

**AHMM
POLICY**

**CORPORATE
RESPONSIBILITY**

**ALLFORD
HALL
MONAGHAN
MORRIS**

Vers. 1 - December 2020

1 Introduction

'Our alliance is based on a firm commitment to the design of buildings of economy, elegance and delight ... buildings whose success is defined by their ability to adapt to different uses over time and so make a positive and lasting contribution to the city around them: buildings that form the backdrop to the city and the theatre of everyday life, but that can be, in themselves, extraordinary.'

Allford Hall Monaghan Morris Founders' Statement (2018)

Our Corporate Responsibility (CR) policy is based on the guiding principles set out by the Founders' Statement and the aims, values and ambitions underpinning the practice over three decades of operation. We define CR as the integration of the practice's operations and values, ensuring the interests of all stakeholders are reflected in our policies and actions. Following the transfer of majority ownership to an Employee Ownership Trust in 2017, our CR policy is the responsibility of all employees of the practice. It falls into four strands: Sustainability, Community, Corporate Governance, and Practice.

2 Sustainability

'Our belief is that our work should be driven by a strategic approach to design ... safeguarding the short- and long-term needs of our clients and the people who will inhabit the places we design. We should do more with less, set the best standards of design ... and be open-minded, generous of spirit and ever optimistic.'

Allford Hall Monaghan Morris Founders' Statement (2018)

As architectural practitioners, we understand that buildings and construction contribute 40% of all carbon dioxide emissions and we must do all we can to reduce the impact of the built environment we design. Our business aim is to consider the environmental impact of everything we do, and to that end our approach to sustainability is ambitious, recognising that climate crisis is the most serious issue of our time. In 2020 we published our first annual Sustainability Report, which benchmarks the environmental impact of our operations, the buildings we are designing, and our actions to reduce our impacts. As part of our ISO 14001 certified environmental processes we have set ourselves a set of environmental objectives to enable us to work towards being net zero carbon.

Our approach to sustainability addresses three principal areas:

Our Projects

We aim to ensure that all of our architectural projects maximise environmental opportunities, taking an innovative approach to sustainable materials and processes wherever possible. In addition, our Building Performance team works to ensure that we benchmark and measure the performance of our projects at all design stages and beyond. Our Sustainability Toolkit is key to working collaboratively with our project partners and ensuring best possible environmental performance is achieved.

Our Operations

Our annual Sustainability Report monitors all aspects of our operations including recycling and waste; biodiversity; resources; occupants; energy and carbon emissions; and the environmental impact of our supply chain. The report is one tool to help us regularly engage with our employees to ensure that they remain fully engaged with all aspects of our sustainability strategy and remain mindful of the effect that individual and collective actions can have on the environment.

Our Profession

We aim to demonstrate leadership and influence where appropriate with our collaborators, the built environment sector and the wider corporate community through sharing and dissemination of innovative good practice; initiating research; and contributing to national and international policy development in this area.

AHMM is a founding signatory of the Architects Declare commitment to take action to combat the climate and biodiversity emergency. Our Building Performance team contributed to recent RIBA sustainability publications including the 2030 Climate Challenge, Sustainable Outcomes Guidance and the Plan of Work Sustainability Strategy.

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3 Community

‘Our belief is in ... engaging with and contributing to the wider world by sharing our skills and donating our resources in those areas where we believe they will have most impact ... and that ... our work should address and enhance its relationship with both the public it serves and the public spaces that surround it, not least by bringing visual delight.’

AHMM Founders’ Statement (2018)

Our policy is to seek to find the best ways of using our resources – both financial and skills-based – to support our local, global and architectural communities. Through our Partnerships work, we identify charities, educational institutions and not-for-profit organisations where our business and our staff can be of the most help through a combination of donations and volunteering time. Where possible, we seek to create innovative new partnerships to create a longer term, purposeful, enriching mutual relationship in which skills are shared. This includes working with communities connected with our projects to provide social value benefit – both formally and informally.

Our aim is to increase year-on-year time offered by volunteers, building on the 2,325 hours our staff team undertook in 2018/19 and to increase our donations to charities, building on the £530,000 we have given over three years. We will do this through support for the following areas:

- Climate Crisis: international and local environmental and wildlife charities, initiatives tackling the climate crisis, and not-for-profit sustainability organisations.
- Community: charities supporting our local communities in London, Bristol and Oklahoma City, such as contributing to weekly volunteering programmes at St Luke’s Community Centre close to our London office. Where possible, we will also use our design skills to add community benefit and social value within our projects.
- Humanitarian: donating at speed to emergency disaster relief, in addition to seeking ways to support local refugee charities, such as contributing our drawing and design skills to the New Art Studio, a therapeutic art studio for refugees; and Migrateful’s migrant chefs regularly teaching us their cuisines in our London and Bristol offices.
- Education: learning programmes ensuring the future architecture profession represents all parts of our culture and promoting an understanding of how the built environment shapes the world around us. In 2018/19 124 of our architect mentors contributed 645 volunteering hours to education programmes, and we aim to build on this.
- Sector: sponsorship for architecture-related charities, schools of architecture, cultural organisations and groups supporting the future architecture profession and innovative and critical approaches to architecture and the wider culture.

4 Corporate Governance

‘Our belief is in ... the value of long-term relationships, internal and external, built on honesty, professionalism and fairness in all our dealings... and the idea that our ambition to make exemplary architecture is underpinned by being a professionally run and prosperous business.’

AHMM Founders’ Statement (2018)

Our corporate governance is underpinned by ethical working practices in all aspects of our business, this approach being supported by the work of our in-house legal team. As a business we comply with all relevant government legislation and industry regulations, and we aim to go beyond these wherever this can be achieved.

The following provides some examples of the measures we have in place to support our corporate governance:

- We have in place policies including those covering Anti-corruption and Bribery and Whistleblowing as well as an Anti-slavery and Human Trafficking statement. Our review processes aim to ensure that all aspects of our business are conducted according to rigorous ethical, professional and legal standards.
- Similarly, our policies and review processes ensure that we comply with all laws that regulate and apply to architectural practice.

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- We aim to mitigate potential risks within our architectural projects through our long-established, externally audited corporate review and management systems including RIBA stage reviews; technical peer reviews; post-completion reviews; Information Security Management; knowledge management and document control.
- These management systems are contained within our Project Manual, which ensures that a high standard of professionalism is maintained across all projects we deliver. The Manual sets a benchmark for AHMM to adopt and present an informed, consistent approach to all stages of our work, ensuring we are not exposing ourselves or our clients to undue risks while carrying out the duties that AHMM has undertaken. The Manual contains sections including project set up and administration; financial fundamentals and processes; document management; CDM; statutory authorities; and sustainability.
- Underpinning these management systems and review processes is our membership of The Wren Insurance Association, a mutual insurance company providing professional indemnity insurance for the benefit of a select group of architects in the UK and internationally.
- Our Construction Design and Management (CDM) toolkit, supported by our in-house specialist team, ensures full compliance with the CDM Regulations 2015 while enabling our design projects to realise their full potential.
- We train our employees to fully understand the intent and methodology behind all fire safety legislation, including the Building Regulations and associated Approved Document and, in the aftermath of the Grenfell Tower tragedy, we contribute as an organisation to emerging thinking and best practice around fire and building safety.
- We comply with all relevant access legislation.
- We compete for new business in a responsible and reasonable way, based upon quality, value and integrity of the services being supplied.
- We are open to and give full consideration to feedback from our clients on our professional performance, analysing, responding to and, where appropriate, acting on this feedback in a positive and constructive way.
- We treat all groups and individuals with whom we have a business relationship in a fair, open and respectful manner.

5 Practice

‘Our belief is in ... the need to invest in and to nurture the diverse talent across all areas of the practice ... and placing importance not only on the quality of the practice’s work but on the practice itself.’

AHMM Founders’ Statement (2018)

The move to Employee Ownership formalises a long-held belief that the success of the practice and its work comes from having a positively engaged team, with each person invested in where they work and what they do. The aims of the other three strands of our CR policy - sustainability, community, and corporate governance – can be delivered only with the involvement of everyone within the practice. We aim to follow these working practices:

- Complying with all UK legislation relating to our employees and aiming to go beyond this where this is appropriate.
- Disseminating to all our staff, via our intranet, our practice policies describing their rights and responsibilities. These policies ensure everyone is treated in a consistent and fair way; help create a desirable work culture; and minimise our exposure to legal risk.
- Maintaining and developing policies covering areas required by law, such as equality and diversity, bullying and harassment; and also those we consider good practice including flexible working, working from home, and use of social media.
- Demonstrating leadership in how we run our business. Our Employee Ownership group is leading development of an action plan addressing closure of the gender pay gap. The practice’s Equity, Diversity and Inclusion working group has undertaken a survey to gather attitudes towards inclusion and belonging and this will inform our Equity, Diversity and Inclusion goals and action plan.

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- Contributing to the development of the architecture apprenticeship programme as an RIBA Trailblazer practice. In 2020 our staff includes six apprentices.
- Being a national and London Living Wage Foundation accredited employer since 2015, and ensuring our outsourced office cleaning staff are also paid the Living Wage.
- Ensuring professionalism through provision of support, training and development for our architectural team, including creating a Continuing Professional Development programme beyond the annual requirement for architects. This includes a wide-ranging talks programme, an annual research trip exploring a new city each year, and research visits to the Venice Architecture Biennale. Professional training is also offered to our Human Resources, finance and legal teams.
- Encouraging staff wellbeing as a priority, including support for the Architects Benevolent Society's #AnxietyArch campaign. An Employee Assistance Programme is offered via a specialist provider including counselling and cognitive behavioural therapy as well as legal advice for issues causing anxiety or distress. Private healthcare cover is also provided.
- Providing Mental Health First Aid training and accreditation; 13 of our staff have become mental health first aiders. Mindfulness sessions have also been provided to promote staff wellbeing.
- Supporting and subsidising sporting activities including football, tennis and cycling. During the 2020 Covid lockdown the AHMM 3030 Challenge encouraged all staff to collectively undertake 30,000 km cycling, walking and running while fundraising for charity.
- Providing a vibrant, sociable and stimulating workplace through support for a range of social activities and clubs such as corporate cultural memberships (currently TATE and Barbican), free or subsidised tickets for exhibitions, talks and events, creative workshops, a vibrant Sketch Club with life and urban drawing sessions, and a new book club.

December 2020

Signed



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Peter Morris
Managing Director