

2024–2025

Impact Report

make

Certified



Corporation



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Celebrating the best of Make

Our second year as a Certified B Corp brought with it significant business challenges. In 2024, like other practices across the sector, we were forced to make redundancies as a result of fewer projects. Despite this, we continued to uphold our high standards of social and environmental performance, transparency and accountability.

Our identity as a 100% employee-owned practice helped us meet these economic challenges as a collective, coming out stronger and more integrated as a business. We've established a new Business Strategy Group to coordinate our efforts to evolve, with inclusive representation from our NextGen architects, project leaders and technology team, along with individuals representing our approach to growth, innovation, culture, finance and operations.

Due to the turbulence of the last year, we have not achieved every action set in our first impact statement, but we've been careful not to compromise our B Impact score and have already begun a review of the new standards to ensure we're well placed for recertification in 2027.

This report showcases some of the environmental and socially conscious work we've undertaken during the 2024/25 reporting period. We're proud to publish this report and celebrate the best of Make.

Jason Parker
Partner, director

Clockwise from top
Makers on a breakfast tour; games at our 2025 summer party; Make founder Ken Shuttleworth with students at University of Birmingham; the Make Materials Hub; 20 and 22 Ropemaker Street; concept for a new youth charity hub; Open City Accelerate workshop; Maker Pete Matcham with a work experience student





About us

A different kind of architecture practice

Make is a different kind of architecture practice. Motivated by imaginative design, we deliver spaces that inspire people and transform lives. Founded in 2004 by Ken Shuttleworth, we have teams in London, Hong Kong and Shanghai providing architecture, interior and urban design services from concept to completion. We're committed to resilient placemaking that creates social value for all.

Creativity without limits

We're proudly free from a house style, and we explore the full potential of every client's brief, site and budget.

Partners in design

As a 100% employee-owned practice, we prioritise collaboration, inclusivity and partnership with colleagues, clients, consultants and communities in everything we do.

Constant discovery

We embrace emerging technologies and ambitious research, harnessing our curiosity to pursue the best.

World-class expertise

With over 100 built schemes around the world, our studios work together as One Make, drawing on our collective global expertise to deliver projects across multiple sectors.

Resilient legacies

A Certified B Corporation, we strive to improve the balance between people, planet and place in our design performance, sustainability practices and company footprint.

Scan the QR code to read more about what we stand for

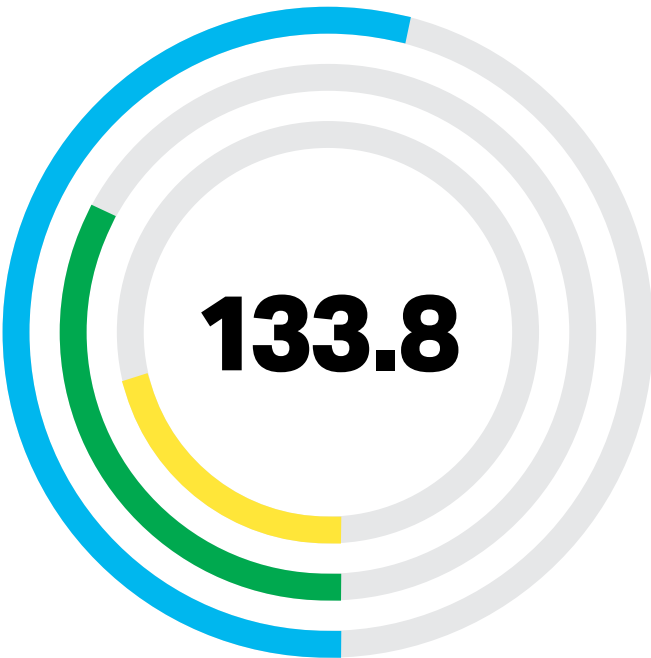




Our B Corp score

Based on the B Impact assessment, Make earned an overall score of 133.8. The median score for typical businesses completing the assessment is 50.9.

- 133.8 – Overall B Impact score
- 80 – Qualifying score for B Corp certification
- 50.9 – Median score for typical businesses



Score breakdown

Governance

17.0
out of 25

Workers

66.6
out of 80

Community

18.8
out of 50

Environment

28.6
out of 80

Customers

2.6
out of 5

Five areas of impact

- Governance
- Workers
- Community
- Environment
- Customers



Governance



Governance at Make is shaped by the same values that define our design approach – fairness, transparency and collaboration. We’re proud to operate as a 100% employee-owned practice. This structure underpins our belief that everyone should have a voice, and that shared ownership leads to shared responsibility. It also supports our ‘One Make’ philosophy, which ensures consistency, equity and accountability across all our studios.

Over the past year, we’ve taken meaningful steps to deepen our commitment to exceptional governance, including the launch of the Make Forum, a platform for Makers to voice opinions and engage with leadership on topics like studio culture and project performance. The establishment of our new Business Strategy Group

has likewise enabled more feedback and transparency on broader business objectives. Both groups include representatives from across Make, including our international studios, all working together to progress our studio culture, growth, efficiency, project delivery and design-first thinking. Their work is shared via published minutes and internal presentations.

A key component to our governance approach is our belief in architects’ responsibility to champion sustainable design. This informs our design practices, our own studio footprint, and our financial responsibility as a Fair Tax-accredited business. This ethos is key to holding ourselves accountable to each other as well as our industry colleagues and the communities we serve.

“We’re proud to operate as a 100% employee-owned practice. This structure underpins our belief that everyone should have a voice, and that shared ownership leads to shared responsibility.”

Ken Shuttleworth
Founding partner and director



Case study The Make Forum

In 2024, we established the Make Forum to facilitate dialogue between our directors and the rest of Makers. It comprises a diverse cross-section of self-nominated representatives from all studios, ages, levels and working groups, allowing for deeper discussion and more direct influence on company-wide initiatives.

To ensure fairness and consistency, we devised a blueprint that guides the frequency and structure of Forum meetings and how Makers can act upon initiatives that arise out of them.

The blueprint states the Forum’s three specific aims:

- To foster more communication and collaboration between partners and management.
- To provide a platform for questions regarding our performance and trajectory.
- To act as a two-way conversation and inform action plans.

As a practice, we document the minutes of each meeting, share them on the intranet and relay them in person at studio gatherings.



Case study

New trustees

Make has been a 100% employee-owned practice from day one, with all shares held in an employee-owned trust for the benefit of all Makers. In 2025, Make appointed two new trustees, Cara Bamford and Camilla Rich. Here they reflect on their role as trustees and how this helps uphold our values as a company.

Cara Bamford: The Make Trust was set up by our founder Ken Shuttleworth, who is also trustee. At all points, we have anywhere between two and four trustees. The role of the trustees is to be a check for the business as a whole, ensuring it runs in the interest of all Makers, not just a few at the top.

Camilla Rich: It's a key part of our employee-owned structure, upholding the principle that everybody is an owner of the business. It's important to note that the trustees do this without getting involved in the day-to-day running of Make.

CB: Yes, we're not acting as directors or decision-makers in that sense. Of course, when decisions about the day to day are being made, we might be asked what we think, in the same way that anybody at Make could be asked what they think. But it's our duty as trustees that if we're asked something like that, we consider it holistically, for everybody in the business.

CR: Another important thing to note is that while we're trustees, we're also Makers and therefore beneficiaries of the trust. In fact, the trustee always has to be a Maker. This is part of ensuring trustees put the interests of the beneficiaries first.

CB: That rule was written into our trust when Make was founded. While there are companies with trustees who have very little to do with that particular business, our documents of governance specify that Make trustees not only understand Make as a business but are actually part of it themselves. It's all in service of upholding our values of cooperation and transparency.

"It's fantastic to welcome a new generation of Make trustees. The trust is one of several ways we hold each other to account and enable the democratic ethos of employee ownership to flourish at Make. Embedding this in our governance helps ensure it flows through to our wider studio culture."

Ken Shuttleworth
Founding partner and director



Cara Bamford, new trustee



Camilla Rich, new trustee

Case study

Cyber essentials

Make has obtained annual certification for Cyber Essentials – a UK government-backed certification scheme to help keep our and our clients' data safe from cyber attacks – since 2022. The National Cyber Security Centre recommends Cyber Essentials as a minimum standard of cyber security for all organisations. It's also a requirement for some of the bids we submit.

Certification is a self-assessment process examining five areas of cyber security: firewalls and internet gateways, secure configuration, software updates, malware protection, and user access control. Paul Goodwin, our head of IT, completes the self-assessment, liaising with the assessor where needed to offer a better understanding of our environment and ensuring we not only meet but exceed the minimum standard for certification.

In 2024 we obtained certification for Cyber Essentials Plus for the first time. This entailed a technical audit of our IT system to offer more assurance that it is compliant and fully protected. An auditor was assigned to spend a day investigating our network, examining the policies we have in place, talking to users, and even remotely onto their desktops to check for compliance and inspect our systems first-hand. Prior to the audit, an agent was deployed to gather telemetry to form the basis of the audit.

Both certifications are conducted on an annual basis. Having them in place demonstrates our commitment to cyber security for both ourselves and our clients.

"Cyber security is key to protecting our trust and reputation, keeping us compliant, and supporting the future growth of Make."

Paul Goodwin
Partner, head of IT



Workers



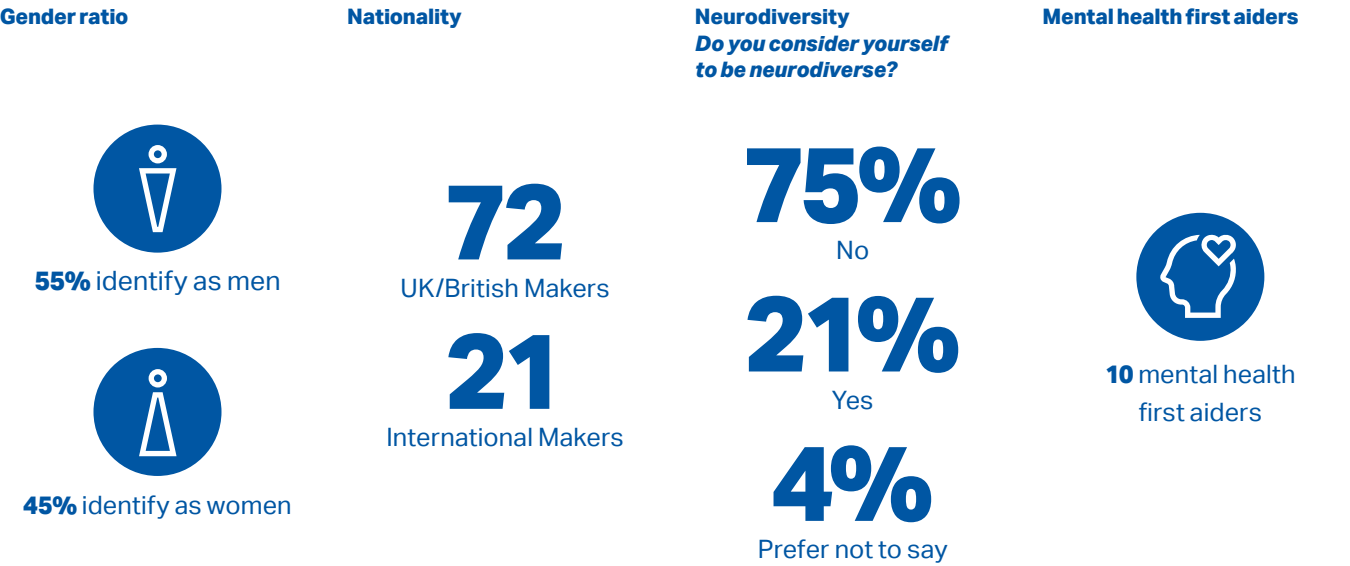
We believe architecture demands diversity – of background, education, ideas and experience – to help build a more equitable, inclusive world.

Our recruitment team, which comprises Makers of different ages, genders and ethnicities, helps us strive for better by providing a diverse view on potential candidates. The team engages with student mentorship programmes throughout the year, and hosts various CV and portfolio workshops with our outreach partners to cast as wide a recruitment net as possible. While Make had a hiring freeze for most of the 2024/25 reporting period, we undertook recruitment for Part 1 and 2 architects during the last quarter of this period, with 65% of our offers going to female candidates.

In summer 2025, our recruitment team undertook a series of unconscious bias and interview skills training sessions with Debra Stevens Training & Coaching to help us strengthen our practices around inclusion and outreach

in the recruitment process. The sessions were organised through our Equity, Diversity and Inclusion (EDI) group, which provides internal education on EDI issues, and explores how to inspire and enable people from all backgrounds to pursue a career in architecture.

During the reporting period, we also supported Makers in attending a range of CPD sessions and conferences as part of our continuing effort to provide access to external training. While we haven't yet organised a dedicated mentor for each Maker to support their individual career development, an intended long-term goal, we have recently undertaken a review of our support for early-career architects via our NextGen group, which represents architects under the age of 35 and is currently developing a career 'roadmap' covering the first three years post-qualification. In the meantime, we continue to encourage all Makers to seek mentoring through schemes run by industry organisations like the British Council for Offices, New London Authority and RIBA.



Data taken from August 2025

Case study
Ongoing training

Make Academy is our central platform for learning, development and training, designed to encourage knowledge-sharing across all three studios. We use it to list upcoming talks and courses, link to materials from past events, and share business development tools and other resources for professional development.

For example, we have a series of dedicated training resources from our Project Technology team, including videos, workshops and tutorials that address specific knowledge gaps.

Additionally, we use Make Academy to host internal seminars addressing key topics related to professional practice at Make, from practice structure and project resourcing to career appraisals, our ISO requirements, and our responsibilities under CDM and the Building Safety Act. Seminars are presented annually by in-house experts in each topic, who provide an update on Make's current best practice in the area at hand. Qualified architects can log them as CPD hours to meet minimum requirements for ARB and RIBA, although we've found them useful for any Maker looking for a refresher on that specific topic.

We also foster a culture of expertise and collaboration through our Knowledge Locator, a directory for connecting Makers with in-house specialists across the practice.

Below (clockwise)
In-person project technology tutorial;
internal professional practice seminars (x2)



Case study

Make Social

Socialising is a key pillar of our culture. Our dedicated social team, Make Social, meets monthly to plan a varied programme of activities across the year within an allocated budget. The aim is to give Makers diverse experiences they might not pursue alone, strengthening relationships and fostering a healthier work/life balance.

Over the 2024/25 reporting period, we focused on increasing participation by offering a wider range of experiences, directly informed by feedback and interest expressed in the previous year. In autumn 2024, for example, we organised a series of walking tours around completed Make projects across London. Each tour was a unique opportunity to learn about the project’s history on site, followed by a visit to a nearby historical pub.

We also continued our long tradition of group breakfasts at restaurants close to or within our completed buildings, and broadened our in-house social events to include sushi-making workshops, games nights, and a quiz sponsored by our in-house ‘pub’, The Pen & Mouse.

Meanwhile, external events included a virtual reality experience and visits to various art and design exhibitions. As part of National Mental Health Week, and in step with our emphasis on wellbeing, we organised a restorative session with a float therapy provider.

Sport has always been a vital part of our social calendar and provided the theme for our 2025 summer party in London, a sports day and barbecue at Regent’s Park.

Opposite (top and bottom)
Makers taking part in a various social events

Opposite (middle)
The Make Social team

“Group breakfasts are a great way to connect with others across the studio and experience the Make portfolio up close. We recently went to rooftop restaurant overlooking our building at Leicester Square, where we admired its sculptural mansard roof over fry-ups and learned about the art installation on the facade.”

Emma Thomas
Partner, Make Social team member



Case study

Work experience:

Project House

Throughout the summer of 2025, we held a series of week-long work experience stints in Make’s London studio, giving a total of 35 A-level students a glimpse of life as a practising architect. Each week, students were tasked with designing a house, which exposed them to the various skills an architect uses on a typical project, like creating and understanding a client brief, researching-house precedents, drawing at scale, working to improve plans, modelling in 3D, and presenting proposed designs.

We began running this programme in 2019, and have streamlined it to provide clear segments each day that keep the students focused and on track. The programme has engaged more than 100 students to date, giving them a chance to work in an office (the first time for many), interact with professional architects and experience what the job involves on a day-to-day basis.

All students receive expenses for their travel and food. Two Make tutors look after them for the week, holding reviews each morning and afternoon and answering any questions the students have in between. A large group of Makers provide their time as tutors, ensuring there’s always someone on hand to help. Some students from our 2025 cohort were so excited about developing their design that they arrived to the studio early and continued working at home after the day had ended.

In 2025, we welcomed an intern at Make who’d previously completed this programme. He attended some of the students’ final presentations and helped review their work, sharing his unique experience and thoughts on the longer-term value of the project.

Opposite
Students participating
in Project House 2025

“I’ve been involved with our work experience programme since its inception and always enjoy helping the students work on their unique designs. It’s great to see how much they develop over the course of the week in terms of both skills and confidence.”

Pete Matcham
Partner



Community



We believe strongly in the merits of an inclusive and representative built environment. In 2024 we established Make Change, our social value working group, to help us successfully embed interventions into our projects that address their effect on people, communities and the climate at large.

A key remit of the group has been defining Make’s approach to social value and social impact. These terms are often used interchangeably, but they have different meanings. Social value refers to the ‘value-adding’ interventions – that is, beyond financial gains – that a development delivers to communities. ‘Social impact’, meanwhile, refers to the demonstrable and measurable effect these interventions have on people’s lives. This distinction helps us understand just how contextualised and time-sensitive the successful delivery of such interventions can be.

Make Change works with our project teams to conduct community audits and devise social value initiatives that are specific, relevant and proportionate to the scheme at hand. The aim is to empower each project’s social value champion to identify additional opportunities through the design process. The group also works with industry experts to equip Make to lead the discussion.

Our approach to social value and social impact is evidence-led. We use census data analysis, local council guidance and other research to uncover local community needs and identify any disadvantaged stakeholder groups likely to be impacted by a proposal. While we treat each project as bespoke, our interventions always focus on three key themes:

- Early engagement and co-design (outreach)
- Contract workforce actions (upskilling and employment support)
- Direct positive action in the local community

Additionally, we undertake self-regulated actions to demonstrate our capability of delivering social value and social impact, including our B Corp certification – a testament to how social concerns are integrated into our business operations and stakeholder interactions.



Round-up Charity and outreach

From our earliest days, we’ve insisted on architects’ responsibility to serve the communities around us as well as accurately represent them within our profession. Aspire is our in-house outreach team, dedicated to helping achieve this.

The team works with schools and community engagement organisations to support students from diverse ethnic heritage and disadvantaged backgrounds on their journey into architecture and the wider built environment industry.

Some of our efforts to engage young people include:

- Helping establish Open City’s Accelerate programme in 2012, together with The Bartlett.
- Delivering creative workshops via a long-standing partnership with RIBA Architecture Ambassadors.
- Running mock interviews organised by the Mayor’s Fund for London.
- Delivering Revit training and architectural writing workshops via Blueprint for All and Beyond the Box Consultants.
- Offering advice via careers fairs and assembly presentations.
- Running work experience schemes with The Creative Dimension Trust and Inspiring the Future.

As a practice, we also dedicate our time, professional expertise and physical efforts to supporting a range of designated charities, including Shelter, Save the Children, Crash, LandAid and more. We earmark a percentage of our annual profit for charity, and every Maker is allocated a paid charity day per year to spend volunteering for an organisation of their choice.

196
Hours of volunteering undertaken
by Makers in 2024

790
Young people engaged to date



Case study

Open City Accelerate

Accelerate is the flagship education initiative of Open City, a charity committed to making London’s architecture more open, accessible and equitable. The initiative helps people aged 16 to 18 from underrepresented backgrounds explore careers in the built environment. It addresses the urgent need for greater diversity in the UK’s built environment sector, providing a platform for amplifying underrepresented voices and building an inclusive industry that better reflects the communities it serves.

More than 500 young Londoners have taken part in Accelerate’s programme of workshops and mentoring sessions to date, all of which are designed to support the development of creative ideas, skills, confidence, portfolios and networks that will help shape their future pathways.

Make is proud to be one of 25 leading architecture and design practices supporting Accelerate through financial contributions and active mentoring. Our team members participate in training that equips them to mentor students, offering insights into professional practice and guidance on design development. This engagement helps mentees build strong portfolios to support further education or early career aspirations, and offers mentors a rewarding opportunity to foster new talent.

The 2025 brief challenged students to design a kiosk in response to the theme ‘Together’. Over the course of a two-day workshop at the Make studio, they worked closely with their mentors through every stage of design, from concept development, site analysis and collaging to modelmaking, drawing production, and finally a presentation and exhibition of their designs – tangible portfolio pieces demonstrating their creativity, problem-solving skills and technical abilities.

Make is deeply committed to nurturing the next generation of designers. Our continued involvement with Accelerate reflects our passion for inspiring the next generation and dedication to broadening access to the profession.

Opposite (top and bottom)
Student kiosk designs

Opposite (middle)
Workshop at the Make studio



Case study

Future Spaces Foundation student competition

Since 2017, Make and the Future Spaces Foundation (FSF) – our in-house research arm dedicated to exploring the social issues surrounding the built environment – have hosted a series of annual competitions challenging architecture students around the UK to explore design solutions to the problems of contemporary urban living. Based on the FSF’s growing body of research, these competitions aim to generate ideas outside of the commercial sphere, resulting in innovative thinking around city life.

For each competition, we reach out to universities across the country and invite teams of aspiring designers into our London studio for a day-long design charrette that asks them to envision a component of place in a city of the near future – for example, a town plan, an individual building or even a piece of street furniture – through the lens of a specific theme.

During the day, the students receive a lecture on urban design and one-to-one tutoring to enhance their initial ideas until they have a core concept to build on. From there, they engage in two weeks of self-directed study and production before returning to the studio to present their work to their fellow teams of competitors as well as a panel of industry expert judges.

The theme of our most recent competition, held in autumn 2024, was ‘nature in the city’ and tasked students with exploring creative designs for nature-based solutions in an urban environment.

The winning team proposed an innovative, democratic and imaginative ‘planting brick’ that formed the basis for a fascinating programme of community-led greening on busy pedestrian streets.

The competition reaches a wide range of socioeconomic backgrounds, and is a rare opportunity for students from different universities to share ideas, swap knowledge and learn from one another. It represents an important first step into the working world of architecture for many of our entrants.

Clockwise from top
The 2024 winning team, from Manchester Metropolitan University; presentations to industry judges; design charrette in the Make studio (x2)



30
Students competed in 2024

350+
Students have taken part in FSF competitions to date

24
Industry experts have sat on our judges panel

Case study
TCDT and 4YP
partnerships

In early 2025, we started a partnership with The Creative Dimension Trust (TCDT), a not-for-profit organisation that runs workshops and work experience for young people, aged 16 to 25, exploring careers that require spatial awareness and hand-eye coordination. With its emphasis on manual dexterity and drafting skills, architectural modelmaking is a natural fit.

We’ve so far welcomed ten young people into the Make studio for a day-long architectural sketch modelling workshop, and another four for a week-long work experience stint with our modelshop – part of our broader efforts to provide exposure to and guidance on architectural skills, from site research and critical thinking to modelmaking and presentations.

We also continued our work with charity 4YP – which provides guidance and counselling to young people, aged 7 to 25 – during the 2024/25 reporting period. Our involvement began in 2022, when one of the charity’s directors invited Make to reimagine 4YP’s existing facilities in Ipswich. Since then, we’ve run a series of workshops with charity staff and the youth they support to equip them with the skills to shape the direction of their new space.

Together, we co-designed their ideal new support hub, a flagship waterfront premises at Regatta Quay. In late 2024 we helped the charity secure a £1.14 million grant from Ipswich Borough Council to fund the acquisition, refurbishment and fit-out of this new facility.

Opposite (top and bottom)
Visualisations of the new 4YP support hub

Opposite (middle)
Workshops at the Make studio with youth supported by 4YP

“Partnerships like these show the possibilities of inclusive, imaginative community engagement, especially when it involves the next generation.”

Greg Willis
Partner



Environment



Make’s six principles of sustainability – carbon, environment, community, wellbeing, connectivity and green economy – are guided by the RIBA 2030 Climate Challenge, the LETI Climate Emergency Design Guide and the UN Sustainable Development Goals. Each principle is associated with KPIs, which we use to assess, benchmark and compare projects.

During the 2024/25 reporting period, we continued to integrate carbon statistics for upfront embodied carbon into our project information on the Make website as part of our commitment to reporting key figures where they have been verified. We’re developing ways to integrate each project’s whole life carbon and/or upfront embodied carbon figure into these website pages.

We operate all of our studios as carbon neutral, in line with the World Green Building Council’s Net Zero Carbon Buildings Commitment. Our strategy is to reduce our carbon footprint wherever possible and offset it when it can’t be reduced any further. During the 2024/25 reporting period, we continued researching our emissions extensively and working to identify all ways it might be reduced, including the possibility of installing meters to monitor our electricity use in real-time.

In 2024 we expanded our delivery of education on circular economy and design with a series of blogs highlighting our approach to retrofit. We also continued to work with universities as part of our commitment to sustainability-focused research and engagement with higher education institutions. As a practice, we engaged in 28 separate university-based activities during the 2024/25 reporting period, including the provision of personalised dissertation support for 2 individuals (1 postgraduate and 1 postgraduate) over the academic year.

While we didn’t establish any new funded research collaborations during this period, we did contribute to independent research programmes with the University of Reading and University of Sheffield. Our strategic university research engagement continues with our recent recruitment from UCL’s MSci course.

Round-up Energy tracking and carbon accounting

In 2019 we began fully tracking our carbon emissions as a business. We track emissions across all scopes of the Greenhouse Gas Protocol – 1, 2 and 3 – to build a picture of the true carbon cost of running Make, and to understand how to reduce our impact and offset our emissions. This involves the careful gathering of data from our energy and water bills, our business travel miles, our hotel stays, and more.

We take a ‘reduce first’ approach, keeping our focus on the continual reduction of emissions within our control. This helped us achieve a 23.7% reduction in our scope 1 and 2 emissions in 2024* compared to the equivalent period in 2023.

For our business, there will always be some residual emissions that cannot reasonably be reduced further, like those associated with the water supply to our toilets. As such, we offset 110% of the carbon we’re able to calculate. This allows us to ensure we’re offsetting all of our emissions with a healthy bar for error and means we’re operating as beyond carbon neutral, hopefully offsetting more carbon over time than we are producing.

*Make’s latest figures at the time this report was published.

2024
Scope 1, 2 and 3 carbon emissions counted and calculated internally, following third-party verified methodology

0
tonnes
Scope 1 emissions

18.3
tonnes
Scope 2 emissions

123
tonnes
Scope 3 emissions

33%
Reduction in total emissions
between 2023 and 2024

142
Tonnes of carbon produced
by Make studios in 2024

156
Tonnes of carbon offset (via Oxford
Principles-aligned, verified bio-focused offsetting
services carbonfootprint.com)

Case study

Retrofit at Make

An important part of our approach at Make is adapting existing buildings to sit within new social and cultural contexts, reusing their components and integrating new with old.

In 2024 we published a four-part blog series on our project experience and thinking in this area, including research we undertook with the University of Sheffield to explore the carbon impact of various retrofit scenarios on large-scale sites in London. We concluded the series by summarising a retrofit game we organised for Make Neutral Day 2024, our annual day dedicated to sustainability education. The game considered a real-life new-build case study from five years ago and whether we would still pursue a new-build five years on.

We believe all existing buildings, structures and sites have an inherent value, whether it's to the local community or the broader public. We've developed a sliding scale of intervention for redevelopment that ranges from 'refresh' to 'repurpose' to 'reimagine'. Once we've investigated these 3 Rs for a project, we creatively review them against our client's brief and budget.

Refresh

These projects are all about refreshing existing assets to extend their life and improve efficiency. Through light-touch interventions, such as adding on-site renewables, we can reduce operational energy and enhance a property's financial value, along with its ability to adapt to the challenges of climate change.

Repurpose

When we repurpose existing buildings, we not only extend their lifespan but also give them a new identity. Whether it's adding an extension or enhancing the layout, repurposing a building reduces the risk of a stranded asset, supports a circular economy and helps preserve the architectural diversity of our cities.

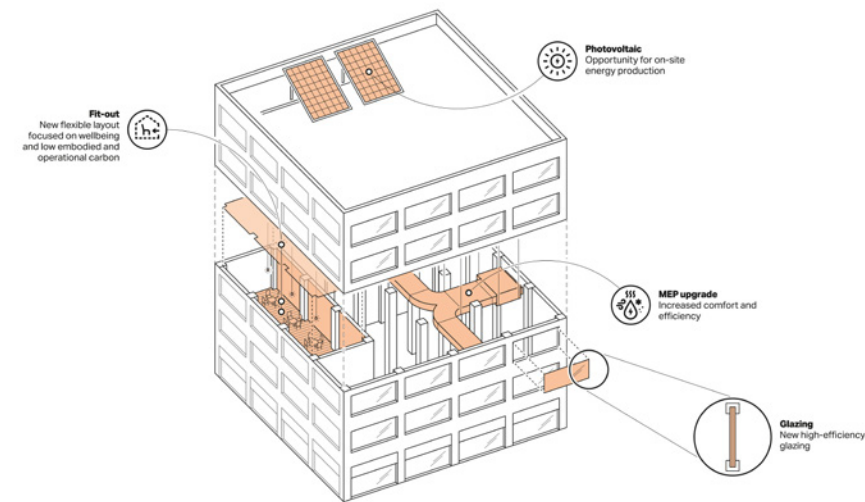
Reimagine

Reimagining involves a complete rethink of how a building is used and laid out. For these projects, we consider a building as a kit of parts from which something new can emerge. We combine new interventions with existing elements to create flexible new spaces that futureproof the building for various activities and functions.

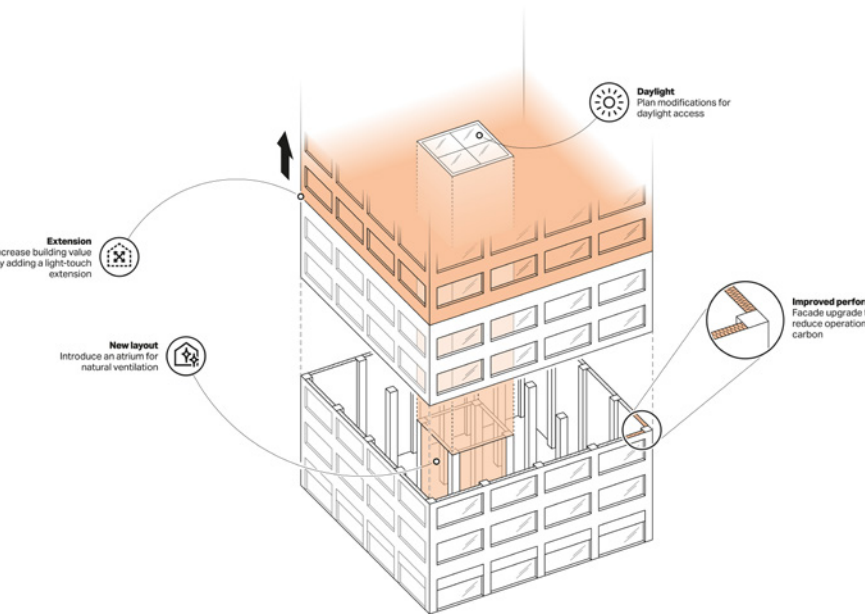
Scan the QR code to read more about our approach to retrofit



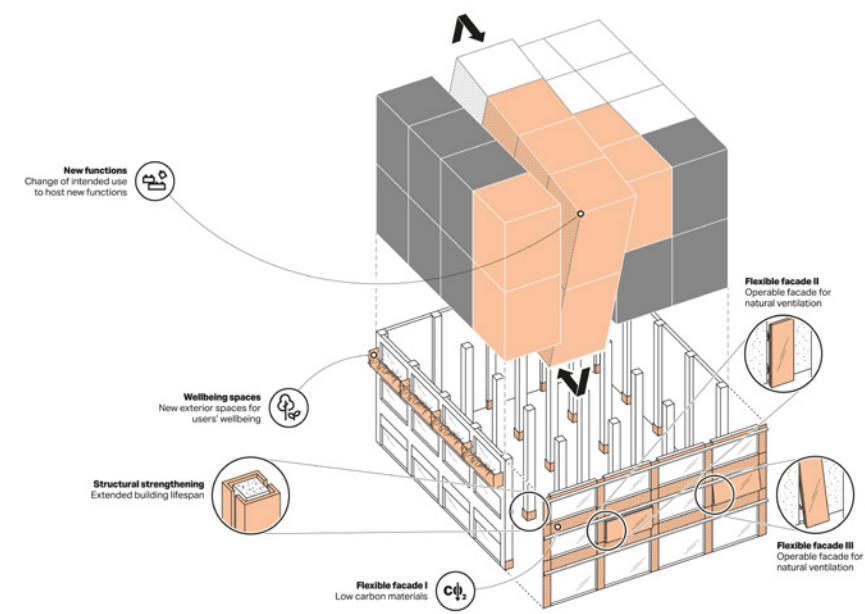
Refresh



Repurpose



Reimagine



Case study

Materials Hub expansion

In 2024 Make began collaborating with Materials Council to enhance our in-house Materials Hub and project support. Ian Hunter, co-founder and director of Materials Council, is a materials specialist who guides Make's sustainability and project teams with materials strategy. His expertise is helping architects and designers source, specify and innovate with materials, with a focus on the nuances of traditional materials.

As part of Make Neutral Day 2024, Ian led a workshop demonstrating the practical application of embodied carbon calculations by combining Materials Council's physical sample library with its online database. Participants evaluated diverse materials by weight, volume and area to determine their overall embodied carbon impact.

A key takeaway from the workshop was the power of data-driven decision-making, with an emphasis on how quantifiable information significantly outperforms intuition when selecting materials. Ian also highlighted the importance of employing appropriate units for making fair comparisons between various options.

Ian's input has helped us integrate the Make Materials Hub into the studio. We have developed a robust Sustainability Assessment System (SAS) to evaluate materials across 12 impact categories, including embodied carbon, toxicity and circularity, ensuring alignment with project-specific sustainability goals. The 12 impact categories help us select materials that align with project priorities, be it carbon reduction, circularity, human health or working practices of the suppliers. The Materials Hub enables project teams to translate complex EPD data into actionable insights, facilitating informed material selections. This is key to ensuring every Make project features a materials selection that not only responds to but also enhances its sustainability brief.

Alongside his work at Make, Ian teaches at the Royal College of Art and researches bio-composites. He believes that material science plays a pivotal role in shaping our environment and future, and envisions a future where material development enables the creation of exceptional spaces without harming people or the planet, utilising production technologies that are benign and possibly even capable of actively healing the environment. In spring 2025 we published his thoughts on this in a Q&A on the Make blog.

Clockwise from top
Workshop with Ian Hunter; the integrated Make Materials Hub; Makers evaluating materials using our new SAS (x2)



Case study

Facades of the Future at ACAW 2024

In August 2024, Make, in collaboration with Arup, participated in the ninth instalment of the Architectural Ceramic Assemblies Workshop (ACAW) in Buffalo, New York, hosted by Boston Valley Terra Cotta, Carnegie Mellon University and University at Buffalo. This research and development workshop is aimed at architects and facade engineers, and explores the use of terracotta in high-performance facade design.

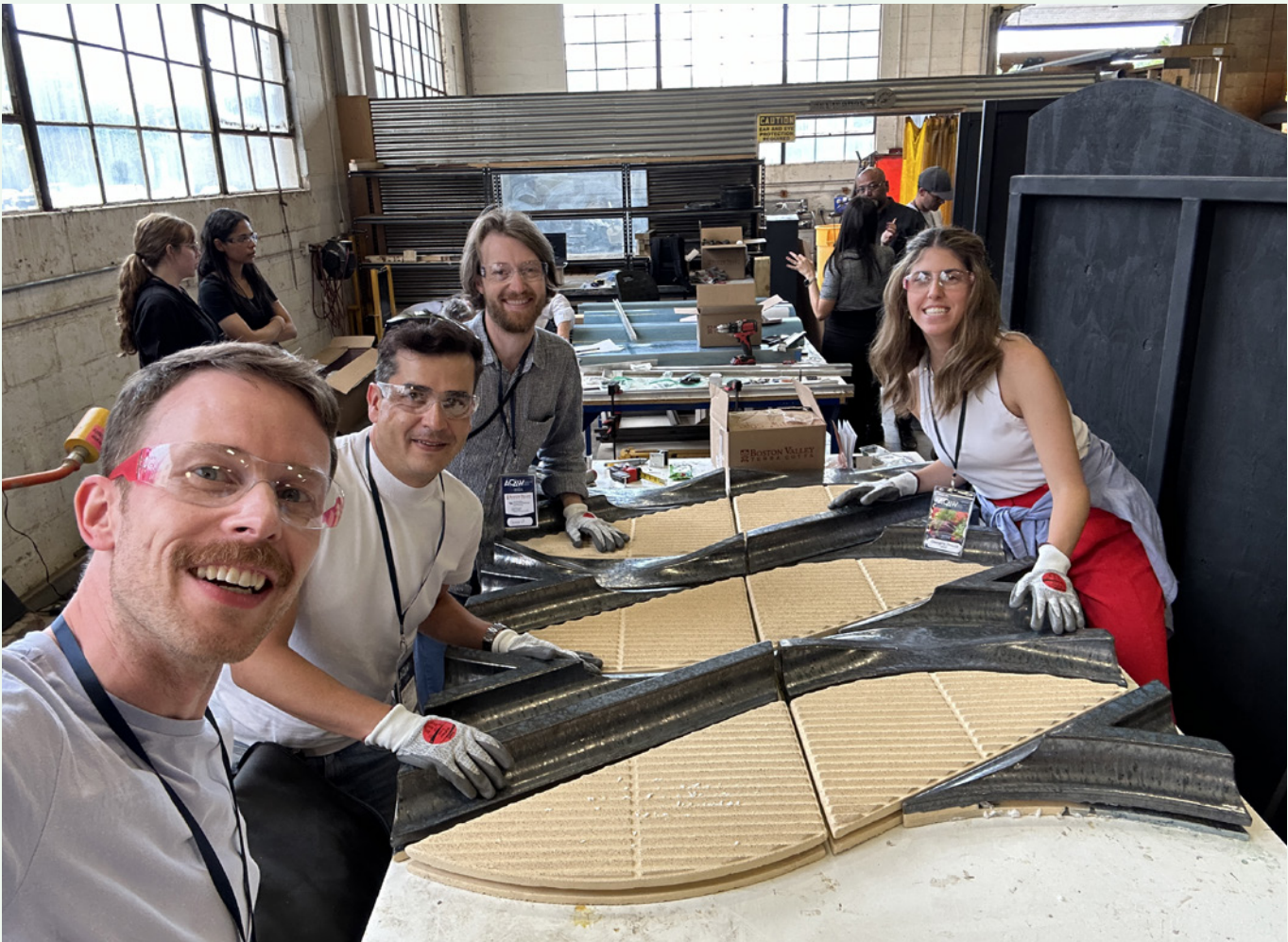
The Make and Arup team explored how to unlock terracotta’s material properties to harvest the rainwater that falls on an urban facade. They proposed a new facade typology designed to mitigate climate extremes, like stormwater flash flooding; support urban cooling; and improve biodiversity by capturing, directing and discharge water.

The team’s research in the months leading up to ACAW led to several innovative design paths that accentuate the inherent properties of terracotta. They explored glazed terracotta as a super-smooth, reflective terrain for water to flow while also experimenting with unglazed textured terracotta, investigating the material’s roughness as a surface for moss to anchor and grow.

The team explored topological optimisation to reduce material while still maintaining structural integrity, as well as single firing and reduced glaze use, all with a view towards reducing the embodied carbon of the terracotta elements.

During ACAW, they visited Boston Valley Terra Cotta’s production facility to better understand the manufacturing process, and went on to assemble a 1:3-scale, 18-piece mock-up of their design. The event culminated in a presentation and exhibition with other participating teams from around the world.

Opposite
The Make and Arup team with their design mock-up at ACAW 2024



Customers



We consider our customers to be everyone affected by our projects. By balancing commercial needs with people-focused design, we aim to create places that benefit clients, users and communities alike.

Around 70% of our revenue since we were founded has come from repeat clients, representing 22% of our client base – a reflection of our strong focus on building lasting relationships. We treat our clients as co-creators, involving them in the design process from the outset to fully understand their needs and develop clear, informed solutions together. That collaboration goes beyond project completion: more than ever, we strive to maintain a dialogue with our clients, as well as the users of our schemes, throughout the life of the building to learn from their real-world experience and any changing needs.

As part of this commitment to customer collaboration, we engage in post-occupancy evaluations (POEs) that help us understand how satisfied users are with a building and whether it's performing as well as intended. In 2024 we gathered the findings of a joint POE for five buildings we designed for University of Oxford and presented them to the studio as a 'lessons learnt' CPD. We also have plans to present these to the university itself.

The POE, based on first-hand interviews with a cross-section of building users, covered topics including flexibility and adaptability, interaction and collaboration, building performance, aesthetics, and technology. Analysing such findings is crucial to better understanding the needs of our customers, enabling improvements on future buildings, and improving our broader knowledge-sharing and upskilling as Makers.

Another recent customer engagement exercise came off the back of our 2024 studio-wide sector group refresh, which we undertook to prioritise how we research and track areas of business development. As part of this, we asked clients and collaborators to appraise our sector-specific presentations to better understand the relevance and resonance of our messaging. We followed this up by surveying Makers for their opinions on particular sectors and geographies, inviting them to share relevant market insights.

Below
Co-creation in the Make studio



Case study

University of Oxford post-occupancy evaluation

Between 2008 and 2018, Make completed six laboratory buildings for the University of Oxford, four of which we delivered in collaboration with Adrian Gainer of Novus Space (formerly Nightingale Associates).

Laboratories have been under increased scrutiny since COVID-19. In 2024, Make and Novus worked with the university on a post-occupancy evaluation (POE) to review and analyse how five of our buildings operate and determine whether the original objectives have been achieved.

We used the POE to gather qualitative and quantitative feedback on each building, with the aim of using this to enhance the next generation of laboratories at the University of Oxford and help us continue to design functional, adaptable and futureproofed spaces.

The POE included roundtable sessions for each of the five buildings. Each session took place with a selection of lab managers, facilities team members and the support service manager, and was themed around five key areas: flexibility and adaptability; interaction and collaboration; building performance; aesthetics; and technology.

As part of the process, we produced a set of drawings to compare the general arrangement of the buildings as constructed against their current configuration. These illustrate where the university has adapted internal layouts to further meet its needs.

We then summarised the POE in a report that combines the discussions on each of the buildings with the comparative drawings and key takeaways, and presented this to the whole of Make as part of our ‘lessons learnt’ CPD programme. The report is now available as a reference tool for all Makers.

Return and Review:

Post-occupancy at the University of Oxford

Clockwise from top
Oxford Molecular Pathology Institute;
Kennedy Institute of Rheumatology;
NDM Research Building; Big Data Institute;
Innovation Building



Case study

**WELL Platinum
certification at 20 and
22 Ropemaker Street**

We delivered 20 and 22 Ropemaker Street, a 26-storey workplace located on the boundary between the Borough of Islington and the City of London, in early 2024. We designed the building as a speculative office development for Old Park Lane Management Ltd (OPLM), whose core aim was to achieve best-in-class sustainability and wellbeing standards through meaningful design rather than tokenism.

From the outset, we collaborated closely with OPLM and the wider design team to embed physical design features that would promote occupier wellbeing and serve as a strong foundation for tenant-led enhancements. A key element is the glazed feature staircase that connects all office floors. Designed to encourage users to opt for the stairs over the lifts, it adds a sense of dynamic movement across the office and visual connectivity between floors.

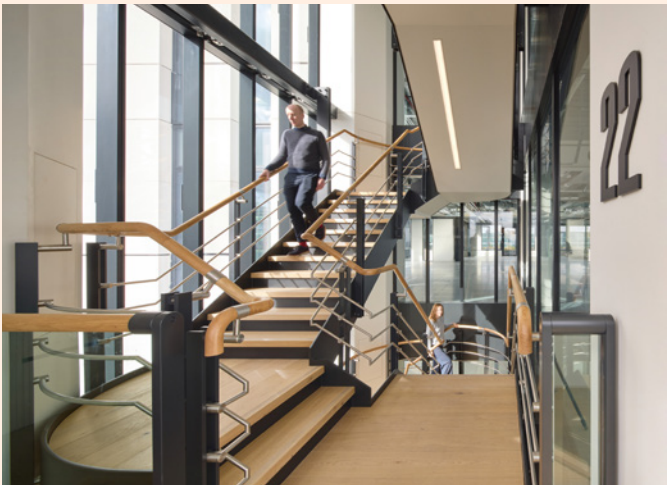
A series of large roof terraces and balconies also reflect the aspirations to create a best-in-class workspace with wellbeing at its core. The terraces extend the usable office space, creating a flow from inside to outside and offering a restorative environment to promote mental and physical wellbeing. Conceived as a series of outdoor rooms, each space is formed through a distinct planting design. There are small, secluded spaces for a break or conversation, as well as larger open-plan areas for group activities like yoga. Together, they create a variety of environments that can be used flexibly from day to day and even hour to hour.

Such features contributed to the building’s WELL Platinum rating, the WELL Building Standard’s highest level of certification. Tenant occupation has also affirmed the building’s wellbeing credentials. For example, Pension Insurance Corporation (PIC), which occupies six floors, expanded upon our base-build elements in its fit-out, devising a dedicated wellbeing area directly connected to one of the roof terraces. The area provides staff with access to outdoor space, natural planting and biophilic materials, all enhanced with quiet zones, massage facilities, and other amenities aimed at supporting staff wellbeing and productivity.

Since moving into the building, PIC has reported a significant increase in workplace attendance compared to home working, as well as a reduction in absenteeism. The company noted that the feature stair was pivotal to its decision to create an adjacent ‘town hall’ space connected to a cafe and terrace, with the majority of employees travelling to this via the feature stair.

It’s encouraging to see a tenant embrace and enhance our original design ideas to support its workforce.

Opposite
Architecture and amenities
at the new development



Case study

40 Leadenhall

40 Leadenhall is Make's award-winning new workplace development in the City of London. Along with the architecture for this 34-storey building – which includes a restored and integrated Grade II-listed structure – we also designed the interiors for many of its hospitality, amenity and social spaces.

We dedicated almost 10% of the entire building area to such spaces, with an emphasis on wellbeing-focused amenities for the scheme's 10,000 users. This has hugely diversified the offer from a commercial point of view and extended its use far beyond the nine-to-five. Every detail, from the air filtration to the provision of natural light, has been designed with users in mind.

Among the amenities are a 200-seat auditorium; a 30-seat HD cinema room; a 10,000-book lending library; a level 11 amenity lounge and event space; and a restaurant at level 13. There are 17 outdoor green spaces and terraces across the building, along with a toplit garden in the double-height ground-floor atrium, where glass beams support a double-curved glass roof, bringing natural light into this lush central space. In the basement are more than 1,000 cycle parking spaces, plus beautiful changing facilities complete with a sauna.

We repurposed the former heritage structure on site as a restaurant and café, with a wellness centre and spa upstairs. The wellness centre contains a Peloton suite, yoga studios and treatment rooms, and is available to everyone who works in the building. There's even a dedicated app for accessing these facilities and learning about events across the development.

We're proud to report that these efforts earned 40 Leadenhall the title of Best Commercial Workplace at the 2025 British Council for Office London Awards.

Opposite
Spaces at for learning, socialising, fitness and more

“With their thoughtful design and focus on wellbeing, these next-level amenities set a new benchmark for workplaces of the future.”

Jason Parker
Partner, director and project lead



Case study

Spatial Psychology Lab

“Every brain is wired a little differently, and that’s what makes the world so exciting! From introverts to extroverts, intuitive thinkers to rational minds, we all have unique ways of seeing, thinking and creating. That diversity is what makes a creative studio like Make an even more dynamic place.”

Maria Tam
Partner



We believe design is at its best when it supports the full spectrum of human experience. Our Spatial Psychology Lab offers clients evidence-based guidance on how to create environments that are more inclusive, intuitive and supportive of mental wellbeing. Drawing on principles from psychology, it bridges research with real-world application, helping teams design spaces that respond to how people feel, think and behave.

One of the most impactful areas where spatial psychology can support both clients and the wider practice is in understanding and designing for neurodiversity, which refers to natural variations in human cognitive functioning, including conditions such as autism, ADHD, dyslexia, dyspraxia and more. These neurological differences are part of human diversity, yet they’re often overlooked in conventional design thinking. This results in spaces that unintentionally exclude or overwhelm those who perceive and process the world differently.

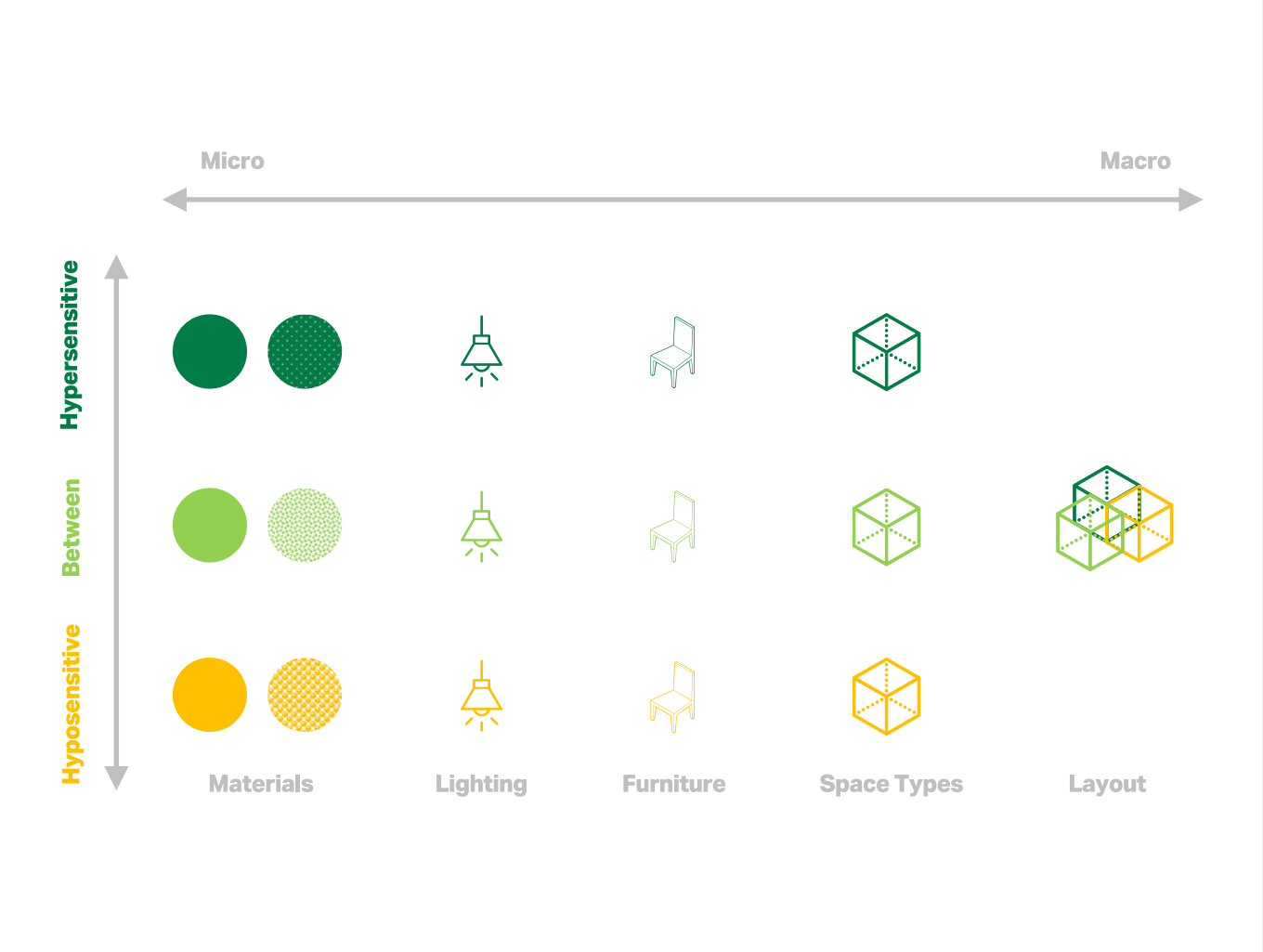
We’ve used spatial psychology to introduce neuroinclusive thinking across several project bids and design projects in 2024 and 2025, from education to workplace schemes. This includes early-stage advice on sensory zoning, predictable spatial sequencing, material choices that reduce visual or acoustic overload, and spatial flexibility that empowers people with differing needs. These insights have helped project teams frame neurodiversity not just as an access issue but as a proactive design opportunity, adding value while also raising the bar on social impact.

Importantly, we’ve used spatial psychology to drive awareness and confidence across Make. For Neurodiversity Celebration Week in March 2025, we ran a practice-wide educational campaign that brought together knowledge-sharing and storytelling. Across five days, we shared daily emails exploring different facets of neurodiversity, with book and film recommendations and profiles highlighting neurodiverse voices in design and architecture. Each one emphasised how neurodiversity connects to the built environment and the people who use it.

The campaign also included a talk to the studio on what neurodiversity means and how it affects the way we design. The aim was to situate inclusive design as a creative strength, not a constraint.

By prioritising neurodiversity in design, we’re demonstrating how psychological insight can drive better spatial decisions for clients, the users of our buildings and our own culture as a practice. This goes a long way in helping shape environments where more people feel like they belong.

Below
Neuroinclusive thinking across a variety of design scales



Next steps

Due to the recent changes to the B Corp standards, Make is now due for recertification in 2027. We will begin preparing for this in Q1 of 2026 with a detailed analysis of any gaps between the current impact areas and the new standards. Our 2026 impact report will highlight this progress towards recertification.

The new standards see B Corp shift from a point-scoring system to a framework of minimum requirements across seven impact topics: Purpose & Stakeholder Governance; Climate Action; Human Rights; Fair Work; Environmental Stewardship & Circularity; Justice, Equity, Diversity & Inclusion (JEDI); and Government Affairs & Collective Action. We look forward to reflecting on these topics and exploring how we can continue to strive for positive action both as a business and a member of the B Corp community.

In the year ahead, we plan to target one key goal for each of the current five impact areas, assigning a dedicated lead to establish a route map for achieving this goal in line with our wider business strategy. We believe focusing on these five goals will allow us to achieve the maximum impact for Make, society and the environment.



Oliver Hall
Partner, B Corp lead

Impact goals 2026

We see B Corp as an ongoing process, and we're excited to continue our journey of improvement in 2025/26.

Below is a designated goal for each action area, with Community and Environment as particular areas of focus.

**Governance**

Increase the percentage of qualifying research eligible under the R&D tax credit rules relative to the 5-year average.

**Workers**

Create curious workers by attracting and retaining talented people, fostering collaboration and growth, and cultivating an environment that encourages curiosity and innovation.

**Community**

Improve engagement to support charity and outreach work.

**Environment**

Develop science-based targets ahead of B Corp recertification.

**Customers**

Engage with our clients, peers and collaborators more regularly.

Credits

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All photography by David Christian and Make unless stated below.

p. 11: Tim Laing

p. 43: top 6 images – Jack Hobhouse

p. 43: bottom 2 images – Will Pryce



The image shows a detailed view of a historic building's exterior. The facade is made of light-colored stone and features a series of arched windows. Each window is framed by intricate carvings, including scrolls, leaves, and floral motifs. The architecture is characterized by its classical style, with a focus on symmetry and decorative elements. The lighting is bright, casting shadows that emphasize the three-dimensional quality of the carvings.

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make

Cover project: 40 Leadenhall