

2023–2024

Impact Report

make

Certified



Corporation

Contents

Director's statement	2
About us	4
Journey to certification	6
Our B Corp score and goals	8
Impact areas	10
Governance	12
Workers	16
Community	20
Environment	28
Customers	34
Looking ahead	40

One year as a B Corp

This report marks the end of our first year as a Certified B Corp. We were delighted to join a handful of like-minded organisations in our sector that demonstrate purpose-driven business with a social conscience.

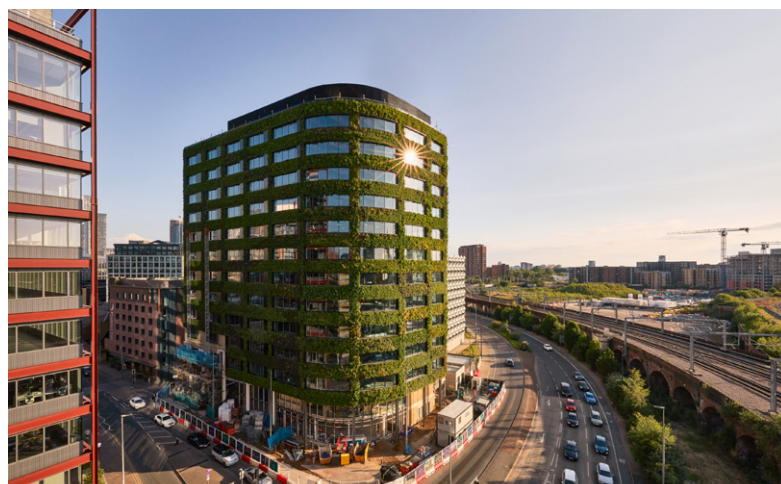
Our approach to the B Corp impact assessment process was to apply as we are, based on our existing ethos, systems, processes and actions, rather than change to fit the B Corp model. This approach not only demonstrated to us that our business embodies the values of B Corp, allowing us to achieve a score of 133.8 without making any changes to how we operate, but also gave us a clear target for the future. Our impact assessment provided us with a clear direction to evolve our social and environmental performance, improve transparency, accountability, and engagement with our colleagues, communities, and clients.

We are delighted to publish this report and celebrate the best of Make while laying out our plans for the next 12 months. We're confident that continuing our B Corp journey will further enhance our research-based, people-focused practice and our design approach.



Jason Parker
Partner, company director

Left to right from top: 2024 Summer Party; 2024 Make Client Party; B Corp workshop in Make's London studio; design workshop with charity 4YP; Make's Eden office building in Salford; LandAid 5km run; paint and sip fundraiser at Maggie's Barts





make

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, Sydney 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



Certified



Corporation



Proudly
employee
owned.

20 years of Make



"...It is my wish that the Make Trust continues to exist for as long as permitted by trust law in order to preserve the Make culture and ethos, and to provide a secure working environment for the Makers..."

Ken Shuttleworth, Make Limited
Letter of Wishes (2004)

Founding partner and director

Why we decided to become a B Corp

We wanted to join a movement that represents the ideals on which Make was originally founded: partnership, collaboration and people-focused design. Established in 2004 by Ken Shuttleworth as the first 100% employee-owned architecture practice, we've since led many other practices down the same path. Now in our 20th year, we felt it was important to reiterate and re-examine our commitment to our founding principles, and B Corp provides the perfect framework to do just that.

As a 100% employee-owned company, we prioritise partnership in everything we do. Our workplace is one of collaboration and respect, where everyone is engaged from recent graduates to project leaders. We treat our clients as co-creators, and we extend this spirit of inclusivity beyond our studio to communities and project stakeholders. We felt that this, above all else, epitomised our reasons to join the B Corp community.

How B Corp aligns with our business strategy and culture

B Corp signifies the culmination of long-standing business strategies that work towards creating a resilient legacy. We strive to improve the balance between people, planet, and place in our design performance, sustainability practices, and company footprint. The five B Corp impact areas overlap with our business objectives, many of which have been referenced in this report alongside our goals for the next 12 months.

How becoming a B Corp has impacted our business

The B Corp process has given us the opportunity to look inward and challenge the status quo. A key element of this was a whole business B Corp Impact workshop, which was run after our certification at our annual Make Neutral Day (see Workers case study). In the workshop, we asked every Maker what their vision of the ideal Make looks like against the five impact areas. Myriad ideas were generated, some which have been implemented in 2024. A key outcome was the Make Forum, an employee representative forum that enhances communication, engagement and transparency at Make. The Forum aims to foster open communication and collaboration between partners and management, providing a platform for partners to ask questions regarding the company's performance and trajectory.

2004



Ken Shuttleworth establishes Make as an employee-owned company.

2006



The Cube launches Make's Birmingham office, establishing our long-term foothold in Brum.

2008



Make goes global and opens a studio in China.

2008



Make wins AJ100 Employer of the Year, the first of several AJ100 awards.

2012



Make is a founding partner of outreach programme Open City Accelerate.

2013



Ken founds the Future Spaces Foundation as a forum for research and debate.

2014



Brookfield Place Sydney catapults Make into Australia, sparking a new studio location in Sydney.

2015



Make's London team moves into 32 Cleveland Street, a former car park which we transformed into a bespoke studio.

2016



The Architecture Drawing Prize is conceived by Make, WAF and the Sir John Soane's Museum.

2019



Make Neutral is born, crystallising our approach to sustainable design.

2022



The inaugural Make Neutral Day takes place – a day for Makers to down tools and explore sustainable, ethical design in depth.

2023



Make becomes a certified B Corp.

2023



Make's Eden is the first UK commercial building to achieve a 5.5* NABERS Design for Performance rating.

2024



Make celebrates its 20th anniversary.

Aims for recertification

Our aim for our new B Corp score, when we recertify:

We're targeting a 10% improvement when we recertify. This should be achieved through improving community engagement associated with our projects, diversifying our project mix and sector ratio, and growing the proportion of projects that receive environmental certifications.

We note that the certification and impact assessment were undertaken in relation to North American certifications and materials codes and standards, dramatically reducing a number of our points in the Environment impact area. We look forward to seeing an improvement in regional credits, which will better reflect the UK built environment sector.

Our aims for improving our B Corp score and the areas we hope to achieve this increase in:

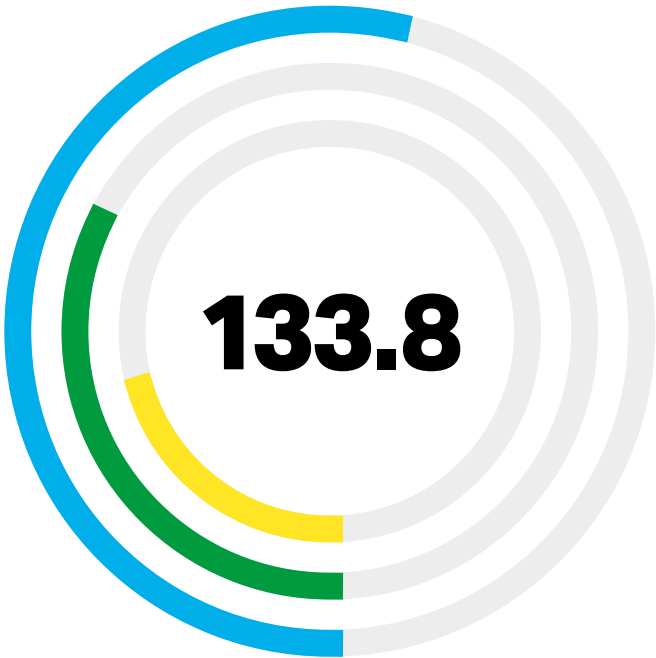
Our highest scores were in the Governance and Workers categories, although we believe further improvement can be made. For example, we're working towards the Good Business Charter accreditation, which will challenge us on a number of impact areas.

As mentioned above, we will also improve in the Environment section substantially as UK-focused certifications and codes are accepted into the evidence base.

Overall B Impact score

Based on the B Impact assessment, Make Limited earned an overall score of 133.8. The median score for ordinary businesses who complete the assessment is currently 50.9.

- 133.8 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary 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

Impact areas

Five areas of impact

Governance



Workers



Community



Environment



Customers



Governance



EOA history of Make

Make is the only company in the UK, that we know of, that was established as employee-owned from incorporation. Ken didn't want his name on the door, and he knew there was a better way to do business – a way that treats everyone fairly and allows everyone to share in the rewards. No scramble to the top, no titles, no house style. Every maker is a partner. Employee ownership is embedded in all that we do: we regularly take a step back to review wherever we can – is this right, is this fair, is this Make? Whether it's benefits reviews, appraisals or design team meetings, we Makers have always had an opportunity to share our views and take part.

'One Make' philosophy

Despite being spread across the globe in our international studios, we have always operated as 'One Make', collaborating across time zones and geographies to deliver transformative projects. We're committed to upholding the values that make us Make – including our collaborative approach and free flow of ideas – across the business, in every location and project. This is crucial to uniting our practice, and benefits both clients and Makers themselves.

“The ‘One Make’ ethos is very much present in terms of knowledge sharing between studios. I always look forward to Friday Live International, which is when all studios connect via video conference and share updates. It’s a joy to see familiar faces and to meet new ones, even if it’s on screen!”

Griffen Lim

Partner



Case study

Make Neutral Day

Make Neutral Day is an annual event in Make's calendar where we down tools for the day to come together to discuss the challenges and opportunities of sustainable design and business.

The first iteration in 2022 focused on carbon, with interactive workshops covering whole-life carbon, our studio footprint, sustainable materials, nature-based solutions and the impact of our projects. In 2023 we took a step back to think more broadly about ethics within our industry and our impact on climate and society. The workshops looked at greenwashing and how we talk about sustainability, how our designs affect people's physical health, whether natural materials really can restore the environment, and what it means to be a B Corp. The B Corp workshop was an opportunity for Makers to put forward their ideas for improving in each impact area – a key output being the revival of the Make Forum in 2024.

In 2023 we also ran Make Neutral Day in our Sydney studio to ensure everyone had the opportunity to learn and inform, while being grounded in the key issues that affect Australia and our Sydney studio.

Now in its third year, Make Neutral Day in 2024 will focus on retrofit, urban greening, social value and personal carbon accountability.

Makers taking part in Make Neutral Day 2023, with guest speaker Cecilia Lindström from Future Places Studio (above), followed by interactive workshops run by Makers (below)

121

Makers

4

workshops

2

external speakers

87

ideas for B Corp-related initiatives at Make



Case study

Employee Ownership Day

Every year on Employee Ownership Day (EO Day), we take the opportunity to celebrate our EO structure and reflect on how far we've come as a business. Each of our studios marks the occasion over breakfast or drinks, depending on the time zone.

In 2024, EO Day happened to fall on a Friday (a rare occurrence), which provided the opportunity for all our studios to celebrate together. We set up a conference call from our London studio and shared a meal (breakfast for London, dinner for Sydney, Hong Kong and Shanghai) as One Make. Directors Ken and Jason gave a presentation on what employee ownership means to them, as well as what it means for Make, and how the business has stayed true to its founding principles throughout the last 20 years.

**Paul Miles, Make's EO champion (above);
Employee Ownership Day 2024 in the Make
London studio and via conference call
(below)**

“From architects to core staff, employee ownership unites Makers with a shared purpose, developing a strong culture where everyone can take responsibility and feel invested in Make's success.”

Paul Miles
Partner, EO champion



Case study

Fair Tax Mark

In 2023, Make was awarded the Fair Tax Mark – the global gold standard of responsible tax conduct. The accreditation recognises businesses that pay the right amount of corporation tax at the right time and in the right place. Accredited businesses include listed PLCs, co-operatives, social enterprises and large private businesses. The Fair Tax Mark shows our stakeholders that our tax conduct has been independently assessed and rated by a trusted social enterprise.

We have committed to follow both the letter and the spirit of the law, with a tax policy shunning artificial tax avoidance schemes and tax havens to reduce liabilities. We believe that paying our taxes in this way is the clearest indication we can give of being responsible participants in society.

We fulfil our commitment to paying the appropriate taxes that we owe by seeking to pay the right amount of tax, in the right place and at the right time. We aim to do this by ensuring that we report our tax affairs in ways that reflect the true economic reality of the transactions that we undertake during the course of our trade.

We recognise that tax is a vital element of our contribution to society, as such, tax governance is an integral part of Make's wider corporate governance responsibilities.

“It’s always been fundamental to the practice to ‘do the right thing’, whether that’s in regard to our architecture, to our environmental policy or to our employees.”

Harmeet Mudhar

Partner, head of finance



Workers



EDI

While Make has always had a robust equal opportunities policy and a zero-tolerance approach to discrimination, which meets the requirements of the positive equality duties laid out in the Equalities Act 2010, we’re always striving to do and be better. In 2020, we formed an Equity, Diversity and Inclusion (EDI) group to provide internal education on EDI issues and explore how to inspire and enable people from all backgrounds to pursue a career in architecture. Partnering with EDI consultants Built By Us as well as learning specialists Dramatic Training Solutions and Chickenshed has helped us strengthen our own practices around inclusion, outreach, recruitment, development and retention in the intervening years.

Recruitment

Our recruitment team is made up of a wide range of Makers from across the practice, including different ages, gender and ethnicity, to provide a diverse view on potential candidates. The recruitment team actively engages with student mentorship programmes and has hosted various CV and portfolio workshops with our outreach partners. This allows us to reach more students from different backgrounds than our usual partners in universities.

Benefits

We have generous employee benefits, including medical insurance, tech scheme, season ticket loans, cycle to work scheme, birthday leave, Wellhub subscription, long service bonus holiday and generous pension contributions. These all contribute to supporting wellbeing in and out of the studio.

Length of service

Gender ratio

Living wage

Mental health first aiders

55%

have been here for 5 or more years

20%

have been here for 15 or more years



60% identify as men



40% identify as women

100%

of full-time employees paid above the London Living Wage

12

Data taken from August 2024

Case study

Business development series

Maker Kathryn Edwards sharing her experience as a judge for the BCO Awards as part of our Business Development Series

6

presentations on business development

23

Makers shared their experience and expertise

Demystifying business development and networking

In the autumn of 2023, we initiated an internal series of talks/seminars on business development and networking. The aim was twofold: for the more senior members of staff, as well as those with relevant experience, to pass on thoughts and lessons learnt; and for all members of Make to participate and respond with questions, so that later presentations could be tailored to particular issues.

There were six presentations overall led by different Makers and teams. Each presentation focused on the following key topics:

- Creating opportunities
- Creating connections
- Creating awareness
- Project life cycle
- Building networks
- Conclusion and wrap-up

The aim was to deliver an honest and personal series of reflections based on real experiences of meeting people and winning new work.

All of the sessions were light-hearted and open-minded. Everyone in the studio was invited, as we consider business development to be the responsibility and privilege of everyone at Make.

At the end of each session, on top of the usual Q&A time, there was an opportunity for everyone to write down and pass on specific feedback, thoughts and queries. These were then picked up by the next presenters to ensure a feedback loop of ideas and critical analysis.

Each session was filmed and stored on the practice intranet to enable people to catch up on sessions and as an ongoing resource for future Makers.



Case study

Make Social

Make is proud to be a diverse practice of people with many different interests, pastimes and pursuits. Socialising is a big part of life at Make, and we don't just mean watercooler chats or trips to the pub (although we do that, too). We have a dedicated social team that organises an endless roster of diverse activities, from escape rooms and art exhibitions to white-water rafting and our (oversubscribed) monthly breakfasts, as well as our elaborate in-house summer and Christmas parties. Sport is also an important part of the agenda; it includes squash games, tennis, summer softball games against local companies, netball tournaments, and friendly five-a-side football matches. Make Social's role is key to our culture at Make, offering a range of inclusive activities, and everyone is encouraged to get involved!

The group, which includes both architects and core staff from across the office, meets monthly to plan upcoming events from an allocated budget. The events vary to appeal to different peoples' tastes and interests. In the last year, they have organised a whiskey tasting, ice-free curling and a lino printing workshop.

For our summer party, the team organised for 119 Makers from our London studio to go on a site visit to Manchester. Everyone got to see some of our built projects and hear from the project teams, before activities such as ping pong and mini golf plus a party in a local venue carried us into the night.

At Christmas, Make Social organised a Christmas lunch in the studio for everyone to attend in addition to the Christmas party. This allowed those Makers who don't enjoy loud parties and/or have responsibilities after working hours to let their hair down and spend time with their colleagues during the work day.

Makers taking part in a variety of Make Social events

“Part of Make Social is bringing people together outside their day job with a variety of events and activities, from the whole studio sitting together for Christmas lunch to site visits in Manchester, which can be challenging but also a real joy.”

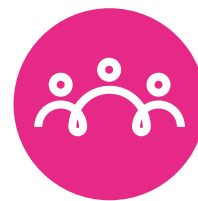
Connie Suffren

Partner, Make Social team member





Community



Make Change

In 2024, we established 'Make Change', our social value team at Make, to formally define the practice's approach to social value. Its overarching aim is in line with Make's mission: to research, design and collaborate to create inspirational architecture that improves people's lives.

This is achieved by:

1. Supporting project teams to realise the broader Make vision of collaboration;
2. Maximising the potential social impact of our designs; and
3. Conducting comprehensive research so that, as a studio, we're leading the discussion.

Our ethos is that our value and impact on communities reaches beyond the building itself. We enrich local communities by lifting the curtain on our processes, inviting those impacted by our schemes to co-design them with us. We also look to create lasting positive influence through our project-specific social value commitments.

Our social value commitments aim to deliver broader social, environmental and economic benefits throughout the project delivery life cycle. These promises are structured around four key areas that form our social value principles: environment, community, wellbeing and inclusivity.

These principles form part of our practice-wide sustainability principles, which directly align with 12 of the 17 UN Sustainable Development Goals and RIBA Sustainable Outcomes.



From top: Makers running a workshop at William Patten Primary School; New City College visits Make's London studio; Makers with students from the Universidad de la República of Uruguay

Case study

Make Aspire outreach

From our earliest days, Make has insisted on architects' responsibility to not only serve the communities around us but also accurately represent them within our profession. Together with The Bartlett, we helped establish Open City's Accelerate programme in 2012, and have continued to participate in this and other community engagement initiatives to improve the industry's diversity of backgrounds, education, ideas and experiences. These include mentoring schemes, recruitment programmes and charity partnerships, many of which are overseen by our in-house outreach team, Aspire.

We started Aspire in 2021 to expand and formalise our involvement with community-focused organisations. The team has three primary objectives: to increase awareness of the career paths available in the built environment; to support students from diverse and disadvantaged backgrounds on their journey into the profession; and to raise young people's aspirations and self-confidence.

One of the programmes Aspire oversees is Make's partnership with RIBA Architecture Ambassadors, which pairs architecture professionals with teachers to deliver creative workshops in schools. We also work closely with RIBA Architects for Change and Blueprint for All (formerly the Stephen Lawrence Charitable Trust), both of which address accessibility into the profession, with an emphasis on racial and ethnicity representation. Other programmes we've recently been involved in include FLUID's Inspiring the Future and Built By Us diversity mentoring initiatives, work experience schemes from Construction Youth Trust and Studio Bark, and the People's Pavilion competition by Beyond the Box.

A 17-year-old Londoner who participated in the inaugural 2021 People's Pavilion competition at Make had this to say about the benefits of engaging with the profession as a teenager: "It's really interesting to have knowledge at a young age about the architecture industry. Because sometimes you don't have architecture in college or sixth form, and when you go to uni, it's a bit hard, because you're starting from scratch... school doesn't always teach you everything, but when you go to other programmes and workshops, you learn more about teamwork".

In 2023, we collaborated with:

Inspiring the Future, Open City, RIBA, Beyond the Box, Blueprint for All, 4YP, Mayor's Fund, and other individual institutions.

Our aims for the next year include:

- Expanding and formalising existing partnerships with the RIBA and Blueprint for All.
- Establishing new relationships with initiatives such as the People's Pavilion and No Building as Usual.
- Continuing our support of young people from diverse ethnic heritage and from disadvantaged backgrounds on their journey into architecture.
- Continuing to increase awareness of architecture and the built environment for all.
- Continuing to provide opportunities to raise young people's aspirations.

944

young people reached
in 2023, of which:

214 are of primary school age
550 are of secondary school age
180 are 16 or older

341

hours of volunteering

100%

of outreach activities have taken
place within London boroughs

Case study

4YP

“Make Architects has been instrumental in supporting 4YP to better understand what children and young people in Ipswich need as a ‘safe place’... Their expertise has been invaluable and this project would not have progressed without their ingenuity, kindness and generous support.”

Gavin Stone
CEO of 4YP

4YP is a charity that works with 7–25-year-olds at their Ipswich town centre hub, in schools and out in the community. Since it was founded in 2000, 4YP has provided a generic wraparound support for young people which is determined by their individual needs along with a range of clinical and therapeutic services for young people with identified poor mental health and wellbeing.

4YP’s vision is that all children and young people have somewhere safe to go, something positive to do, and someone trusted to connect and journey with. In their central Ipswich hub, they provide a counselling service, youth work 1:1s, open access drop-ins and needs-tailored small groups.

Through one of their directors, who is also a client at Make, we were invited in 2022 to reimagine the existing facilities. This started an ongoing involvement with 4YP where, rather than simply work to an existing brief, we’ve actively engaged the young people and staff in a series of workshops, both in Ipswich and in our London studio. Our aim from the outset was to equip them with the skills to have agency over the direction of their new space.

This led to us turning their own drawings and models into fully realised virtual worlds. We then presented these back to their wider community in Ipswich with a joint presentation in October 2023 called ‘The Future of Safe Spaces’.

Since then, we’ve been working with the young people and their leadership team to find a new hub space and redesign it along the lines of the ideas generated.

In 2024, we have continued supporting 4YP in their bid for funding and look forward to delivering these exciting proposals.



4YP visiting the Make London studio for a design workshop in 2023

Case study

Aunty Margret Campbell interview

For our Sydney studio, it's especially important to engage with local Aboriginal and Torres Strait Islander communities and businesses to understand the social, cultural and environmental impact of our projects for First Nations people. Following the completion of Make's latest heritage and hotel project, Capella Sydney, project designer Michelle Evans sat down with Aboriginal Elder Aunty Margret Campbell to talk about the significance of the site and how meaningful engagement can lead to better outcomes for all.

Aunty Margret has over 30 years' experience leading cultural tours through her company, Dreamtime Southern X. She's now partnering with Capella Sydney to offer cultural experiences to hotel guests.

The conversation covered a lot of ground, from Aunty Margret's own experience growing up under the White Australia Policy to the ongoing commitment of Capella Sydney to partner with First Nations businesses. What was evident from this conversation was the emphasis on engagement being a two-way street.

Read the full interview by scanning the QR code.



... meaningful engagement is “about pure and simple respect. It’s two groups communicating. They invited us to the table, and they sat at the table with us.”

Aunty Margret Campbell
Founder, Dreamtime Southern X



Case study

Make Charity

Giving back is incredibly important to Make. Each year, we dedicate our time and professional expertise to supporting our communities as well as designated charities.

Make's social impact takes the form of volunteering, mentoring and charitable donations that span across our local Fitzrovia community and international studios. Volunteering and pro bono work is actively encouraged, with each Maker being provided an annual volunteer day.

In selecting charities to partner with, we prioritise built environment-related charities, where our specific skills can be utilised. This has enabled us to provide pro-bono work and fundraising for CRASH, who provide vital support to homelessness charities and hospices across the UK, and fundraising for LandAid, who work hard to end youth homelessness.

Make is also fortunate to have had a long-standing relationship with the Stanhope Foundation, who partner with charities including St Mungo's, Maggie's, The Prince's Trust and Construction Youth Trust. While Maggie's is a cancer support charity, they rely on the support of architects in the design and procurement of their centres, and we have enjoyed supporting their efforts through gardening days, fundraising and organising a social fundraiser event in their Barts centre.

We align ourselves with charities, both as individuals and as a business, that share similar values to us. Our charity and social events, usually once a month, often overlap in our attempt to not only boost our impact but to foster teamwork and camaraderie.

Alongside our fundraising efforts, we also earmark a percentage of any annual profits for charity.

Volunteering, Aug '23 – Aug '24

- Soup Kitchen Fitzrovia
- Fitzrovia Fete
- Sydney studio: Corporate volunteering day at IndigiGrow
- Maggie's gardening days

12

fundraising events organised
between Aug '23 to Aug '24

£26,416

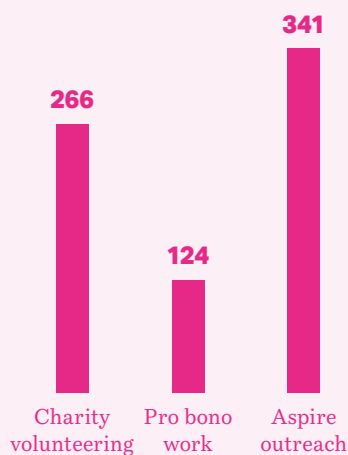
total raised and donated
by Make in 2023

266

hours of volunteering for
charity in 2023

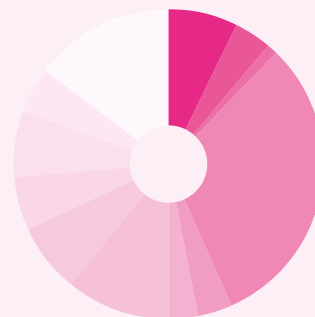
Volunteering hours contributed in 2023

Total 731 hours



Fundraising events August 2023 to August 2024

Total of £3,229



- £241 – LandAid 10K and 5K runs
- £120 – Maggie's Night Walk
- £39 – Bake Sale for Movember
- £1,000 – Ukraine fundraising and donation
- £120 – Veganuary bake sale for World Land Trust
- £103 – Pancake Day for Soup Kitchen Fitzrovia
- £346 – Paint and Sip at Maggie's Barts
- £235 – Bake Sale for Motor Neurone Disease Association (MND)
- £180 – Hayes Davidson 5K run for MND
- £225 – JLL property Triathlon for WWF
- £150 – LandAid Big Quiz
- £470 – Make Bake Sale and Games Night raising money on behalf of Isabel Bazett's Bikes for Bez/James' Place, a charity helping to prevent male suicide

Clockwise from left: Make Games Night; bake sale for Bikes for Bez; Makers at the LandAid 5k run



Case study

Future Spaces Foundation Student Competition

Since 2017, Make's in-house research arm, Future Spaces Foundation, has been hosting a national student competition in the UK. Architecture students from 14 universities are challenged to design solutions to the problems of urban living.

Based around the Future Spaces Foundation's growing body of research, these competitions aim to explore key themes in the built environment, seeking ideas beyond the professional sphere, to generate innovative solutions that support living in cities.

We reach out to universities across the UK to reach a wide range of people from various socio-economic backgrounds, and we invite the student teams to our London studio for a day-long design charrette. These aspiring designers are tasked with envisioning specific components of a place within a vital city (a town plan for example, a piece of street furniture, or even a building). During the day, the students receive a lecture on urban design followed by 1:1 tutoring to explore and enhance their initial ideas. By the end of the charrette, they have a core concept to build on. From there, the teams have two weeks of self-directed study and production, then they come back to the studio to present their work to a panel of industry expert judges and their fellow teams.

The engagement this elicits is always impressive – the students put forward incredibly imaginative, thought-provoking responses that reflect a broad range of ideas and visions for the future of city life.

The competition is a rare opportunity for students from several different universities to work alongside one another, share ideas, swap knowledge and learn from one another. It also represents an important first step into the real working world of architecture for many of the entrants.

In 2023, our theme was 'Nature in the City', and we saw amazing entries from five different UK university teams from across the country.

38

students took part in our 2023 student competition

300+

students have taken part across the 9 student competitions we've run to date

23

different experts from across the industry have joined the judges panel

Clockwise from top-left: students taking part in the 2023 FSF Student Competition; FSF managing editor Sara Veale and architectural lead Peter Greaves workshopping ideas with students; the winning team of the student competition with the judging panel



Environment

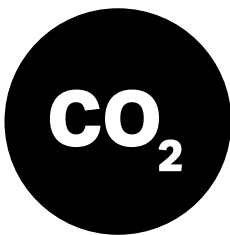


Make's six principles of sustainability

At Make our approach to sustainability is guided by six principles (carbon, environment, community, wellbeing, connectivity and green economy), which help us not only design better buildings but also run our business as sustainably as we can. These six principles 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 the impact of our projects. Make's environmental policy aligns with ISO 14001:2015 requirements, with a recertification during this period.

Our footprint

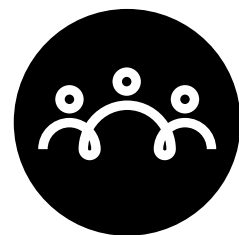
Since 2020, we've been publishing our annual carbon footprint on our website in an effort to enhance transparency and hold ourselves accountable. In line with the NZCBC, we operate all of our studios as carbon neutral, recording and offsetting all emissions under scopes 1, 2 and 3 of the Greenhouse Gas Protocol. These include direct emissions from heating and cooling, indirect emissions from electricity consumption, and those associated with business travel and the embodied carbon of our studio spaces. We review our sustainability policy annually, and disclose our yearly scope 1, 2 and 3 carbon emissions for our studios, along with the actions we've taken to mitigate these. We're currently in the process of calculating our emissions for 2023.



Carbon



Environment



Community



Wellbeing



Connectivity



Green economy

Case study

Make Neutral

As architects we have an ethical responsibility to design for the health of people and our planet. In many ways, the two are inextricably intertwined. That's why our approach to sustainable design considers the environmental, social and economic factors to be part of a single, interconnected solution. Together with our clients, Make is targeting net zero whole-life carbon design by 2030, with a particular emphasis on embodied carbon.

Led by a practising architect, Make Neutral is our in-house cross-sector sustainability working group, with members from teams across all our studios. The group meets monthly to discuss current projects, industry best practice, and the technical challenges the climate emergency presents to architectural design. Make Neutral ensures every Maker is equipped with the information, tools and confidence to commit to climate action. Our collective knowledge bank includes certified Passivhaus designers, urban designers, and interior architects, as well as representatives from the modelshop, finance, visualisation and communications teams. Throughout 2023, the monthly meetings were supplemented with sustainability-focused CPDs, guest speakers, and factory and site visits.

Beyond the working group, we also have a full-time Make Neutral team, which serves as a knowledge hub for the wider practice. Working with project teams, clients and consultants, the specialist team devises and implements sustainable design strategies across all sectors and project typologies. Additionally, the team spoke at a number of conferences, improving the awareness of Make's sustainable design expertise.

In 2023, this full-time team, including a dedicated materials scientist, an in-house sustainable design coordinator and two part-time sustainability researchers, worked on projects across our studios, undertaking sustainable design support, peer-reviews and research to continue the expansion of our expertise in sustainable design.

Make Neutral also contributes to recording and calculating Make's Scope 1, 2, and 3 carbon emissions across our London, Hong Kong and Sydney studios (and our new Shanghai studio from 2023 onwards). For 2022 (reporting is performed a year behind for verification), these amounted to: Scope 1: 00.00 tonnes, Scope 2: 28.15 tonnes, Scope 3: 83.79 tonnes. We offset 110% of our carbon emissions from Scope 1, 2, and 3.

100%
carbon neutral as a business

110%
carbon offset each year

112
tonnes of carbon recorded for 2022,
published online in 2023

Case study

Eden

Eden is a LETI Pioneer project, designed to achieve net zero operational carbon and champion sustainability, resource efficiency, and wellbeing at every level. Delivered for English Cities Fund (a joint venture between Muse, Legal & General and Homes England) as part of the New Bailey masterplan in Salford, its most distinctive feature is its living wall, which covers 3,300m² of the facade – every elevation from level 1 to 11, only excluding the side core – with 32 species of evergreen and perennial plants. The idea was born during the 2020 COVID-19 lockdowns, when we were all craving a closer connection with nature.

Eden's living wall is the largest of its kind in Europe to date and brings significant urban greening to Salford. Designed in collaboration with green wall specialists Viritopia (formerly ANS Global), the living wall's 350,000 plants were grown at Viritopia's nursery in Chichester, West Sussex. From young plugs – some as small as a thumbnail – the plants were cultivated at the nursery and given time to mature before being installed onto the building in cassettes. As the plants grow and bloom across the seasons, the appearance of the building will change with them.

The wall significantly boosts biodiversity for the entire masterplan, absorbs air pollution, reduces urban temperatures and refreshes the area's identity, creating an architectural marker in Salford. The plants can also be seen from inside the building on the office floorplates, giving workers visual connections to nature from inside. This biophilic element of the design is just one way Eden embraces the WELL Building Standard principles, which aim to improve human health and wellbeing through design.

From the macro to the micro, countless decisions across the design and construction of Eden helped to balance carbon benefits with the cost plan. Marginal gains across every aspect of the design helped to reduce operational and embodied carbon and boost health and wellbeing. Working closely with sustainability consultants Cundall and client ECF, we conducted over 20 studies to determine the most efficient building, balancing architectural, structural, MEP, environmental and financial factors.

The utilitarian approach to the internal finishes helped to reduce embodied carbon while contrasting the facade. Soffits and services were left exposed, as well as most of the concrete surfaces in the core, with finishes only applied where absolutely necessary. This had the dual advantage of saving waste while being financially beneficial. Using circular economy principles, we integrated recycled materials throughout the building: the office levels feature recycled raised access floors, and the lobby and circulation areas utilise recycled sports flooring from the University of Central Lancashire. These decisions all added up to reduce the upfront embodied carbon intensity to below 700kgCO₂/m².

3,300m²
living wall facade

32
species of evergreen and
perennial plants

350k
plants were grown at Viritopia's
nursery in Chichester, West Sussex

From top: Eden nearing completion in Salford; the green wall plants growing at the Viritopia nursery in Chichester; the green wall being installed on site



Case study

Retrofit in 2023

Our research

The decision of whether to retrofit or build new takes many factors into account, few of which are comparable between schemes. No two buildings are the same, therefore a nuanced approach to retrofit decision making is essential. In a time when statements such as, ‘retrofit first, not retrofit only’, ‘retrofit is not viable’, and ‘building new is more sustainable’ are denoted as facts, it can be difficult to know the best response to a site – is it best to upgrade and extend a building’s life, albeit with a potential operational carbon penalty, or build a new, highly efficient scheme?

In collaboration with the University of Sheffield’s RISE Group, our in-house sustainability team conducted an in-depth study to explore the carbon impact of various retrofit scenarios for a hypothetical London office building in an attempt to answer these questions.

The results of the study reflect what we’ve been observing with our clients: a sector-wide shift in the approach to developing large workplace schemes. The tide is turning away from new build schemes and toward retrofit blends, where structures are retained and significantly expanded to meet the growth demands of urban centres.

The findings are currently being turned into a series of blog posts, which will be published before the end of 2024.

Retrofit strategy

On the back of our research with the University of Sheffield, 2023 saw Make launch a new strategy for Retrofit, which follows a sliding scale of intervention from ‘refresh’ to ‘repurpose’ to ‘reimagine’. These ‘three Rs’ help us communicate retrofit options to our clients, demonstrate different approaches and categorise our existing retrofit projects. Bringing the client along the retrofit journey from the outset is essential, as it gets them involved in the design process early on and helps them to understand the carbon ramifications of each option.

As part of this strategy, we’ve written a series of blog posts, updated our suite of brochures and presentations, and created a new range of infographics to illustrate our approach (see opposite).

8

retrofit projects on site in 2023

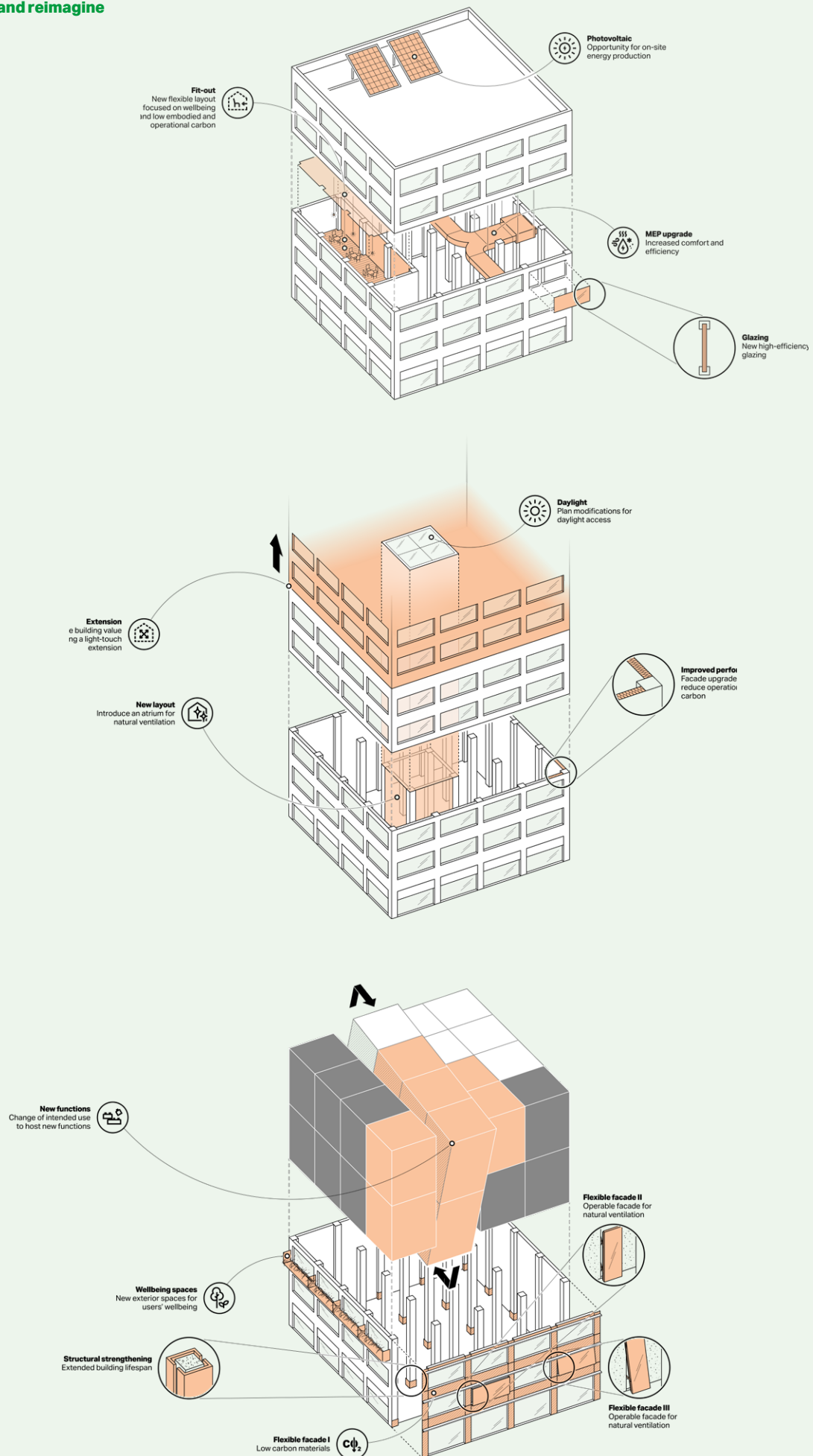
80%

of buildings that will be in developed economies in 2050 already exist

7

hypothetical retrofit scenarios assessed and compared in our research with the University of Sheffield

**Infographics depicting our
'three Rs': (from top) refresh,
repurpose and reimagine**



Customers



Our customers

Our designs impact the lives of many people, not just those that commission them. While our clients are mostly developers or councils, we see everyone who will use or be affected by our projects as our customers, from developer CEOs down to local communities and passersby. We design with end users in mind, and we understand the challenge of balancing commerciality with creating great places for people to experience.

Stakeholder engagement

We're guided by our research into sectors, communities, clients, and design innovations to help us develop targeted approaches for different schemes and provide clear roadmaps for projects to follow. We see our customers as co-collaborators in the design process,

so we bring them on board as early as possible to help us understand their needs and aspirations and then workshop the best solutions.

Client relationships

About 70% of our revenue since incorporation has come from repeat clients, and they make up about 22% of our clients overall – a testament to our commitment to nurturing client relationships. In early 2024, we hosted a 20th anniversary party and invited hundreds of clients from the last two decades to thank them for their support. Client parties have long been an annual fixture at Make and something our clients and consultants look forward to. It's a way of saying thank you to our friends, supporters and collaborators and a chance to showcase our brilliant team of Makers.

Photo wall at the 2024 Make Client Party



Architect Greg Willis (far left) and founding partner Ken Shuttleworth (centre right) with clients from the Thomas Clarkson Academy at the 2024 Make Client Party



Case study

BTR report: Homes for Humans

Sustainable design isn't just environmentally friendly but also socially vital, supporting existing communities and helping build new ones. At Make, we're exploring the demographics of households in the UK to understand how different communities could occupy our buildings. The results of the 2021 UK Census showed that the traditional 1, 2 and 3-bed homes embedded in planning guidance do not actually meet the needs of modern living. In fact, we found that over 27% of households are either shared or home to families with independent adult children, rather than the traditional nuclear family or professional couple that many modern developments are built for.

As a result of our research, we've developed a suite of home designs that better suit modern living. Homes that accommodate shared living or families with older non-dependent children living at home are interspersed with apartments with dedicated office space or even homes with increased amenity. This approach of creating a mix of homes ensures any new developments can provide an opportunity for a variety of household types to live in spaces that better suit their needs, which in turn creates diverse communities.

In larger multi-tenant developments, this mix of housing is supported by a range of amenities and services. These facilities could range from dining spaces for dinner parties to cinema rooms or on-site bookable bedrooms for visitors. By providing a range of shared facilities, we can enable tenants to live more freely, creating opportunities for them to meet neighbours, host guests beyond the walls of their home, and build a sense of community, ultimately providing a sustainable, flexible environment that can adapt to meet their changing needs.

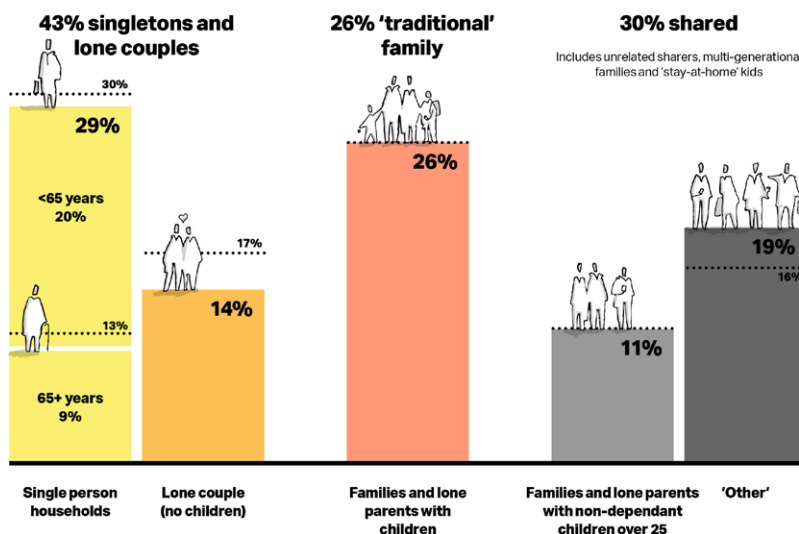
Extract from our Homes for Humans report outlining UK household demographics

Understanding the demographic is key to the development of a successful scheme. Make research found that:

- 43% of the population are single or couples.
- 26% are living as 'traditional families'.
- 30% live in shared or multi-generational homes or have non-dependant children at home.

This fascinating insight provides an opportunity to design differently and create a building that better caters for the way we actually live.

Based on the UK 2021 Census (England & Wales)
..... Nationwide average



Case study

Hornsey Town Hall

Hornsey Town Hall is a beloved North London icon that we're bringing back into use as an arts centre, hotel, co-working space and residential scheme for the Crouch End community. We played a key role in the stakeholder engagement strategy, working closely with a PR company to present our work throughout the design development at meetings and events.

We held regular, specific meetings with locals and groups that would be affected by the design to keep them updated during design development. For example, we met with the Crouch End Festival group, which organises summer and Christmas festivals in the Town Hall Square, to understand their requirements, current challenges and future aspirations, which we integrated into the design. We incorporated infrastructure such as water supply and electricity points through our landscape design and ensured the extent of soft and hard landscaping allowed a flexible layout for festival stands, and their performance stage and screen. We also reached beyond the local authority and community by meeting with statutory bodies such as Heritage England, the Twentieth Century Society and the Theatres Trust.

We involved the public by conducting a visioning exercise for the rejuvenation of Town Hall Square. We created a graphic scale chart along with a questionnaire to understand the community's priorities. Members of the public could choose between more or less green space, modern or historic design, everyday or one-off events etc. We then presented three options and the public voted on their preferred choice. There was an overwhelmingly clear winner, which became the final design and is now nearing completion on site.

Visualisations created for stakeholder
and public consultations

“We believe it's crucial to involve interested parties from the outset of a project, particularly for cherished community buildings such as Hornsey Town Hall.”

Katy Ghahremani

Partner, company director and project lead





Case study

Seymour Centre

We're transforming Marylebone's iconic Grade II-listed Seymour Leisure Centre into a modern community hub while preserving its 1930s Art Deco charm. Originally designed by Kenneth Cross as public baths, the centre has been a cornerstone of the community for nearly 90 years. Aligned with Westminster City Council's vision, we're expanding the centre's offerings and enhancing its facilities to create a destination that's accessible for all. This includes integrating new community spaces, such as workspaces, a library, a café and registrar offices, alongside upgraded sports facilities.

Our commitment to accessibility extends beyond the physical design to encompass digital accessibility standards, ensuring that information and technology within the building are accessible to all users, including those with disabilities. To further ensure accessibility needs are met, our in-house spatial psychologist conducted colour research to devise an interiors colour palette that supports the visual comfort of visitors experiencing hypersensitivity challenges. This design approach to neurodiversity helps the Seymour Centre support the wellbeing of diverse visitors.

Through extensive stakeholder consultation across RIBA Stages 1–4, we engaged closely with primary end users, including WCC Libraries, Registrar's Services, and Leisure, ensuring their operational needs shaped every phase of the £40m refurbishment. This involved strategic workshops and meticulous documentation to refine spatial layouts, furniture planning, and interior designs. We formulated clear project strategies, facilitated workshops with focused agendas and implemented robust tracking mechanisms to document the evolution of consultations. This method ensured that stakeholder aspirations were closely aligned with project objectives from the outset. Notably, we navigated the complexities associated with refurbishing a Grade II-listed building, actively involving stakeholders in critical decisions concerning spatial planning, interior design and facility requirements.

Engagement sessions in the final stage served to progress and refine the FF&E layouts, in conjunction with the development of Room Data Sheets, to allow each stakeholder the opportunity to propose and agree on the exact provisions required for power, data, lighting, ventilation, etc. We progressed the interior design strategy via mood boards, visualisations, and presentation of samples, which proved to be informative and engaging for stakeholders. This enabled us to refine our selection of products in the context of longevity, durability and value-for-money, aligning with the overarching aesthetic aspirations.

This project not only revitalises the Seymour Centre but also reinforces its role as a vibrant community space for generations to come, blending heritage with contemporary accessibility and sustainability standards. It's an exemplar for community and stakeholder engagement, and we're excited to see it progress on site in the next year.

38

consultation events, meetings and workshops both online and in person

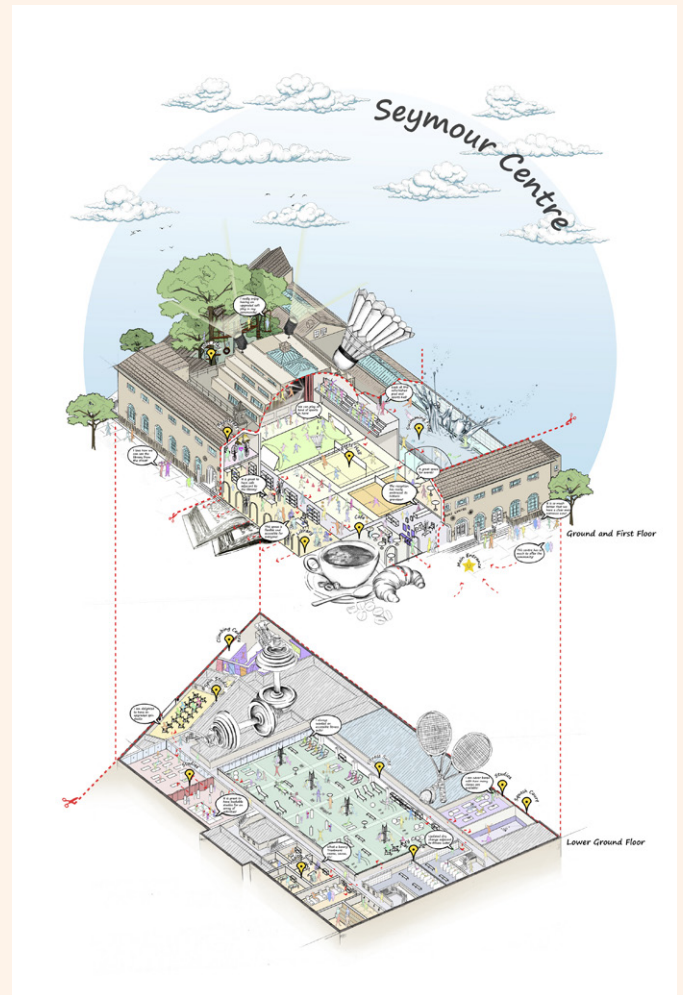
495

members of the public attended consultation events

817

surveys completed during consultation

Clockwise from top left:
Make's public consultation
model; illustration by
Maker Sacha for the public
consultation; the public
consultation in action



Looking ahead

Our next 12 months

This annual report is the first time we've consolidated the fantastic work we do as Makers both in how we work and act. B Corp certification has been an opportunity for us to reflect on our integrity as architects and scrutinise how we approach the things we say and do.

As architects, we always like to think we're making places better, but this Impact Report has shown that what we do goes beyond the physical environments we create. We go beyond our design work to create a better workplace for our employees, better opportunities for the communities we work with, better projects for our clients and better places to belong.

Our goals for the five impact areas are challenging but achievable. They require us to evolve as a practice, question what we think we do well and improve where we can.

In the next 12 months, we will see ongoing changes in our economic, political, and climatic environment, so it's essential that we keep strengthening our relationships with each other as well as the places and people we work with, ensuring we leave a lasting and positive impact on the lives of others.



Oliver Hall

Partner, B Corp lead

Goals for improvement

We see B Corp as an ongoing process rather than a destination. We've got lots of ideas (87 in fact) for the year ahead – some quick wins and some long-term goals – and we're excited to continue improving as a business.

We've set some specific goals for each action area, mainly targeting Community and Environment as our focus areas.



Governance

- See meaningful outcomes from the Make Forum
- Regular feedback from the directors to the office on broader business objectives



Workers

- Improving diversity through recruitment
- Roadmaps for NextGen career development
- Access to external training and conferences for all staff
- Set all employees up with a dedicated mentor to support career development



Community

- Ensure charity days are taken
- Improve engagement through local charities and organisations
- Develop and publish our social value action plan for projects
- Establish new relationships with the People's Pavilion and No Building as Usual



Environment

- Publish more carbon statistics for our projects
- Deliver internal education on circular economy and design, reflect this in our external marketing
- Install meters to monitor electricity use
- Enhance Make Neutral research through engagement with higher education programmes and funded research collaborations



Customers

- Present findings from the University of Oxford post-occupancy evaluations
- Define identities for core sectors within the practice and with clients

Credits

© 2024 Make Ltd

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including by photocopy, recording or any other information storage or retrieval system, without prior permission in writing from Make Ltd.

Front and back cover image by David Christian.

All photography by David Christian or Martina Ferrera and Make unless stated below.

p. 6: 2006 – Craig Holmes/Images of Birmingham

p. 23 – Jessica Lindsay

p. 31 – © Simon Buckley

p. 37 – Rockhunter



London

32 Cleveland Street
London W1T 4JY
United Kingdom
T +44(0)20 7636 5151

Sydney

Level 3, 10 Bond Street
Sydney | Gadigal Country
NSW 2000 Australia
T +61 2 8316 8950

Hong Kong

Level 10
30 Hollywood Road
Central, Hong Kong
T +852 2468 2980

Shanghai

3206, 32/F, One Lujiazui
68 Yin Cheng Road (C), Pudong
Shanghai, China
T +852 2468 2980

info@makearchitects.com
www.makearchitects.com

make

Cover project: Eden