

2019 Sustainability Report

Our energy management hierarchy

We apply these principles throughout our operations as we continuously strive to “do more with less”



Use less
Reduce consumption with efficiency measures and staff behaviour change



Buy well
Source best providers and technologies



Renewable energy
Source energy through more sustainable opportunities including heat recovery



Offset
Compensate for emissions from the residual energy we use, by investing in social and environmental projects that also benefit communities

2016 at a glance

Facts and figures about our London office



Natural gas
3% increase in use compared to 2015



Staff commutes
100% of all CO₂ emissions offset



Electricity
5% decrease in use compared to 2015



Business travel
100% of all CO₂ emissions offset



Catering
100% of all our office's tea and coffee is fair trade



Couriers
100% of all CO₂ emissions offset

Facts and figures about our employees



100%
of all staff had an internal review



16%
of staff were promoted internally



36%
of staff in London are women



41%
of staff were sent on training courses



24%
of staff in UK are women



9
interns supported



Patrick Bellew
Principal

Introduction

2016 will be remembered as a year of surprising results at the polls, both here in the UK and over in the US.

It was with some prescience that the Swiss philosopher Henri-Frédéric Amiel wrote in the mid-19th century “The age of great men is ending; the epoch of the anthill, of life in multiplicity, is beginning”. These words predated the global population explosion of the 20th century, and they now appear to predict the distinct lack of greatness in global leadership in the early part of this 21st century. A lack of strong, consistent leadership of our nations – as well as of our cities – is no doubt one of the reasons for the inertia in facing up to the twin challenges of resource depletion and climate change.

At times, it can be hard to see anything other than a dystopian future ahead of us. One that has us scrambling for ownership of increasingly scarce resources – energy, water and materials – in cities that are choking on emissions and baking under the heat-island effect.

The more utopian view is a future in which the big energy and transport problems have been solved by technology. In this world, the circular systems that manage water and rainwater ensure that no citizen goes thirsty and promise a healthy and pleasant life for all. Grand plans usually require great people to inspire and deliver. Amiel may have been right, in that we can no longer rely on centralised governments to provide the leadership required to achieve this utopian vision.

Adding to the challenge, intensification of the city is occurring all over the world. For the most part, developments tend to be piecemeal and there are relatively few places where joined-up thinking about structure and infrastructure with planned urbanisation is more than half-hearted. It therefore mostly falls to the leadership and inspiration of individual clients and project teams to evolve and deliver better projects and places. Since setting out on our journey as Atelier Ten more than 26 years ago we have tried to do our bit to foster and inspire the step-change in the approach to low carbon and sustainable design that is so urgently needed.

In practice, I believe the future will sit somewhere between the dystopian and utopian extremes through a continuation of the incremental improvements of the past 35 years, rather than by conforming to some grand plan or design. In the age of Amiel’s anthills in multiplicity, we will continue to work with our collaborators and colleagues to define the frontiers of sustainability, healthy buildings, and environmental design, providing leadership in industry.

This report summarises the efforts we make internally and externally to reduce the impact on the environment of not only projects we are engaged on, but also our physical operations. Three of our offices relocated or were refurbished this year – all making a commitment to lower energy use in operation and to the health and well-being of our staff. This report illustrates our continued commitment to the issues at hand, starting at home.

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A responsible business

Sustainable principles strengthen our business.

As building services and fire engineers, lighting designers and environmental design consultants, we are committed to using our skills and influence to improve the built environment and to maintain the integrity and quality of the natural and cultural environments in which we operate.

As such, we aim to apply the principle of sustainable development, meeting the needs of the present without compromising future generations. Our environmental mantra is:

“...doing more with less”

At Atelier Ten, we integrate environmental best practice into our business activities while maintaining an appropriate balance between environmental and economic considerations.

Accordingly, our policy is to:

- apply responsible standards in areas not already covered by existing laws and regulations
- respect the environment and emphasise every employee's responsibility to improve environmental performance
- integrate environmental considerations into all of our activities including considering the environmental impact of products and services in our purchasing decisions
- minimise our use of resources and wastage of materials as far as economically and practicably possible, undertaking appropriate reviews to measure progress
- save energy through the monitoring of unnecessary use of energy sources and ensuring equipment is kept switched off when not needed
- share experiences with others to foster wider improvements within the community and communicate with our clients, collaborators and suppliers on environmental matters.

Delivering excellence

Quality is a key driver for Atelier Ten and forms a fundamental part of our company ethos and mission. We have exacting quantitative and qualitative standards: these standards underpin everything that we do and form the basis of our quality assurance systems. Atelier Ten UK is an ISO certified company and currently operates an integrated quality and environmental management system that meets the requirements of ISO 9001:2015 and ISO 14001:2015.

Minimising our carbon footprint

We are a carbon neutral company committed to reducing our overall carbon footprint. We seek to reduce our carbon emissions and offset those that are unavoidable. Within our business operations, key focus areas for us include energy management and working with suppliers to improve their environmental performance, purchasing products with reduced environmental impacts and minimising transport-related emissions.

Our office management system ensures that all unnecessary lighting, heating, cooling and business machines are turned off or have built-in energy saving modes enabled. Our waste management policy observes the hierarchy of “reduce, reuse, recycle and recover”. We also collect and recycle printer and toner cartridges, batteries, waste electrical equipment and old mobile phones which are managed through our supported charities. To lessen the environmental impacts of our own purchasing policy for



office supplies and materials, we have embedded environmental principles into our formal relationships with suppliers.

Governance

By defining our social, environmental, ethical and economic responsibilities and opportunities, we can be judged on how we perform. This ensures we deliver on our commitments in a manner consistent with our values. We are committed to maintaining high standards of corporate governance and believe that effective practices are essential to business integrity, performance and accountability.

The business is governed by a corporate responsibility framework that comprises a series of policies, control arrangements and reporting. This includes the following:

- Corporate Social Responsibility Policy
- Environmental Policy
- Sustainability Policy
- Sustainable Procurement Policy
- Ethical Policy
- Health and Safety Policy
- Recruitment Policy
- Training Policy
- Aspects and Impacts Register
- Waste Management Schedule
- Register of Legislative and regulatory requirements

Our International Strategic Board leads our efforts to integrate sustainable thinking into our long-term strategic planning and daily activities. With members drawn from the UK, US and Australia, the board drives our sustainability priorities and is accountable for developing goals and reporting progress.

Health and safety

The health, safety and wellbeing of our people is critical to us delivering our strategic objectives and is a major constituent of our quality and environmental management system.

All accidents in the office and on site are reported and details recorded as they occur, and all serious cases are fully investigated. First-aid cases and near misses are also reported. The learning from all incidents is shared, where appropriate, across the business, along with recognised best practices.

Diversity and inclusion

Our ability to deliver our business strategy while addressing environmental and social challenges depends on the quality and diversity of our people. We promote and support a diverse workforce at all levels. It is our belief that creating a work environment that enables us to attract, retain and fully engage diverse talents leads to enhanced innovation and creativity in our designs and services. We believe being immersed in different cultures and ways of working helps us to challenge conventional thinking.

We are an equal opportunity employer and base employment decisions on merit, experience and potential, without regard to race, colour, gender, sexual orientation, religion or age. We are committed to maintaining a work environment free from discrimination and harassment. Our challenge is to continue to build diversity across our business.

▲ Atelier Ten's office at Perseverance Works, London

We believe that:

- diversity is clearly much broader than gender. It incorporates diversity of race, thought, experience, skills, understanding, perspective and age
- successful companies sell to clients regardless of gender, race, ethnic group or religion and a diverse workforce should reflect its clients. A diverse management is more in touch with concerns of its clients and staff, providing different perspectives in devising successful business strategies.

Acting with integrity

We expect everyone at Atelier Ten, wherever they work, to meet high ethical standards, and we want to do business with clients, collaborators and suppliers we can trust and who share our values. Our extensive framework of policies and systems to manage our responsibilities is well established and continues to evolve as we encounter new issues.

Assessing risk

It is our aim to manage risk so that we can successfully deliver our objectives, creating value while promoting the interests of our many stakeholders through the safeguarding of our assets and reputation. We have in place company-wide risk management processes for the identification, evaluation, response and subsequent monitoring of risks that may significantly threaten the delivery of our projects, revenue, profits, assets, reputation and long-term strategic aims. At a project level, we adopt rigorous assessment processes regardless of location.

Boundaries

This report covers the full year to 31st December 2016 and builds upon our Sustainability Report issued last year. The information contained within this report relates to our offices in the UK (and US where data protection allows us to share information). In line with UK-GBC recommendations, our reporting is prepared in accordance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. The principles within GRI provide guidance to determine report content and quality in terms of materiality, stakeholder inclusiveness, sustainability context, balance, comparability, accuracy, timeliness, clarity and reliability. This report is self-declared GRI level C.

The importance of materiality

At Atelier Ten we take a holistic approach to sustainability, reflected in our matrix of material issues. It's a snapshot of significant drivers for the business and its stakeholders over the long term.

We have identified these issues through dialogue with our client and collaborators – and with many other external stakeholders and industry bodies – in the course of our business. This summary also reflects conversations that happen every day across the business, from boardroom to coffee shop.

It's this combined insight that has helped us understand where to direct our effort and resources. But one thing is certain: nothing stands still. As our markets and operating environments evolve, we are tracking global trends and making sure we address those environmental, economic and social issues with the greatest impact on our business.

As shown to the right, there are a wide range of sustainability issues on our radar, and every one of them matters. Although they're not all under our direct control, we can make a positive contribution to addressing the challenges while making the most of the opportunities.

The principle of materiality is essential in understanding sustainability priorities; it is used in decision making to define whether an aspect or issue is sufficiently important to warrant attention. For us, it's not just about getting better at what we do, it's about striving for the best, creating value for Atelier Ten and our clients, and innovating for a better world.

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We value your feedback
 We welcome any questions, comments or suggestions that you might have about this Sustainability Report and our performance. Please send your feedback to Tate Josserand at tate.josserand@atelierten.com



Sustainable employer

- Staff training and education
- Diversity and equality
- Wellbeing



Sustainable operator

- Quality
- Certification
- IT and communications
- Health and safety



Sustainable partner

- Client and collaborator satisfaction
- Participation
- Stability and profitability
- Market presence
- Innovation



Sustainable world

- Environmental protection
- Resource conservation
- Recycling
- Sustainable procurement
- Community engagement

Stakeholders

We are committed to engaging with all of our interested parties and stakeholders, both internally and externally, to become the most sustainable, responsible company we can.

Moreover, our priorities are informed by our stakeholders: by listening to, partnering with and considering the perspectives of our employees, clients, collaborators, affiliated organisations, academic leaders, government, and even our competitors, we can deliver sustainable solutions that add value and help to make a significant difference.

▼ RIAS Award-winning One West Regent Street, Glasgow



We have robust policies and systems in place to manage the wide range of sustainability issues we encounter in our business activities. Listening to our stakeholders helps us prioritise these issues by identifying those that are most important to them and to us. We want to understand the views of our stakeholders – people who can affect our business or who are affected by it. By understanding, we can account for any differences and communicate our perspectives.

Indeed, this report is a key part of our continuing communication with stakeholders on our approach to and management of sustainability issues and risks for long-term profitability. While we seek an open and transparent dialogue with stakeholders, we also maintain a focus on material issues where we can make a real difference. This focus is an integral part of the culture at Atelier Ten and reflected in the content of this report.

We have developed a stakeholder map that identifies both our internal and external stakeholders. Our engagement with each stakeholder group differs and, in an effort to adapt to changing needs and issues, continues to evolve. As we pursue our corporate sustainability goals, we intend to further strengthen these relationships. Together, we are establishing transparency and enhancing our relevance with the clients, collaborators and communities we serve.

We talk to interested parties and stakeholders alike:

- as part of our normal, day-to-day business
- in connection with specific sustainability issues
- in connection with changes in our operations
- in the development of our sustainability reporting



Employees

- Increased diversity
- Fresh perspectives
- New approaches
- Increased range of languages spoken / written
- Increased cultural sensitivity
- New clients / projects



Management

- Efficient work streams
- Increased profitability
- Increased client satisfaction
- Use of third-party logos as a mark of quality



Suppliers

- Challenge our thinking
- Insight on future needs and technical support
- Use of third-party logos as a mark of quality



Existing clients

- Insight on future needs and technical support
- Repeat business
- Use of third-party logos as a mark of quality



Prospective clients

- Insight on future needs and technical support
- New clients / projects
- Use of third-party logos as a mark of quality



Shareholders

- Exploit global opportunities
- Protection against regional cyclical downturns



End-user

- Insight on future needs and technical support
- Repeat business



Statutory and regulatory bodies

- As early adopters, lead market and build knowledge profile
- Anticipate future change and create business / new service opportunity
- New clients / projects
- Use of third-party logos as a mark of quality



Government

- Use of third-party logos as a mark of quality



Wider public

- Use of third-party logos as a mark of quality

Highlights and challenges

Short stories from our offices around the world.

Green successes

Each year, the Green Committee in London asks staff to turn their environmental design and engineering skills towards improving our own office and reducing our impact on the environment. The responses to the 2016 survey highlighted a range of ideas, some of which have already been implemented:

- “Borrow a bag, save a turtle” – reusable bags are provided by each exit. We give all new starters a canvas tote.
- We’ve provided more local recycling bins around the office, and removed individual general waste bins. Recycling is easier, and employees have another reason to get up from their desks to move around.
- As part of our office refit, energy efficient LED and fluorescent lights were installed and bathrooms have occupancy sensors.

- Hopefully improving efficiency as well as comfort, employees in our UK offices all perch on ergonomic desk chairs. Instead of throwing away the old desk chairs, an office equipment retailer has re-sold them.
- Task lighting was provided for anyone who requested it.
- We’ve doubled the size of our kitchen, with more tables and space for socialising and exercising.
- Acoustically separated printing alcoves have been added
- New high transparency blinds have been fitted to maintain good daylight levels while mitigating glare
- Employees who cycle or run to work can enjoy the new larger shower, with water efficient fittings of course. The addition of this facility has encouraged more cycling and running to work.
- We installed more indoor cycle racks.

- More plants were introduced.
- Healthy materials were an important element of our fit-out. The new flooring in the first and second floors is fully recycled, and new desks have PEFC certified tops. We used reclaimed oak for our new reception desk. Practicing what we preach, low-VOC paints were used through the building as part of the refurbishment.

2017 targets

Not resting on our laurels, in 2017 we will:

- Distribute a follow-up survey.
- Continue to green the office with more plants.

Thermal comfort survey

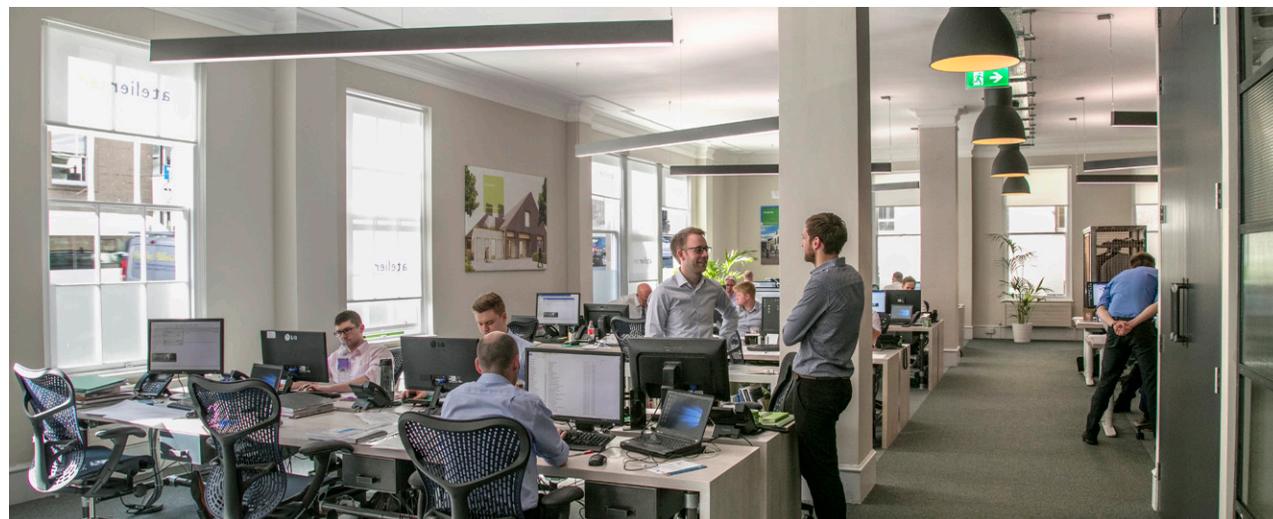
Based on a thermal comfort survey in December 2016 survey, we have established the need to undertake a two-pronged study into the internal thermal comfort and air quality.

In 2017, we will carry out an occupancy thermal comfort study, followed by a workshop to discuss ways to remedy any issues and to create a strategy moving forwards. Double glazing is under consideration. We are also comparing various air quality sensors with the intention of carrying out an indoor air quality test. This will provide us with a chance to study both the internal air quality itself and the methods of gathering and interpreting data, which is so applicable to the work that we do.

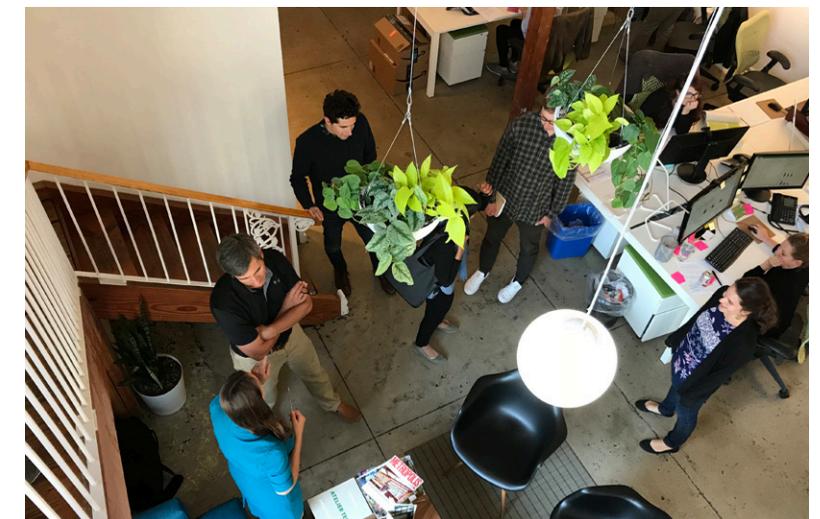
San Francisco moves to a new office

The San Francisco office moved to a new space after outgrowing our first office where we opened in 2008. The priorities of the search, other than more space, included access to daylight, public transportation, bike storage, and enough flexible space to be used for private or group meetings or gatherings. The new space on Tehama Street is naturally ventilated, filled with daylight throughout the year, bike storage at the entrance and even a full bath for those that run or bike to work. With the addition of an office manager with a background in horticulture, Atelier Ten deemed it important to take advantage of her skills and the daylight space to integrate low water plants into the design of the new space. The main biophilic design was a custom plant chandelier designed and built by the employees that hangs over the central staircase.

▼ Atelier Ten Glasgow’s new WELL standard office



▼ Atelier Ten San Francisco’s new bespoke plant chandelier



Glasgow moves to a new office

At the end of 2016, our Atelier Ten Glasgow office moved to a new premise. The new Glasgow office has been fit out to the WELL Standard, with flexible work spaces for staff, stand sit desks, circadian lighting and biophilia. The flexible work spaces allow staff the opportunity to move away from their desks and work in more practical spaces for the task at hand, it also allows the opportunity for collaborative working. The circadian lighting matches the body's circadian rhythm and promotes mental and physical health, mood, and energy. The office was designed with the intention to be an enjoyable workplace, as well as the previously mentioned benefits, there is a large café/break area for staff to socialise and enjoy their spare time in. The office has been well received by staff and clients/visitors alike. Feel free to visit the new office if you have a chance.

Leila Tavendale invited to be a member of the interview panel for scholarships

The Arkwright Scholarships Trust charity was founded in 1991 and aims to "identify, inspire and nurture future leaders in engineering and related areas of design" through the award of scholarships to students during their A Levels or Scottish Highers. Arkwright is one of the most prestigious scholarship schemes in the UK, with 90% of the scholars going on to study engineering at university and over 3,300 scholarships awarded to date.

To be awarded an Arkwright Scholarship, students must go through a rigorous three-stage selection process.

Leila was lucky enough to be awarded an Arkwright Scholarship in 2005 and because of this and her role as a STEM Ambassador, Leila has spent the last three years as part of the interview team at the final-stage interviews at both Lancaster and Newcastle Universities. Leila's relocation to Edinburgh since joining Atelier Ten means that this year she'll be joining a new interview team at Heriot Watt University.

In the past, Leila has witnessed a lot of nervous students who struggle to really explain why they want to be an engineer, but she has also interviewed a student who explained how he used his 3D printer to print an even bigger and better one, and debated health and safety with another who admitted to making hydrogen in his bedroom. Engineering in schools has come a long way since Leila turned up to her interview at Lancaster University with a giant blue plywood bathroom stool-come-storage unit that she could barely see the interviewers over. From students who redesign kayaks and trains in their spare time to those who've spent their GCSE years writing software, building robotic arms and designing sustainable cities, she's definitely seen what the future of engineering holds and she is truly excited to see what this year brings.

Patrick Bellew at the Oskar von Miller Forum

Patrick Bellew presented in December at the Oskar von Miller Forum. The Forum is an educational initiative of the Bavarian construction industry for engineers in the building sector, committed to the exchange of ideas between disciplines. Scientists from all over the world are invited; high-ranking architects and engineers will be giving challenging keynote and evening lectures on current topics in construction-related fields.

Patrick discussed how the application of a broad range of environmental ideas has shaped his work, with specific reference to some of Atelier Ten's recently completed projects.

Bill Ritchie BCO Scotland Chairman

Bill Ritchie, director of our Scotland offices has been appointed as the Chairman of British Council for Offices Scotland and joins their board of management. Established in 1990, the BCO is Britain's leading forum for the discussion and debate of issues affecting the office sector. Bill has served on the Scotland Committee for over ten years and previously chaired the regional awards

judging panel. His other duties at the BCO include representing them on the Scottish Property Federation's Policy Committee for Building and Sustainable standards. If you would like further information on the BCO please do not hesitate to contact Bill at bill.ritchie@atelierten.com.

Bill Ritchie presents at Scotbuild

In November 2016, Bill Ritchie presented at the Scotbuild Conference in Glasgow on healthy building design. The presentation outlined the importance of building services engineers, how building services has developed over the years and how this has helped inform healthy building environments. From outlining the current benchmarking to the benefits of the WELL Standard and the future of healthy buildings, Bill demonstrated the evolution and future of healthy building environments and how we can help achieve them.

Peter Kerr appointed to DSDC

Peter Kerr a Director in our Glasgow office has recently been appointed as an Associate by the Dementia Services Development Centre (DSDC) at the University of Stirling who are an international centre of knowledge and expertise dedicated to improving the lives of people with dementia. Peter has been commissioned to update the current lighting design guide and will also be conducting a series of lectures across the UK providing practical solutions to the research carried out by the university.

WELL AP

Chad Groshart, the Associate Director of Lighting in our New Haven office, has qualified as a WELL Accredited Professional (WELL AP). He is one of 44 WELL APs in the US. The qualification signifies extensive knowledge of human health and wellness in the built environment, and the WELL Building Standard. The WELL Building Standard is an evidence-based system for measuring, certifying and monitoring the performance of building features that impact health and wellbeing.

WELL is grounded in a body of medical research that explores the connection between the buildings where we spend more than 90% of our time, and the health and wellness impacts on us as occupants. WELL Certified spaces can help create a built environment that improves the nutrition, fitness, mood, sleep patterns and performance of its occupants.

Partnership with the CBE

Atelier Ten is an Industry Partner on the Taylor Engineering Team for the Center of the Built Environment (CBE) at the University of California, Berkeley campus. The CBE's mission is to improve the environmental quality and energy efficiency of buildings by providing research on building technologies and design and operation techniques. Atelier Ten meets with the CBE semi-annually to discuss research and plan future research with other Industry Partners.

www.cbe.berkeley.edu/aboutus/industrypartners

▼ Bill Ritchie at the BCO awards





▲ Atelier Ten employees looking bright and cheerful on the Shine Night Marathon; raising money for Cancer Research UK

Daylight hour

Each year, Atelier Ten participates in the Daylight Hour campaign, to demonstrate that daylight can light our workspaces, save money, and reduce our environmental impact. This year, the UK offices turned off the lights during Daylight Hour on 17th June.

Shine Night Marathon 2016

Atelier Ten London took part in the Shine Night Marathon and raised more than £5,000 for Cancer Research UK. Congratulations to all involved!

Working within the community: Engineering Club

2016 was the third year Atelier Ten has run an after-school Engineering Club at the City of London Academy, Islington (CLA). The club was conceived to engage young students with engineering: finding fun ways to teach basic engineering principles with the hope of encouraging the uptake in STEM subjects and even engineering at university. The enthusiasm of the teaching staff at the CLA inspired and encouraged us to harness the wealth of knowledge of Atelier Ten's

engineers to create and deliver exciting and interesting projects for all age groups.

DIY backhoe challenge

After teaching the students about Pascal's Law and the physics of a hydraulic pump, we asked them to design and build a hydraulic backhoe arm, to excavate and move cargo. They were given glue, "timber", tape, syringes, paper clips, a PVC tube and cardboard. The teams had to design, measure and construct hydraulic pumps. In the final step of the challenge, the teams raced their backhoes without dropping the special cargo. The winners of the race got to eat the special cargo (chocolate eggs).

Football league

Atelier Ten joined the Architects Football League and after an exciting debut season, have secured promotion to the next division. With what some may see as a risky business strategy, Atelier Ten won 11 of their 14 games and finished second in the league. Their success in London has seen a spin-off franchise in the Scottish division.

Workplace management

We're all about developing people to excel at what they do, challenging how things are done and inspiring change.

As environmental design consultants we are committed to using our skills and influence to improve the built environment and to maintain the integrity and quality of the natural and cultural environments in which we operate. We aim to apply the principle of sustainable development in all that we do.

Our vision

Our vision "shaping a more sustainable world" is ambitious and long term. Within that, we have an important duty to ensure good environmental performance in all our business operations and to provide the necessary organisation, commitment and training to fulfil this obligation. As a professional services company our environmental impact is small compared with many other industries. But our clients, our staff and other stakeholders still expect us to minimise that impact, and as a responsible business whose operations ultimately rely on natural resources, we want to do everything we can.

And significantly, we build on our own culture of innovation and seek to facilitate client behaviour change towards a more sustainable mindset. We know that there's much to do but we are driven by our clear vision for a more sustainable world.

Our approach

For this reason, in 2012 we adopted an integrated management philosophy that combines ISO 9001 (Quality Management Standard) with ISO 14001 (Environmental Management System). This approach ensures that all staff are committed to delivering the highest levels of satisfaction and environmental management to clients, collaborators and each other with the greatest of integrity and ethical diligence. Moreover, it ensures that we apply adequate quality standards across our business operations and project activities, and that

we gather objective evidence to demonstrate that we have met these standards.

Our operational impact comes mostly from carbon emissions generated by business travel and by energy in our buildings. So, carbon mitigation is central to our efforts, and we've offset our operational carbon emissions, as reported each year, since 2008. We also work to reduce the waste we generate and the resources that we consume, such as paper and water.

At an office level, this is achieved by incorporating environmental responsibility into all business operations through a series of policies, procedures and management systems that assess and monitor, on a continuous basis, the environmental impact of our operations. Many of these are recorded in the report. At a project level, we work with clients, contractors, professional bodies and the community at large to raise the environmental standards of the industries in which we operate. To deliver this, we aim to be a leader in sustainable development in areas relevant to our business and to promote sustainable practices.

A culture of innovation

Every day at Atelier Ten, we work together to create smart solutions to all manner of design challenges within the built and planned environment. Building an inclusive culture of innovation begins in our offices and continues through our learning and community programmes. We want to become an employer of choice by

Consequences

In meeting these objectives, we provide value to our clients by building upon our reputation for integrated design and a holistic approach to projects recognised for their sustainability credentials. It also helps us achieve performance that ensures our economic, environmental and financial viability and employ and retain staff who have a high degree of awareness and expertise in sustainability.

Valuing our impact

We're also shaping the debate on important environmental issues and collaborating with our clients on their environmental impacts.

▼ Atelier Ten Foundation shaping a more sustainable world with our expertise

“up-skilling” employees, driving a culture of performance and having a client-focused agenda. By encouraging people from different backgrounds to join our workforce, we can become more responsive to future challenges and opportunities.

Being an innovation leader means applying the right skills to do an outstanding job. By bringing out people’s true potential, we are better able to serve our customers, improve employee retention and become a more attractive employer. We believe that a variety of perspectives, backgrounds and experience will help us build a more innovative and responsive business.

Putting customers first

Ensuring our clients and collaborators come first is fundamental to our growth strategy. New business wins, customer retention and industry awards are testament to our innovation and seamless service.

Strategic plan

We continue to strengthen the importance of sustainability within our Strategic Plan. In 2016, we transitioned our Quality and

Environmental Management System to the new 2015 standards. We continue to acknowledge that economic, environmental and social responsibility are interconnected. Sustainability is the basic principle that governs our business operations. Our business targets and corporate interests take into consideration our stakeholders’ expectations and opportunities enabling us to prioritise our actions.

Our Strategic Plan is not static: in a dynamic and competitive environment we must continuously adapt to new market conditions. Similarly, the demands expressed within our stakeholder dialogue framework change from year to year. The annual review and resetting of our Strategic Plan also provides an opportunity for us to undertake a comprehensive materiality review to check that the issues we have identified as material remain valid and what changes (if any) are required to focus on what matters in our future reporting.

Governance and sustainability management

We keep a close eye on the risks our business faces. We define risk as any event

that could influence the achievement of our objectives – for better (opportunities) or worse (threats). For example, we need to ensure that our facilities meet the requirements of current environmental legislation. Each time we open a new office, wherever it is in the world, we review the systems, principles and processes by which the company is governed to ensure they are relevant and appropriate. In this way, we ensure the guidelines for allocating roles and responsibilities among directors and other stakeholders are always fair, transparent and deliver accountability.

Green committee

We are aware of the environmental impact associated with our business activities and the strategic importance of implementing green management practices. This understanding led to the establishment of the Green Committee. With members drawn from across the business, it meets quarterly to confirm green management policies, assess performance and make decisions on the establishment of improvement measures detailed within our Aspects and Impacts Register.

Responsible procurement

We want to bring others with us on the journey towards a more sustainable world: our corporate responsibility extends far beyond our own operations. We only want to work with suppliers that meet our social and environmental standards, as laid out in our procurement policy. Wherever possible, we do business with small local suppliers. And where necessary, we work collaboratively with them to develop action plans to improve their environmental, social and business performance.

Our approach to waste management

With respect to waste management, we recognise that many of our waste streams have the potential to be recycled for economic benefit. This reduces the amount of virgin material that needs to be mined or extracted from the natural environment. Thus for the collection and transfer of inert and non-hazardous waste, we ensure all appropriate licences and environmental permits are valid and that we are in receipt of waste transfer notices. This ensures we know how our waste is managed and treated. Additionally for

▼ 2016 CIBSE Lighting Award-winning Living Plant Centre, WWF-UK Headquarters





▲ Atelier Ten's office at Perseverance Works, London

hazardous waste, we check the validity of a proposed carrier's registration, the validity of the proposed disposal facilities' licences and secure consignment notes if necessary. We also ensure that our electrical and electronic equipment is managed under the Waste Electrical and Electronic Equipment Regulations.

Waste and recycling

Our waste management policy observes the hierarchy of "reduce, reuse, recycle and recover". As for any office, our key waste streams are office consumables and electronic waste. We reduce the amount of waste we send to landfill by encouraging local arrangements for computer and furniture re-use, and establishing recycling contracts for electronic waste and standard office consumables. Waste is collected from recycling points within the office and processed centrally by third-party provider Paper Round.

As part of BPR Group, Paper Round, which started life in 1988 as a small Friends of the Earth project, is London's leading recycling service provider with more than 20 years' experience of managing waste and recycling for companies of all sizes and currently services over 5,500 sites. Dry recyclables are separated mechanically and by hand; non recyclables are incinerated to ensure locked-in energy is reused. BPR

Group is an ISO 14001 accredited company.

In addition, we have centralised collection points for toner cartridges, toner, batteries and light bulbs. Toner cartridges are recycled on behalf of a charity (VICTA), while waste toner bottles are disposed of in contaminated waste bins that are in turn collected by Paper Round. Batteries are recycled through our stationary supplier, Office Team. Light bulbs including fluorescent tubes are collected and held centrally by the Office Manager and when volumes are large enough these are disposed of using Paper Round. Production, storage and disposal of WEEE such as PCs and monitors is via Perseverance Works' centralised collection facility. This is then collected by Paper Round who recycle where possible to local charities.

Managing our energy consumption

The energy we use in our buildings is a major contributor to our overall carbon footprint, making it a priority in our environmental agenda. Our approach to energy management is designed to reduce our impact on the natural environment, ensure our staff have a comfortable and safe working environment and to manage our business running costs.

We manage energy consumption in our offices whenever possible in order to:

- reduce the use of fossil fuels and therefore preserve energy resources for future generations
- reduce carbon emissions in order to protect the environment from pollution caused by our work.

Our electricity consumption has decreased by 5% year-on-year, normalised per member of staff. Some of this reduction has been from "low hanging fruit", so we expect progress to be more challenging and incremental as we continue to invest in improvements. We've achieved this by investing in new technologies and changing the way we work. Normalised consumption of gas has increased by 3% compared to 2015.



▲ Internal design team meeting at Atelier Ten London office

Opportunities and risk

Reducing the amount of energy we use not only helps us to reduce our operational exposure to energy security risks, but it also helps us to reduce costs. Planned refurbishment of our offices will provide opportunities to install less energy-intensive equipment.

Questioning the need to travel

Business travel is a necessary part of the way we work – our ability to serve our clients largely depends on being able to visit their locations. Nevertheless, we continue to challenge ourselves on the need, frequency and mode of travel.

With an increasingly strong international portfolio, we continue to strengthen our video conferencing facilities as a way of reducing the need for foreign travel. This capitalises on an earlier strategy and has reduced the incidence of international travel significantly.

Opportunities and risk

From a sustainability point of view, business travel is a complex issue. It's important for building relationships, which is at the

core of our brand, and it's also important in the delivery of our services. In certain circumstances travel is a necessity.

But business travel damages the environment and can put a strain on our people's wellbeing, and reducing travel can help cut costs. We want to strike the right balance.

Carbon offsetting

We are a carbon neutral company committed to reducing our overall carbon footprint. We seek to reduce our carbon emissions and offset those that are avoidable. Clear is approved under the UK Government's Quality Assurance Scheme for Carbon Offsetting, this ensures our offsets only go to Certified Carbon Reduction projects.

Since 2010, Atelier Ten has been involved in several different types of projects, spanning four continents.

Opportunities and risk

The environmental impacts of our business represent both a business risk and opportunity. For instance, our clients increasingly expect us to actively manage our carbon emissions and our reputation

is influenced by our approach to being a responsible business. So, effectively tackling our carbon footprint also gives us a chance to innovate and strengthen our reputation as a sustainability leader, differentiating us from our competitors. We also know that it improves employee engagement and increases their perception of Atelier Ten as a good place to work.

Cutting carbon also cuts costs because it's about reducing the energy we consume and the travelling we do, as well as the financial cost associated with our choice to offset. On the other hand, climate change poses other potential risks to our business including disruption to travel or energy, both of which are integral to the operation of our business.

Sustainable land use

Most of our land use impact occurs outside our direct operations and within our supply chain. However, we still want to do the right thing, so we encourage sustainable land use and biodiversity in our offices where possible.

Opportunities and risk

Given the nature of our business, our land use risk is small. But encouraging biodiversity within our offices gives us the opportunity to engage with our staff about the importance of biodiversity. And we can share the lessons we've learned with both our clients and suppliers.

Reducing our natural resource consumption

To minimise the impact of our resource consumption, we:

- challenge unnecessary consumption within our offices, whenever possible
- invest in lower consumption equipment in our offices
- proactively seek to reduce inbound packaging from suppliers
- buy products with sound environmental credentials, including those with a high recycled content, whenever we can
- re-use or recycle as much as possible.

Opportunities and risk

Clearly, the fewer resources we use, the lower our material costs, so managing our operations to reduce our consumption presents a good opportunity for us.

Paper

Paper is one of our most significant consumables. We ask our staff to consider whether they really need to print at all.

Opportunities and risk

In a bid to reduce transport emissions related to traditional postage methods we endeavour, where appropriate, to send all correspondence electronically.

Communications

We place great importance on communicating effectively with our staff. This involves creating opportunities for people to ask questions and express their views, as well as sharing information with them. By maintaining two-way communication, we help our staff to understand the challenges we face and contribute to a successful future for Atelier Ten. We have well established communications channels in place at both a corporate and team level to keep our staff informed and involved. In London, we meet quarterly as a company; this ensures that everyone has a clear sense of direction, that everyone has an opportunity to question our progress and that people can be inspired about the future of the company.

Opportunities and risk

We publish an annual calendar of meetings that is posted on our company notice boards. Giving visibility to all board meetings in this way helps staff to understand how Atelier Ten is managed and provides a touch-point for when they can expect information or an update.



Letter from New Haven

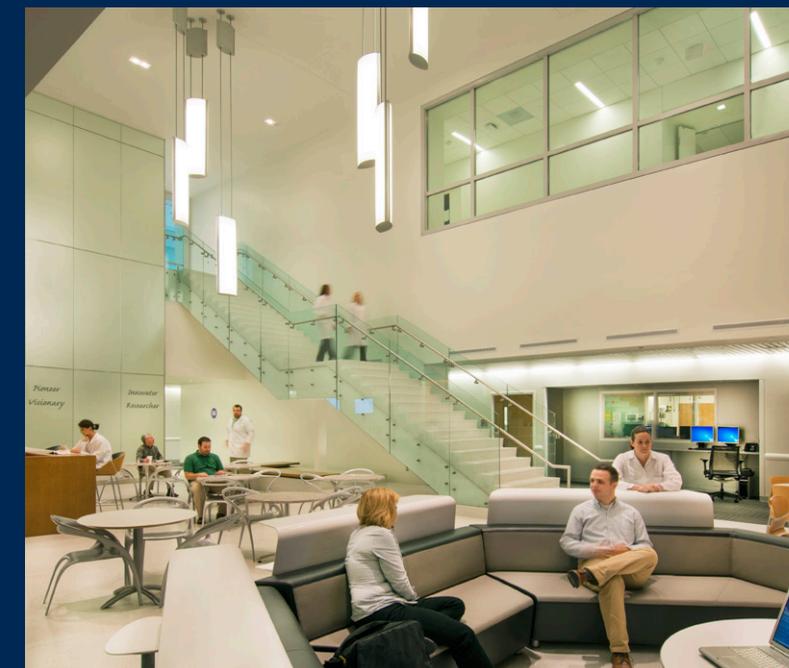
Mark Loeffler
Director

In the summer of 2016, well ahead of the US presidential election, Atelier Ten joined Architects Advocate, an organization of architectural professionals supportive of political candidates who support policies to mitigate climate change www.architects-advocate.com. Founded by Chicago-based and Atelier Ten client firm Krueck + Sexton, Architects Advocate quickly enlisted hundreds of concerned architectural, engineering, design, and consulting firms. US director Mark Loeffler volunteered to advance Atelier Ten's participation in this organization as well as to monitor similar positions taken by the US Green Building Council, International Living Futures Institute, and Architecture 2030.

In early November 2016, the US presidential election produced a distressing surprise for Architects Advocate, as well as a majority of the US. As a firm, we agreed to keep resisting the diminishment of environmental protections and responsibilities, protesting the appointment of climate-change deniers to presidential cabinet positions, and supporting US congressional representatives who advocate for sustainability. In Loeffler's words, endorsed by Atelier Ten directors, "We have an obligation to ourselves, our staff, our clients, and our world to take an overt stand against the erosion of the sustainability progress on which we have built our business. I believe it will help separate us from more sheepish, cautious consultants who may try to remain neutral about all this. We certainly don't need to jump onto every green bandwagon, but I do think that we will benefit from adopting and articulating a position."

As a result of this commitment, we have been invited to speak to other groups, such as the Northeast Sustainable Energy Association and the Connecticut Green Building Council, about how to frame their own policies. Following our signing of a petition contesting the US president's decision to withdraw from the Paris Climate Accord, Loeffler was interviewed by Architectural Record magazine which cited us as a leading sustainability supporter, along with the American Institute of Architects, Architects Advocate, and others. This continues to be an issue of great concern and frustration to us and our professional community, but we will maintain our active support of environmental protection.

▼ Kaleida Health Gates Vascular Institute | LEED-NC GOLD



Healthy buildings



Younha Rhee
Associate Director

The impact of the built environment on our health and wellbeing is under the spotlight more than ever.

When I was a student at Yale, I used to attend lectures in the School of Art And Architecture, a building designed by famous brutalist architect Paul Rudolph, and I, as well as many others, used to fall asleep in Hastings Hall located at the basement of the building where most of the lectures were held.

As an architecture student pulling all-nighters, I attributed the fact I often fell asleep in the hall to my tiredness and excused everyone else for the same reason. I never questioned whether it might be due to bad ventilation or air quality in the space.

Having become an environmental designer focusing on the design of “healthy buildings”, I now realise that my sleepiness was probably the result of high CO₂ levels due to poor ventilation in the basement, and that the design of the building did impact my levels of alertness.

Pushing for more daylighting has led to over-glazed buildings in the last two decades where visual comfort has been compromised”

Clearing up the confusion

Sustainable buildings and “green” living have been popular trends in real estate for years now, but the latest buzzwords focus on healthy building and wellness/wellbeing environments. While the term healthy building has become commonplace, it is often interspersed or indeed mixed up with terms such as “sustainable buildings” and “green building”.

The World Green Building Council’s publication Health, Wellbeing and Productivity recognises that there are reputable, robust studies that suggest the green design features of buildings lead to healthier, more productive occupants. However, the World Green Building Council also warns that low carbon and resource-efficient buildings don’t automatically achieve healthier or more productive environments.

Productivity

Addressing indoor air quality could lead to a less energy efficient building, for example. A meta-analysis in 2006 of 24 studies, including six office studies, found that poor air quality (and elevated temperatures) consistently lowered performance by up to 10 per cent on measures such as typing speed and unit output.

This analysis appeared to demonstrate that the optimum ventilation rate is between 20 and 30 litres per second (l/s), with benefits tailing off from 30 up to 50 l/s. As a comparison, the British Council for Offices’ Guide to Specification recommends 12 l/s. In order to achieve an increased ventilation rate of 20-30 l/s, there is an energy penalty for additional auxiliary power. Fitting additional filters into air handling units to purify air coming into a building can further increase auxiliary power requirements.



However, there are plenty of win-wins. Providing individual thermal control for thermal comfort can create a microclimate zone around a single space (i.e. a hotel room). In this way the energy is deployed only where it is needed, which can result in less energy usage while the individual’s needs for thermal comfort are fulfilled. One study found that individual control over temperature (in a 4 °C range) led to an increase of about 3 per cent in logical thinking performance and 7 per cent in typing performance.

The importance of greenery

Providing natural elements within a building or providing views to natural elements is another win-win. There’s a growing volume of research that demonstrates the importance of greenery and the natural environment to health and wellbeing. A recent study in Wisconsin of 2,500 residents showed that across social groups, people who lived in neighbourhoods with less than 10 per cent tree canopy were more likely to report symptoms of depression, stress and anxiety. Introducing natural elements within or outside buildings can lead to increased biodiversity, which improves environmental and human health.

The role of light

Daylighting is another important aspect in the design of healthy buildings.

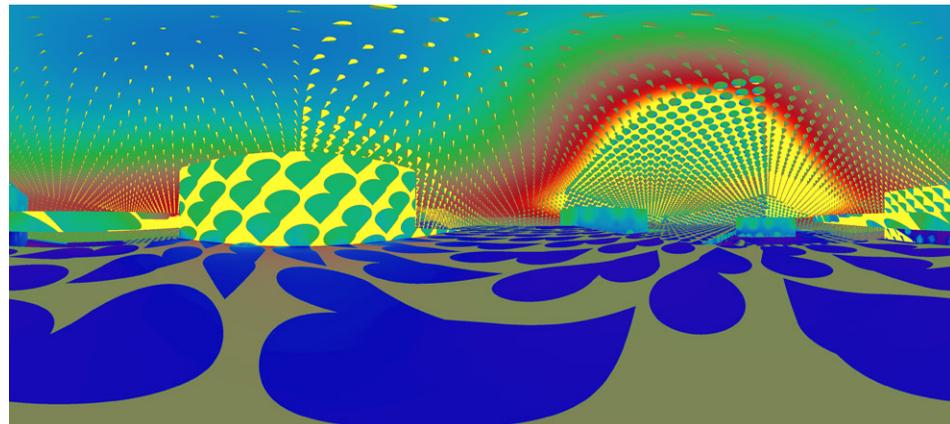
Maximising daylighting within a building could seem another easy win. However, it’s not that simple. Pushing for more daylighting has led to over-glazed buildings in the last two decades where visual comfort has been compromised. Excessive sunlight in these over-glazed buildings leads the building occupants to put up blinds all day, leading to the turning on of electrical lighting, which defeats the original purpose of the design – access to daylight and electrical lighting energy savings. Plus it destroys the view and the associated benefits of any greenery.

Leisure and public buildings

Among leisure and public buildings, hotel development is leading this healthy building movement. Hilton and Hyatt hotels, for example, are already providing allergy-free hotel rooms with in-room filtration systems that remove potential allergens or pollutants. Maximising views is the top priority in these high-end hotels. When Atelier One were working on a Park Hyatt hotel in Doha with John McAslan & Partners, we were asked to study views,

▲ We are providing environmental consulting services for the Downtown Doha masterplan

People who lived in neighbourhoods with less than ten per cent tree canopy were more likely to report symptoms of depression and stress”



Among leisure and public buildings, hotel development is leading this healthy building movement

▲ A development render of the predicted daylight inside one of our projects, showing the difference between light and shade

daylight and energy performance of the building. While maximising views and daylight with full height glazing, we worked with the design team to optimise energy performance and thermal comfort with high performance glazing, solar shading with set-back windows, automatically operated curtains with good thermal performance and individual thermal controls in each room.

We apply our creativity to the critical issue of health. We've long believed that health and sustainability are interconnected, and both must be achieved together. We promote win-win cases such as integrating biophilia and individual thermal controls wherever possible. We also tackle the challenges associated with optimising human health and environmental sustainability, such as indoor air quality, daylighting and the energy performance of the building.

In order to do so, we analyse daylight access, energy saving, visual and thermal comfort with the right level of detail at each phase of design. We help architects optimise their façades and internal layout to better respond to the climate. We develop our own tools to harness parametric-based approaches to allow rapid assessment of the benefits of multiple alternatives for building envelope and/or systems. We pick the variables and look at how they can be combined to achieve desired or required outcomes in terms of daylight or thermal comfort.

As Winston Churchill said, "We shape our buildings, and afterwards our buildings shape us."

Going forward

According to the Global Wellness Institute, the global wellness industry is a £2.5 trillion market, or 3.4 times larger than the worldwide pharmaceutical industry. The building sector is one that has the greatest impact on human health.

Atelier Ten are working to improve the health of people and communities in the built environment through innovative design strategies. Our team includes specialists in industrial hygiene, environmental health, building science, lighting design, environmental management, and building systems engineering who understand the relationship between the built environment and human health. We're committed to solutions that protect occupant health, promote occupant wellness, and prevent environmental harm.



Letter from Scotland

Bill Ritchie
Director

The Scottish offices enjoyed further growth across a number of sectors in 2016.

Our continued success made us realise, in the middle of the year, that a search for new larger premises was required. After some market research, we fell in love with the offices at West George Street just two blocks from our offices overlooking Blythswood Square. Moving at the end of the year was a bittersweet experience leaving the offices which were our dear home for five years. Our new space has created opportunity, however, for stronger collaboration between our teams and has allowed us to host more meetings, client visits and frequent pizza and beer Friday nights. The new office was designed to align with the new WELL Standard. This standard evaluates over 100 criteria promoting health and well-being for our staff. The office therefore features circadian lighting which changes colour to match the human body clock and over 25% of the workplace features stand sit desks predominantly used by our BIM and CAD teams.

We continued to develop a reputation for delivery and value added design and the year witnessed the majority of our work secured through repeat commissions. The project profiles continued to grow in size and importance with a number of exciting wins across a number of sectors. Following the appointment to design the building services environmental engineering and fire engineering for the new purpose built Great Tapestry of Scotland visitor centre, we were thrilled to win the competition to design the refurbishment of the Burrell Collection in Pollock Country Park in

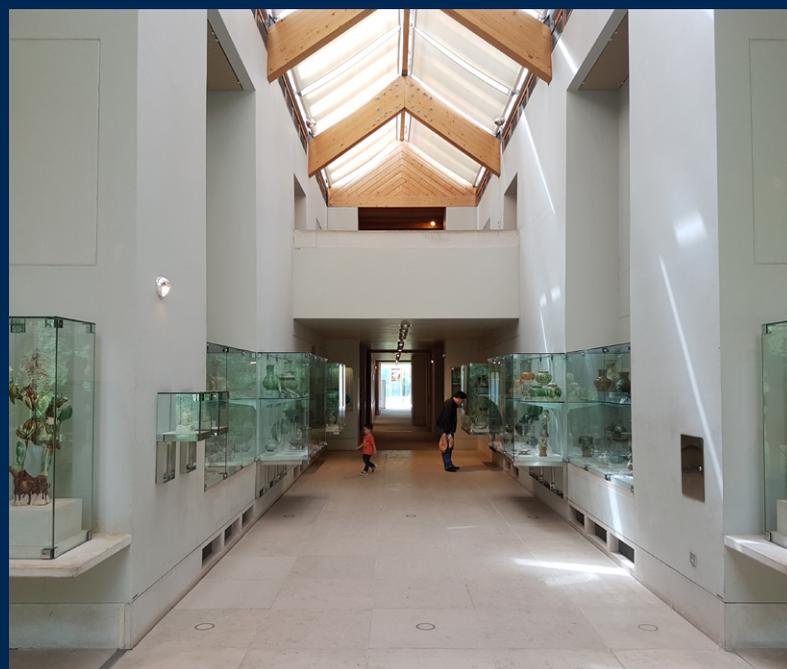
Glasgow. The building was awarded a listed status by Historic Scotland in recognition of its position as one of the country's finest examples of post war building. The eclectic collection was acquired over many years by Sir William Burrell – a wealthy shipping magnate and art collector who donated the collection to the City of Glasgow in 1944. Our work included designing the building services to BIM level 2 and Steven Steel worked with our client Glasgow Life on a research project in conjunction with the University of Zurich helping them to win the "European Researcher of the Year" award for advancing the relevance of BIM.

Other landmark projects included the new headquarters for the National Theatre of Scotland – an engine room for Scottish Theatre. Named Rockvilla in recognition of the industrial and social heritage of the area surrounding Speirs Wharf in Glasgow, the building is a hub for supporting and developing talent and a place where people of all ages and abilities can learn and create. The National Theatre of Scotland's first purpose-built facility is a driver for the regeneration of North Glasgow and a major new asset for the cultural life of the nation and was recognised by winning a RIAS and RIBA award.

Our success in delivering projects for universities continued and we were delighted to secure a number of commissions for the University of West of Scotland, University of Saint Andrews and a new postgraduate centre at the University of Stirling – the INTO centre. Such projects were secured through repeat commissions where our integrated approach to

Light and Life Statue

In May of 2016, Atelier Ten's Glasgow office helped reinstate the Light and Life Statue to 95 Morrison Street with the help of the council and through crowdfunding.



▲ The Burrell Renaissance

building services and fire engineering create space otherwise unimaginable through mere mode compliance.

Our staff are our greatest asset and continue to be engaged at a number of levels in industry.

Peter Kerr assumed a position as an Associate at the University of Stirling Dementia Services Development Centre (DSDC) where his experience and knowledge of delivering lighting solutions within the care environment is being employed to create a new lighting design guide. Whilst Bill Ritchie became Chairman of the British Council for Offices in Scotland and joined the

national Board of Management. Bernie Carr continued his development as our senior environmental consultant completing his training and he is now an EPC assessor for England and Wales. Our BIM staff hosted a workshop with our London colleagues in December 2016 to explore how we implement BIM as a practice. Various projects from the Scotland offices which are carried out to BIM Level 2 Standard were used as examples including Marischal Square, the Burrell Renaissance Project and North East Campus. In March, we were delighted to welcome Patrick to the Edinburgh office to host a presentation in conjunction with our Scott Hall and the BCO on new thinking in commercial office design.

We see our role in society embracing sustainability in its widest context and to this end, championed our idea to return a 12 foot statue of Light and Life to the top of the former co-op building on Morrison Street in Glasgow. The building had been bereft of the wonderful gilt statue for over 20 years. We started a crowd funding campaign and project managed the creation by sculptor Kenny Mackay and gilding in 22 carat gold leaf by Scott Telfer. The statue was erected in June to much media acclaim.

Our fire engineering team was delighted to welcome back David Wilson after four years of working in Brisbane. The team continued to support our colleagues across the UK and beyond. Working on a variety of developments including high rise developments in Doha, major HQ offices in Moscow and UAE, our team have an unparalleled appreciation of the application of international fire codes.

The "Light and Life" statue, created by James Alexander Ewing in 1897, stood 150ft above street level and used to be a welcoming sight across Glasgow. Sadly in 1996 after over 100 years, severe structural defects were noted in the colossal concrete statue and it was removed leaving an unsightly 5 foot high steel column protruding from the dome. On seeing the scaffolding on the building back in October 2015, Bill Ritchie thought of the statue and a unique opportunity to reinstate this Glasgow landmark. Bill contacted Glasgow City Heritage Trust who advised that every penny of grant funding had been allocated to the ongoing roof repair and it was unlikely that anything could be done before the scaffolding was removed. Robin Webster was kind enough though to put Bill in touch with the renowned artist Kenny Mackay who had already drafted plans for a replacement. Kenny's more famous work includes the statue of Donald Dewar at the top of Buchanan St, the timorous beasties manifestation outside Princess Square and the James Braidwood statue on the Royal Mile.

On speaking with Kenny, he explained the lengthy process involved in creating such a replica. Bill contacted the Planning Department at GCC and they have been most helpful in turning round an application which we managed to submit before Christmas 2015.

Work started in early January and Kenny had been working around the clock in order to complete the statue before the scaffolding was removed in April.

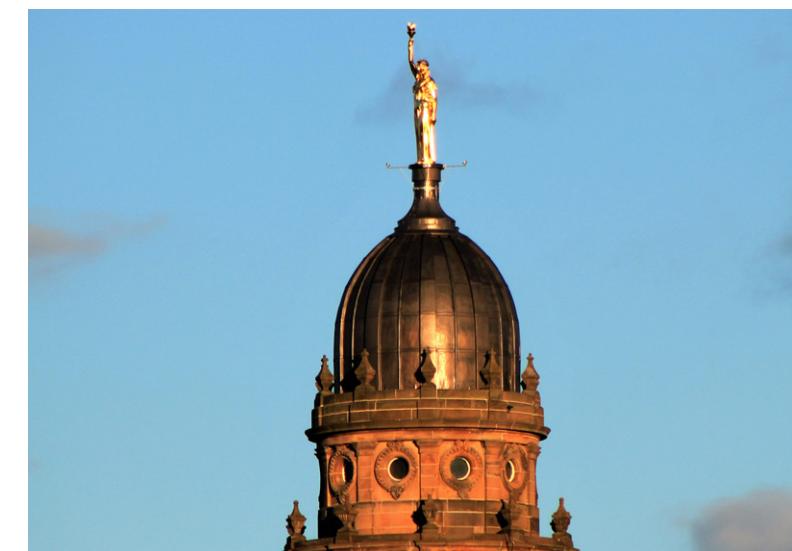
Many individuals have generously

offered their time and materials to get this project to this stage. Atelier Ten's in house lighting designers have created a concept to illuminate the statue, whilst our friend Angus at Cartwright Lighting Associates has provided the LED luminaires which will illuminate the statue from the base. Emtec have offered their time and materials to install the lighting whilst John Bethune at structural engineers Woolgar Hunter has created a solution to ensure that the statue has a steadfast home.

We also reached out to the local community through Crowdfunding to help raise money for the statue and are very grateful for the donations and the support we received.

The statue was successfully reinstated in May 2016.

▼ Light and life statue shining down Morrison Street



People-based management

It's our people, our clients, our valued suppliers and the communities and environment we work in, that make us who we are.

Developing our people

To deliver our business passions we need people with the right skills, vision and courage. At Atelier Ten, we value promoting from within and seek to build a high-performance organisation through fair reward and recognition.

Our people are encouraged to help deliver our strategy and achieve superior business results by applying their functional expertise and stretching their capabilities. It is their expertise and talent that are key to unlocking Atelier Ten's full potential and delivering responsible, sustainable growth in the coming decades.

Opportunities and risk

This is a focus area for us because we believe attracting, employing and developing people with exceptional skills who share our values provides us with a competitive advantage and is critical to our long-term sustainability.

Recruitment

Recruitment is managed on a local basis by each office and employment is offered and provided based on merit. Every person applying for a job is evaluated according to their job-related skills, qualifications, abilities, aptitudes and alignment with our core values. Where we can, we seek to ensure strong internal candidate representation for roles, supplemented by external recruitment.

Learning and development

Learning and development equips our people to do the best they can and we continue to invest in this. Our learning and development opportunities range from creating bespoke training programmes company-wide to individual training on specific software programmes to community engagement. In addition, our training programmes are structured to meet and exceed the requirements demanded by the professional institutes within our industry.

We're committed to treating our people with respect, promoting equal opportunities and ensuring a safe, pleasant and welcoming workplace for all. We have a good level of employee engagement – reinforced through regular communication – ensuring that business information is shared appropriately, and that our staff are given every opportunity to participate in discussions on key business issues.

As part of the mandatory induction process all employees and agency contractors receive training on health and safety, our Code of Conduct including our environmental obligations, and anti-bribery and corruption.

Employee wellness

In addition to the safety of our staff we are also committed to improving overall health and wellbeing. To this end, we have a number of initiatives to encourage healthy lifestyles. In London, these include:

- flexible working practices
- Atelier Ten funded healthcare through Simply Health and BUPA

- a "cycle to work" initiative which provides a tax efficient way to save on the cost of a new bike if it is used to cycle to and from work
- free annual eye tests
- up to £160 towards the cost of new glasses (through Simply Health)
- fresh fruit which is delivered twice weekly
- participation in company sponsored softball and football league
- participation in company sponsored yoga classes
- encouraging an active lifestyle by providing facilities such as bike racks and showers.

Employee engagement

Providing an environment and culture in which our people can and want to give their best is a priority. We regularly seek feedback from employees on a variety of matters and in a variety of ways. We have a good level of employee engagement – reinforced through regular communication including all-office and team meetings – ensuring that business information is shared appropriately, and that our staff are given every opportunity to participate in discussions on key business issues.

Although there are some significant differences in opportunity, we get consistent feedback that our people are energised by the scope of their jobs and the freedoms they have to make decisions, and impact the business. We continue to work on encouraging a more open environment for our people.

Ethnic background balance

In 2016 we were able to demonstrate that our ratios met the equal employment opportunity criteria. No affirmative action plans were required.

Helping to address the skills agenda in the UK

Having a pipeline of people with the right skills to enable engineering research,

development and design is crucial for us to grow in the UK and for us to compete globally. We promote engineering when we can and have developed a strong relationship with City of London Academy Islington where we continue to run an after school Engineering Club and help out on STEM days.

Gender balance ratios

Improving gender balance within engineering is a priority for us, which we are addressing through targeted programmes to promote engineering careers among young people.

At the end of 2016, women accounted for 36% of our London headcount and 24% of our total UK workforce. Within technical roles, women held 29% of positions within London and 18% when measured across all UK offices. When compared against industry averages, these indicators are positive. BSRIA reported in November 2015 that women make up just 11% of the construction workforce in the UK and, more significantly, that the UK has the lowest proportion of female engineers in

▼ RIBA awards winning Davenies school



Europe, making up only 14% of entrants to engineering and technology undergraduate courses. Women make up a much smaller 3.4% of all engineering apprentices.

According to figures from STEM (Science, Technology, Engineering and Manufacturing), excluding health-related occupations, the percentage of women in science, technology and engineering occupations has increased in the last few years, to a still very modest 13%.

This was supported by an article in Modern Building Services who reported in early 2016 that the UK sits 28th out of 28 in the EU league table for numbers of women in engineering. Just 9% of registered UK engineers are female compared to 18% in Spain, 20% in Italy and 26% in Sweden.

We also measure the ratio of males to females in our senior management team and compare this to the overall male-female mix of our UK workforce.

The indications are that these ratios are not in line with the organisation overall and we continue to encourage more women to fill these positions.

Employee turnover

General employee turnover is measured as a function of our success in retaining staff and our ability to attract new employees as needed. This level of turnover is within expected parameters.

Employee turnover under two years

We also measure turnover relating specifically to employees who have been with the business less than two years. This measure is an indication of how well we recruit and then retain our employees so that they can make a contribution to the business. In 2016, two people left Atelier Ten who had been with us for less than two years.

▼ Project Jewel, Changi Airport Singapore



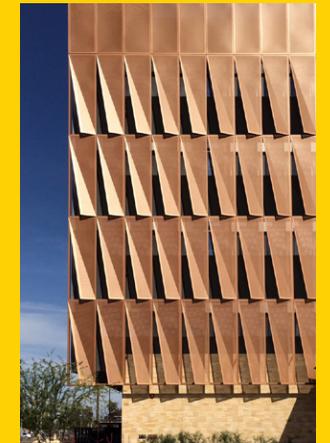
▲ National Theatre



▲ Milken Institute School of Public Health



Davenies School ▶



▼ Arizona Cancer Center

Awards

Innovation can be scalable, and since 1990 Atelier Ten has been winning awards and plaudits not just for our headline-grabbing, large-scale projects, but also for the step change in energy efficiency we can effect in smaller scale buildings.

- National Theatre, UK**
- Civic Trust Award

- WWF-UK Living Planet Centre, UK**
- CIBSE Lighting Award

- Project Jewel**
- Chicago Athenaeum Design Award
 - MIPIM Asia Award "Best Futura Project"

- Our Lady of Essex House, UK**
- RIBA Award (Shortlisted)

- Davenies School, UK**
- RIBA National Award
 - RIBA South Regional Award

- Glasgow Academy Saunders Centre, UK**
- RIAS Award
 - RIBA National Award

- Blossom Street Mixed-use Development, UK**
- New London Architecture Award (Commended)

- One West Regent Street, UK**
- RIAS Award

- Milken Institute School of Public Health, George Washington University, USA**
- COTE Honor Award, AIA New York
 - Boston Society of Architects Honor Award
 - Boston Society of Architects Sustainable Design Citation

- David Zwirner 20th Street, USA**
- AIA New York Design Award for Architecture



▲ Frick Environmental Center



▲ School of Law Renovation and Addition, Boston University



▲ Common Ground High School



▲ Glasgow Academy Saunders Centre

Tata Hall, Harvard Business School, USA

- AIA CAE Educational Facility Design Award

Common Ground High School, USA

- CTGBC Green Building Awards - Institutional Award of Honor

Frick Environmental Center, USA

- American Society of Civil Engineers Sustainability Award

Arizona Cancer Center, USA

- Healthcare Design Showcase, Award of Merit

School of Law Renovation and Addition, Boston University, USA

- Boston Preservation Alliance Preservation Achievement Award
- Merit Award for Excellence, Architecture for Building Additions or Adaptive Reuse, SCUP AIA-CAE

The Jackson Laboratory for Genomic Medicine, USA

- CTGBC Green Building Awards Commercial Award of Honor

Smithsonian South Mall Campus Masterplan, USA

- AIA Institute Honor Awards for Regional & Urban Design

Under Armour Building 37, USA

- AIA Pittsburgh Honor Award, Interior Architecture
- AIA Philadelphia Certification of Merit, Interior Architecture

Lower Hill Masterplan

- American Society of Landscape Architecture, Professional Awards Program Analysis & Planning Category, Pittsburgh, PA

Memberships

- AIA NY COTE, US
- Architecture+Design Sustainable Design Leaders Group NYC, US
- ASHRAE Certification Committee Chair, US
- ASHRAE 90.1 Voting Member, US
- Associate of the Dementia Services Development Centre, Scotland
- British Council for Offices national panel to review BCO Awards Application & Assessment Criteria, UK
- British Council for Offices Scottish Chapter Vice Chairman, Scotland
- British Council for Shopping Centres Scottish Committee Member, Scotland
- British Expertise, UK
- Center of the Built Environment
- Chartered Institute of Building Services Engineers, UK
- Dementia Services Development Centre Associate, Scotland
- Façade Tectonics Steering Committee
- IBPSA Board Member, US
- Living Building Challenge Ambassador, US
- RIBA Awards Judging Panellist, UK
- Royal Academy of Engineering Fellow, UK
- RSA Student Design Awards Judging, UK
- Scottish Property Federation Policy Committee for Building Standards and Sustainability – representing BCO, Scotland
- SoPHE Technical Committee Member, UK
- Thai Green Building Institute, Thailand
- UK-GBC Trustee, UK
- Urban Green Council Board Member, US
- US-GBC, US

Education

Education is a critical driver of progress and opportunity in developing and developed countries alike. Our investment in learning is extensive: a number of key representatives at Atelier Ten teach and lecture at universities, an activity which is promoted and supported by the senior management team. In 2016, representatives have taught and lectured at the following institutions:

- Architectural Association School of Architecture, UK
- Academy of Art University, US
- Centre for Environmental Planning and Technology University, Ahmedabad, India
- Columbia University, Graduate
- School of Architecture Planning and Preservation (GSAPP), US
- Glasgow Caledonian University, Scotland
- Nanyang Polytechnic, Singapore
- New York City College of Technology, The City University of New York, US
- Roger Williams University, US
- Singapore University Technology and Design, Singapore
- University of the Arts, Central Saint Martins, London, UK
- University of Nottingham, UK
- University of Pennsylvania, US



▲ The Jackson Laboratory for Genomic Medicine

▲ Under Armour Building 37

Public forums, speaking engagements

Atelier Ten representatives have also promoted sustainable and environmental ideas as key speakers in 2016. The following represent some of the highlights:

- Lecture at the V&A on Invisible Architecture, London, UK
- “Inspirational Speaker” talk at MAKE Architects, London, UK
- Talk at Astudio, London, UK
- BCO presentation at the World Wildlife Fund, Woking, UK
- Invisible Architecture talk at Atelier Ten, Edinburgh, UK
- Oscar Von Miller Foundation Lecture, Munich
- Dementia Services Development Centre, Scotland
- Glasgow Caledonian University, Scotland
- Scotbuild Conference,

- Glasgow, Scotland
- Facades+ Los Angeles, CA
 - SCUP 2016 Mid-Atlantic Regional Conference, Newark, DE
 - Tradeline: College and University Science and Engineering Facilities 2016, Scottsdale, AZ
 - Design Colloquium, San Francisco, CA
 - Living Futures Unconference, Seattle, WA
 - AIASF Science + Labs Learning Series, San Francisco, CA
 - EcoDistrict Summit 2016, Denver, CO
 - Sallan Foundation and the Sabin Center for Climate Change Law at Columbia Law School, New York, NY
 - Greenbuild 2016, Los Angeles, CA
 - 2016 DIVA Day, Toronto
 - IBPSA, New York, NY

Judging

Atelier Ten representatives have been invited to the following judging panels:

- Architect of the Year Awards
- RIBA International Awards
- RIBA National Awards
- RIBA Stirling Prize Awards
- RIBA Journal Young Architect of the Year Award

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