2020

Norman Foster Sketchbooks

Volume I · 1975-1980

Norman Foster Sketchbooks
Volume I · 1975-1980

Norman Foster Sketchbooks

Volume II · 1981-1985

Norman Foster Sketchbooks
Volume II · 1981-1985

Norman Foster Sketchbooks

Volume III · 1986-1990

Norman Foster Sketchbooks
Volume III · 1986-1990

Norman Foster Sketchbooks

Volume IV · 1991-1995

Norman Foster Sketchbooks
Volume IV · 1991-1995

Norman Foster Sketchbooks

Volume V · 1996-2000

Norman Foster Sketchbooks
Volume V · 1996-2000

Norman Foster Sketchbooks

Volume VI · 2001-2005

Norman Foster Sketchbooks
Volume VI · 2001-2005

Norman Foster Foundation Press publications:

2017

Norman Foster: Talking and Writing
Norman Foster Foundation Spaces

2021

Design and Concepts 2017–2020
Norman Foster Sketchbooks Volume 0
Norman Foster Sketchbooks Volume I
Architecture and Technology Volume I: Future of Cities

Masterclass Series Volume I: On Cities
Conversation Series Volume I: Future Cities

2022

Norman Foster Sketchbooks Volume II
MOTION. Autos, Art, Architecture

2023

On Archives: Masterclass Series Volume II
Future Archives: Conversation Series Volume II
Norman Foster Sketchbooks Volume III
Norman Foster Sketchbooks Volume IV

2024

On Climate Crisis: Masterclass Series Volume II

Mandates for Sustainable Cities
Unrealised Projects: Conversation Series Volume III

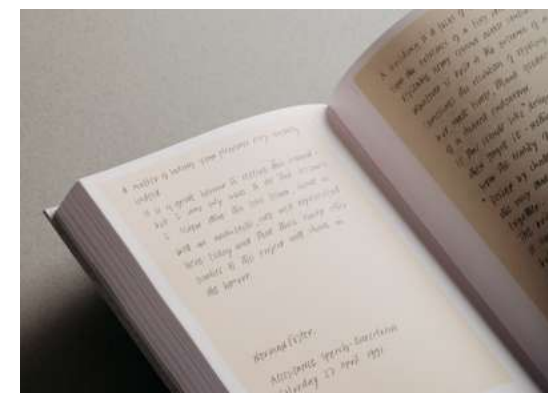
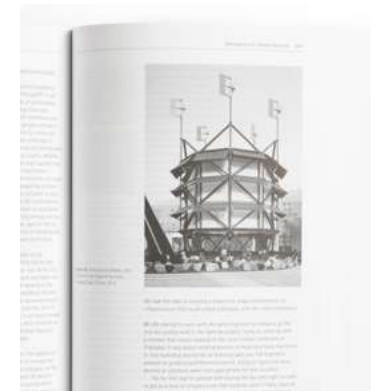
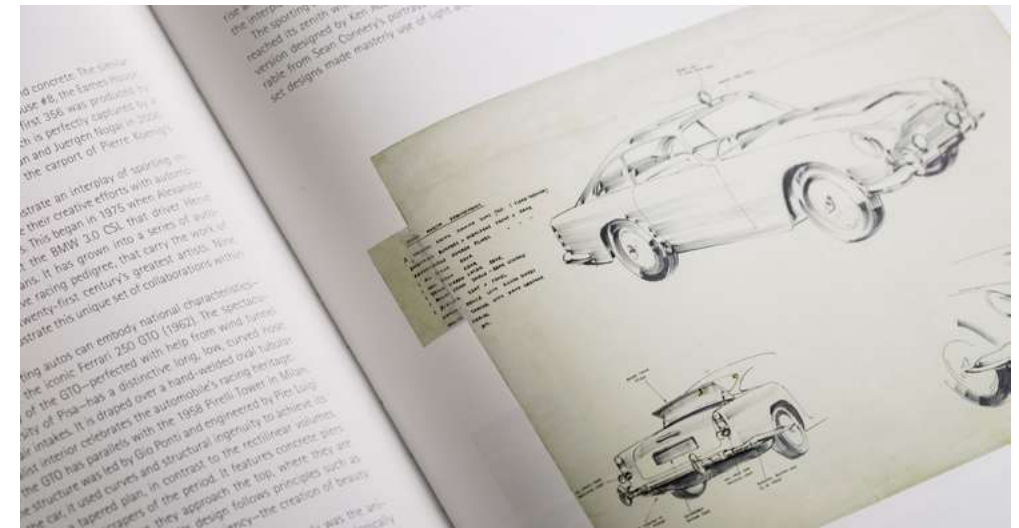
Norman Foster. Visual Record
Norman Foster Sketchbooks Volume V
Domus Magazine

2025

Architecture and Technology Volume II: Cities in Climate Crisis

Norman Foster Sketchbooks Volume 0 (Second edition)

Norman Foster Sketchbooks Volume VI
Healthy Cities Public Debates



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Norman Foster Foundation, Spain



Norman Foster, President

Norman Foster is President of the Norman Foster Foundation, and Founder and Executive Chairman of Foster + Partners. Over six decades, his practices' output has encompassed urban masterplans, public infrastructure, airports, civic and cultural buildings, offices and workplaces, private houses and furniture design. Major projects include Beijing Airport, the Millau Viaduct in France, 30 St Mary Axe and the Great Court at the British Museum in London, the Hearst Headquarters tower in New York and the Museum of Fine Arts in Boston. Recent projects include Apple Park in California, Bloomberg's European Headquarters in London and the Comcast Tower in Philadelphia. Some of his current projects include 425 Park Avenue in New York, the Narbo Via museum in Narbonne, the Magdi Yacoub Global Heart Centre in Cairo and the Headquarters Tower for J.P. Morgan Park Avenue in New York.

The Norman Foster Foundation is based in Madrid with a global reach, promoting interdisciplinary thinking and research to help new generations of architects, designers and urbanists anticipate the future.

Lord Foster of Thames Bank was appointed by Queen Elizabeth II to the Order of Merit in 1997 and in 1999 was raised to the peerage in the Queen's Birthday Honours List. He is the President of the Royal Fine Art Commission Trust and is Advocate of the United Nations Forum of Mayors.



Elena Ochoa Foster, Vice President

Elena Ochoa Foster is a Publisher and Curator. She founded Ivorypress in 1996, and has since held the title of CEO and Founder. As a patron, she supports a variety of museums and foundations and collaborates with several international schools of contemporary art and photography. She has served as Chair of the Tate Galleries International Council, Trustee of the Tate Foundation and of the Isamu Noguchi Foundation. She is currently the Chair of the Council of the Serpentine in London.

Elena Ochoa Foster was a tenured Professor at the Universidad Complutense of Madrid for almost two decades. She was a Fulbright Scholar and researcher in several universities in the United States and Europe.



Óscar Fanjul, Trustee

Óscar Fanjul holds a PhD in Economics, having been a Visiting Scholar at the Departments of Economics at both Harvard University and Massachusetts Institute of Technology (MIT).

He is the Founding Chairman and Former CEO of Repsol. He has also been Chairman of Hidroeléctrica del Cantábrico, NHH and Deoleo. Currently, he is the Vice Chairman of Omega Capital and LafargeHolcim. He is also a board member of the Marsh and McLennan Companies and Ferrovial. Fanjul has also been Vice Chairman of Lafarge and a board member of Unilever, BBVA, the London Stock Exchange, Areva and Acerinox. He is Vice Chairman of the Board of Trustees of the Museo Nacional Centro de Arte Reina Sofía, and a trustee of the Instituto de Estudios Superiores de Empresa (IESE), of the Centro de Estudios Monetarios y Financieros (Bank of Spain) and of the Aspen Institute. He has also been a Trustee of the International Financial Reporting Standards Committee.



Paola Foster, Trustee

Paola Foster has worked across the arts and architecture with experience at Phaidon Press, Vito Schnabel Gallery, Royal Academy of Arts, Sotheby's, Whitechapel Gallery, Peggy Guggenheim Collection, Le Stanze del Vetro, Ivorypress, DS+R and Groupwork. She holds a Bachelor in History of Art and Architecture from Harvard University, where she worked as a curator for the Harvard Student Art Collective. Additionally, Paola curated a show at TheStable, located in the Engadin Valley, Switzerland, among others.

Paola is currently completing the third year of her Master's of Architecture at the Yale School of Architecture, where she also works as a Teaching Fellow. She serves on the Yale Center for British Art Faculty Committee, as well as the Serpentine Galleries' Future Contemporaries Committee. In 2025, Paola sat on the jury for The Plan Award 2025 where currently she writes for the magazine.



Eduardo Foster, Trustee

Eduardo Foster spent a year at New York University's Stern School of Business before changing his academic path to University College London (UCL), where he read Real Estate and Urban Planning. His interests include a varied range of subjects such as filmmaking, sports, design and business. At the age of fourteen, Eduardo founded and successfully managed several companies. Over the years, he has gained work experience at companies including Aon, Foster + Partners, Pilcher and Colliers in London, Related Companies, Shvo in the United States and Generali in Milan. He has developed skills in investing through off-campus courses at the Wharton School of Business and the London School of Economics (LSE), as well as through real-world practice. Eduardo has held executive positions at both the Stern Real Estate Group and UCL Real Estate Society, and contributed to the LSESU Real Estate Investment newsletter. In his spare time, he is an active member of the Serpentine Galleries Future Contemporaries Group and a ski racer, having competed in over fifty ski competitions. Currently, he is Executive Director of Thames Bank Properties.



Fiona Shackleton, Trustee

Baroness Fiona Shackleton is a solicitor to Their Royal Highnesses Princes William and Harry, and was appointed to the rank of Royal Victorian Order (LVO) in the 2006 New Year's Honours list. In July 2010, she was awarded an Honorary Doctorate by the University of Exeter. In December of that same year, she was made a life peer and, in September 2011, was appointed an Honorary Bencher of the Inner Temple. Baroness Shackleton has used the knowledge garnered from forty years in the profession to conduct a research project on human relationships, known as the Shackleton Project, with the goal of educating people on making the right decision for marriage. She is recommended in both Chambers & Partners UK and the Legal 500 UK. She has also been included in the Citywealth Leaders List for many years and has been listed as one of the Top 10 Leading Family & Matrimonial Lawyers and in the Power Women category.



José María Michavila, Trustee

José María Michavila holds degrees in Contemporary History and Law, and a PhD in Economic Administrative Law. He also has a postgraduate degree from the London School of Economics and was Professor of Administrative Law at the Complutense University of Madrid. He is a Founding Partner of the law firms MA Abogados and Multi Family Office MDF (Michavila de Fernando) Family Partners. From 1993 to 2004, he was a member of the National Executive Committee and of the Spanish Congress of Deputies. In March 2002, José María was appointed Minister of Justice, becoming the youngest minister in the government. Since 2008, he has been a Professor of Contemporary History in the Master's Degree in Humanities at the Universidad Francisco de Vitoria (UFV). Since 2012, he is also an Elective Counselor of the Council of State and was recognised by the Gredos Awards for his charitable work in 2018.



David González Márquez, Secretary General

As a graduate in Economics and Business Administration from the Complutense University of Madrid and the recipient of a Master's degree in Tax Consultancy and International Fiscal Law, David has built over twenty years of experience in financial and strategic counselling and consulting. He has held management and financial director positions at well-known companies in the publishing, film and audiovisual sectors, actively participating as a partner in the creation, development and sale of many of them. For more than a decade, he has served as an arbitrator of the European Association of Arbitration Law and Equity. Since 2010, he has also been the financial director of Ivorypress, in addition to his current role as Secretary General of the Norman Foster Foundation.

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**Norman Foster
Foundation,
United Kingdom**

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See biography in Governance (p. 274)

Elena Ochoa Foster, Vice President

See biography in Governance (p. 274)

Paola Foster, Trustee

See biography in Governance (p. 275)

Eduardo Foster, Trustee

See biography in Governance (p. 276)

Richard Dilworth, Trustee

Richard Dilworth is a former Army Officer, who has previously been a Member of the Royal Household and a consultant to the Crown Estate. Since 2005, he has supported Lord Foster and his family in all aspects of their philanthropy. Richard received an undergraduate degree in Civil Engineering, and a postgraduate diploma in Business Law. In addition to being a Trustee of the Norman Foster Foundation (UK), he is a Partner and Company Secretary at Foster + Partners, chairs the Development Board of Bowel Cancer UK—of which Lord Foster is Patron—and is a Trustee of the National Byway—of which Lord Foster is President. In recognition of his service to The Queen and the Crown Estate, Richard was appointed a Member of the Royal Victoria Order in the 2006 New Year's Honours.

David Jenkins, Trustee

David Jenkins is the publisher at Circa Press, an imprint dedicated to architecture and design. He is a Trustee of the Norman Foster Foundation and former Vice President and Honorary Treasurer of the Architectural Association in London.

Jenkins trained as an architect and practised for seven years in the 1980s before coming to the conclusion that architecture is '2 percent creativity and 98 percent drudgery.' He turned to writing and editing and has never looked back, first working at *Architects' Journal* in London and then joining Phaidon Press in 1991, after it was bought by Richard Schlagman. While at Phaidon, he conceived the *Norman Foster Works* series, a comprehensive collection covering five decades of the architect's work and comprising six volumes, 3,500 pages and over 1.5 million words. In 2014, he founded Circa Press.

Farshid Moussavi, Trustee

Farshid Moussavi is an architect, Director of Farshid Moussavi Architecture (FMA) and Professor of Architecture at the Harvard University Graduate School of Design (GSD). Previously, she co-founded the internationally recognised design firm Foreign Office Architects (FOA) in London, which integrated architecture, urban design and landscape architecture in its projects. Educated at Harvard's GSD, University College London (UCL) and the University of Dundee, Moussavi has taught and served as an external examiner at academic institutions around the world.

From 2004 to 2015, she was a member of the Aga Khan Award for Architecture Steering Committee and a trustee of the London Architecture Foundation and the Whitechapel Gallery in London from 2009 to 2018. She was elected a Royal Academician in 2015, became a Professor of Architecture at the Royal Academy Schools in 2017 and appointed an Officer of the Order of the British Empire (OBE) in the 2018 Queen's Birthday Honours for her services to architecture.

Moussavi has published three books on the theory and history of ornament, form and style based on her research and teaching at Harvard.

American Friends
of the Norman
Foster Foundation,
United States

Norman Foster, Chairman

See biography in Governance (p. 274)

David te Boekhorst, Secretary and Treasurer

David te Boekhorst is a seasoned professional with over two decades of experience in corporate and private client management, as well as business development within the international corporate services industry. David is the Founder and Director of Angularis Global Services Inc. David also serves as a Principal of Strategic Business Alliance, further augmenting his impressive professional portfolio.

A Dutch national, David has cultivated a cosmopolitan lifestyle, having spent a substantial portion of his career living and working abroad. He holds an MBA from the prestigious EU Business School, specialising in international marketing and finance, which has endowed him with invaluable expertise. Throughout his career, he has had the opportunity to work in vibrant cities such as Amsterdam, Miami, New York and Sao Paulo.

A notable asset in David's repertoire is his expansive network of professionals across diverse fields, encompassing international tax and corporate legal experts, accountants and private bankers. He has collaborated extensively with clients from Asia, Europe and both North and South America, guiding them in matters of personal holdings, asset safeguarding, estate planning and business investment structures. David is celebrated for his unwavering self-motivation, resolute determination, outstanding communication acumen and unwavering work ethic.

Elena Ochoa Foster, Director

See biography in Governance (p. 274)

Paola Foster, Director

See biography in Governance (p. 275)

Eduardo Foster, Director

See biography in Governance (p. 276)

Patronage

Since it was established, the Norman Foster Foundation's Patronage Programme has formed alliances between the NFF and pioneers in philanthropy, business and civil society. Collaborators in the Programme can be organisations, businesses or individuals with an interest in advancing the NFF's goals and activities.

The Patronage Council comprises individuals, institutions and entities that the NFF has partnered with. The NFF Board of Trustees and Patrons make up the Patronage Council.

The Patronage Programme seeks out interested parties who align with the NFF's vision, objectives and offers various ways of support tailored to the NFF's diverse activities and partners' goals. These activities may include serving as Patrons, Benefactors, Supporters and Collaborating Institutions and entities, as well as providing endowments, fellowships and financing for diverse initiatives.

Patrons

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New Haven, CT, United States

Recognitions

The Norman Foster Foundation and the Norman Foster Institute have received growing recognition for their innovative approach to education, research and applied urban practice. In 2024, the Programme on Sustainable Cities was awarded the Best Sustainable Actions accolade at Sustainability Day 24, held at the Museo Nacional Centro de Arte Reina Sofía in Madrid. Such recognition underscores the NFI's role as a leader in advancing sustainable and equitable urban development, thereby strengthening its international visibility. Other recognitions include:

2025 Comunicaciones Hoy Award presented by Interempresas Media
The NFF, Inmasan Tecnología and Synology have been awarded the Comunicaciones Hoy Award in the category of Best Educational IT Project, granted by Interempresas Media. This recognition highlights achievements in the educational field, made possible through technical innovation and outstanding security.

2025 Honorary Doctorate by Autonomous University of Madrid
The Autonomous University of Madrid (UAM) granted an Honorary Doctorate (Doctors Honoris Causa) to Norman Foster in November 2025. These are given to individuals of extraordinary merit in academic, scientific, cultural, technical or humanistic fields.

2025 London Design Festival Lifetime Achievement Medal
Norman Foster was awarded with a Lifetime Achievement Medal by the London Design Festival, an award that honours a significant and fundamental contribution to the design industry over the course of a career.

2025 Andrée Putman Lifetime Achievement Award
Norman Foster was the recipient of the 2025 Andrée Putman Lifetime Achievement Award by the Créateurs Design Awards. This award recognises Foster's significant contributions to urban design and the environmental movement within architecture.

2025 iF Design Lifetime Achievement Award

Norman Foster was awarded the Lifetime Achievement Award which honours icons who have changed the tone of what is considered excellence in design: People that have made history and shaped the design world as we know it today.

2024 Best Sustainable Actions Award presented by Sustainability Day 24

The NFI's 2024 Master Programme on Sustainable Cities, organised by the NFF in collaboration with the Universidad Autónoma de Madrid, has been recognised with the 'Best Sustainable Actions 2024' award by Sustainability Day 24 for its social and environmental impact.

2024 International Architecture Award presented by the Chicago Athenaeum

The Essential Homes Research Project by the NFF and Holcim was awarded at the 2024 International Architecture Award presented by the Chicago Athenaeum. This prototype installation, presented during the 2023 Venice Architecture Biennale as part of the *Time Space Existence* exhibition, showcases architectural and material solutions for secure, sustainable and affordable housing for all.

2024 Green Research and Technology Award presented by Green Good Design Awards

The Essential Homes Research Project received the 2024 Green Good Design Award in the Green Research and Technology category. Designed by the NFF, this housing prototype meets essential human needs including safety, comfort and wellbeing.

2024 'Architecture+For Good' and 'Architecture+Innovation' Awards presented by Architizer

Jury winners at the 2024 Architizer Awards, the Essential Homes Research Project explores durable, comfortable and dignified housing alternatives to short-lived shelters. The jury includes over 250 leading figures from diverse fields shaping the built environment.

2023 Architectural Innovation of the Year presented by the Global Architecture Design Awards

The Essential Homes Research Project was awarded Architectural Innovation of the Year and named runner-up for Sustainable Project of the Year. Developed in partnership with Holcim and exhibited at the Venice Biennale 2023, the project provides safe, comfortable homes for low-income and displaced communities.

2023 Norman Foster appointed Advocate to the United Nations Forum of Mayors

Marking the establishment of The Forum of Mayors at United Nations Economic Commission for Europe (UNECE), Norman Foster was named as the Advocate of the Forum 2023. The Forum allows for the participation of mayors and vice-mayors in the UNECE to share their strategic plans, actions, and joint initiatives for addressing regional and global challenges.

2021 Centre of Excellence recognised by UNECE

The United Nations Economic Commission for Europe (UNECE) named the NFF a Centre of Excellence, recognising its contribution to pan-European economic integration and sustainable urban development.

2018 Gold Medal for Merit in the Fine Arts presented by the King and Queen of Spain

The Spanish Ministry of Culture is the department of the Government of Spain responsible for the promotion, protection and dissemination of the Spanish cultural heritage, national museums, art, books, reading and literary creation, cinematographic and audiovisual activities and state archives and libraries.

2017 ACI Award IV edition for Innovation in the Real Estate Sector

Association of Real Estate Consultants (ACI), founded in 2013, brings together leading companies in the real estate consulting industry in Spain. ACI promotes professional standards and responsibility and contributes to the progress of the economy and society.

The President, Board of Trustees, Honorary Trustees, Advisory Board and Norman Foster Foundation Team wish to express their sincere gratitude to the Patrons, Benefactors, Supporters, Collaborating Institutions and Researchers without whose patronage the work undertaken by the NFF in 2023, 2024 and 2025 would not have been possible.

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