

## Allies and Morrison

85 Southwark Street  
London SE1 OHX  
telephone +44 20 7921 0100  
web alliesandmorrison.com  
email studio@alliesandmorrison.com

### Policy **Environmental Policy**

A framework for the continual management of Allies and Morrisons impact on the environment and society through our work and our operation.  
ISO 14001:2015

Revision: 0

Updated:

This policy is reviewed annually or more frequently, with amendments made as necessary.

Allies and Morrison (AAM) deliver its primary impact on the environment and society through our work: the cities and neighbourhoods we shape, the buildings and landscapes we create and the research we undertake. Additionally, our operational practices have a direct environmental footprint, particularly through the management of our office spaces including our main studio in London and other studios in Cambridge, Manchester, Liverpool, Dublin, Jeddah and Toronto.

## 1 **Sustainability Strategy**

Our 2025-27 sustainability strategy is a three-year plan to deliver on a single clear ambition:  
**To pursue lasting impact and practice success by driving sustainability in the built environment.**

This will be achieved by focusing on three priorities, each anchored in two core objectives:

**Priority 1:** To expand our portfolio by strengthening our **sustainability-driven work.**

**Priority 2:** To maximise our contribution to the built environment by refining our unique expertise in **sustainability at the neighbourhood scale.**

**Priority 3:** To **lead by example** through both our actions and words.

Each of these priorities is expanded with two clear objectives: Priority 1 will focus on strengthening our tools that drive environmental design and developing tailored sustainability services; Priority 2 will focus on launching our sustainable neighbourhood design methodology 'Climate in Place' and promoting our capabilities; and Priority 3 will focus on leading by example and promoting best practice through our operations.

Delivering on the priorities and objectives requires us to harness the abilities and enthusiasm of the whole practice. To enable this, we are actively decentralising knowledge and embedding skills and abilities into project teams. These project teams are supported with stronger coordination from specialist teams, including the Core Sustainability Team, spreading experience and understanding throughout the practice. Finally, and importantly, we are spotlighting success, particularly within our Cambridge 'Centre of Excellence' that leverages its expertise and relationships with long-term institutional clients to pioneer solutions that can be shared with the wider practice.

## 2 Targets and KPIs

Supporting our broad strategic ambitions are a series of practical targets that ground our priorities in trackable operational metrics:

- KPI01 Project tracking** - Maintain clear project tracking processes and a bespoke categorisation of project performance to monitor all building projects that are being completed by the practice. This will allow us to gauge the performance of the practice as a whole and identify effective methods for driving practice-wide systematic change.  
*Target: 100% of built projects should be tracked*
- KPI02 Post occupancy evaluation (POE)** - Explore all opportunities for POE on all delivered building projects that are delivered by the practice to learn lessons from end users and understand how actual building performance compares to design targets. This will enable us to generate a positive-feedback loop drawing lessons between completed projects and projects at earlier design stages.  
*Target: 100% of delivered projects in the UK should be evaluated.*
- KPI03 Digital environmental analytics** - Track the usage of environmental analytic tools through design stages to assess the level of care being taken by design teams to create environmentally responsive places and spaces. This will allow us to understand the level of analysis being undertaken, which tools are being utilised and which can be improved, and who within the practice is utilizing the tools.  
*Target: Continual tracking and quarterly monitoring.*
- KPI04 Staff education** - Maintain a relevant library of educational tools about environmental design for staff within the practice and monitor who accesses these tools and how often. This will allow us to gauge the level of understanding and engagement by practice staff.  
*Target: Continual tracking and an annual review of educational tools to ensure that they are up to date.*
- KPI05 Staff engagement** - Maintain an annual staff sustainability survey to track the knowledge and confidence of our staff and monitor working patterns to feed into our tracking of carbon emissions.  
*Target: Annual staff survey.*
- KPI06 Research opportunities** - Pursue relevant research opportunities that allow the practice to improve the environmental and social impact of the buildings and places that we design. This will generate a knowledge-rich design culture and allow us to continually improve the impact of our work.  
*Target: Continual ongoing research, and an annual review of research opportunities.*
- KPI07 Energy consumption** - Details are provided within our Energy Policy and monitored through our ISO 50001:2018 compliance procedures.  
*Target: Decrease gas consumption by 4% and electricity consumption by 3% year on year from our 2018 baseline consumption figures.*
- KPI08 Carbon emissions** - Maintain a 'Science Based Targets initiative' (SBTi) aligned decarbonisation pathway that tracks with emission targets to keep global temperature within 1.5 degrees and well below 2 degrees of global climate change.

- KPI09** **Carbon offsetting** – Offset all residual carbon emissions using validated and reliable carbon offsets.  
*Target: Maintain our SBTi aligned decarbonisation pathway.*
- KPI10** **Air quality** – Track the air quality within our office spaces to understand the quality of the internal environments. This will allow us to create comfortable spaces for staff and effective workspaces.  
*Target: 100% of residual carbon emissions should be offset.*  
*Target: Report on air quality annually and ensure that 95% of occupier’s hours are within best practice.*
- KPI11** **Waste management** – Track waste flows that arise from our office spaces to monitor WEEE waste, general electrical waste, battery waste, hazardous waste (i.e. from model shop), feminine hygiene waste, pest control waste, paper consumption, organic waste and general waste.  
*Target: 100% diversion from landfill*
- KPI12** **Water consumption** – Monitor water consumption within our office spaces and minimise where possible.  
*Target: Tracked as part of our SBTi aligned decarbonisation pathway.*

### 3 Achieving our targets

Allies and Morrison provide suitable resources to achieve the environmental targets set out above. This includes financial resources and human resources. Allies and Morrison has a dedicated Sustainability Team with four key personnel to drive this work forward. The team includes a Partner (senior leadership), a Director and Head of Sustainability, an Environmental Lead, and a Sustainability Specialist. This core team interfaces and overlaps with other specialist teams within the practice (FM, IT, Finance, HR, Admin, Design + Technology, Research, Social Responsibility, Technical leads) and project teams working directly on projects.

The sustainability team reports to partners on a quarterly basis to track progress and highlight issues in delivering on the targets.

### 4 Availability

This environmental policy is available for download from our internal intranet site where it is visible to all AAM staff. It is also uploaded to Allies and Morrison’s website where it is available to other interested parties. Occasionally, when requested, this energy policy is also provided directly to our clients for example as part of the documents forming a project bid.

### 5 Document information

Author	Matthew Traub (Director)
Checked by	Artur Carulla (Partner), Hannah Fisher.
Agreed by	Jason Syrett (Partner)
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