

**AHMM
POLICY**

**CORPORATE
RESPONSIBILITY**

**ALLFORD
HALL
MONAGHAN
MORRIS**

Vers. 2 - February 2022

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 that have underpinned the practice over three decades of operation. We define CR as the integration of the practice's operations with its 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, conformance with our CR policy is the responsibility of all employees of the practice. Our policy is set out in more detail under 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 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 2021 we published our second annual Sustainability Report, which continues to benchmark the environmental impact of our operations, the buildings we are designing, and our actions to reduce our impacts.

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. We are now halfway through a two-year Knowledge Transfer Partnership working with The Bartlett's School of Environmental Design on a model for Net Zero Carbon buildings

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 helps us to ensure that our employees 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. In summer 2021, we signed up to Science Based Targets, committing us to a reduction trajectory in our operational emission in line with the Paris agreement – ie limiting global mean temperature rises to 1.5oC.

Our Profession

We aim to demonstrate leadership, advocacy 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.

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AHMM is a founding signatory of the Architects Declare pledge to take action to combat the climate and biodiversity emergency, and our Head of Sustainability is a member of the Architects Declare Steering Group. Our Building Performance team is preparing a Net Zero Carbon Design Guide for publication to the industry in early 2022.

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 most help through a combination of donations and volunteering time. Where possible, we seek to develop innovative new partnerships to create long-term, purposeful, enriching mutual relationships in which skills are shared. This includes working with communities connected with our projects to provide social value benefit – both formally and informally.

In 2020/21 AHMM supported 98 such causes, giving £170,000 within the UK and donating US\$10,000 via our Oklahoma City office. In 2020 in response to Covid restrictions most activity went online with 245 staff undertaking over 1,450 hours of employer supported volunteering. Our aim is to increase year-on-year time offered by volunteers and to increase our donations to charity. 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 as well as seeking pro bono opportunities such as designing a new home and kitchen for Migrateful, a charity running cookery classes led by migrant chefs.
- **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 2021, during Covid restrictions, 63 architecture mentors contributed 479 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 our internal review processes aim to ensure that all aspects of our business are conducted according to rigorous ethical, professional and legal standards.

CORPORATE RESPONSIBILITY POLICY

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

- We have policies in place including those covering Anti-corruption and Anti-Bribery and Whistleblowing, and we publish an Anti-slavery and Human Trafficking statement. We review our suppliers to consider their compliance with these matters.
- We aim to mitigate potential risks within our architectural projects through our long-established, externally audited corporate review and management systems, including project peer reviews at key RIBA design stages; 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 deliver 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 to deliver.
- 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 compliance with our duties as a Designer under the CDM Regulations 2015, and where appointed, Principal Designer.
- We train our employees to fully understand the intent and methodology behind relevant fire safety legislation, including the Building Regulations and associated Approved Documents 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 including the recent Fire Safety Act and the forthcoming, as at the date of writing, Building Safety Bill.
- 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)

Our move to Employee Ownership formalised 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 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.

CORPORATE RESPONSIBILITY POLICY

- Maintaining 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.
- Developing our policies to support our people: in 2021 we introduced updated parental leave policies providing enhanced benefits to all parents, allowing more choice about how to care for their children. Benefits include three months fully paid leave.
- Demonstrating leadership in how we run our business. Our Employee Ownership (Eos) structure continues to evolve and develop with two new EO directors appointed to our Board in 2021, and our EO group is leading the 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 has informed our Equity, Diversity and Inclusion goals and emerging action plan.
- Contributing to the development of the architecture apprenticeship programme as an RIBA Trailblazer practice. In 2021 our staff included 11 apprentices.
- Being a national and London Living Wage Foundation accredited employer since 2015, and ensuring our outsourced office cleaning staff are also paid the real Living Wage.
- Ensuring professionalism through provision of support, training and development for our architectural teams, 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 subsidised 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 to all employees.
- Providing Mental Health First Aid training and accreditation; 13 of our staff have become Mental Health First Aiders. Mindfulness sessions and other mental wellbeing sessions have also been provided to promote staff wellbeing.
- Supporting and subsidising sporting activities including football, tennis and cycling. During Covid restrictions 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.

February 2022

Signed



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Peter Morris
Managing Director