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May 2024

1 Our Mission + Values

1.1 Introduction

Welcome to our B-Corp Impact Report covering the period 2022-2024. We have chosen to produce a more detailed report on a biennial basis with an interim progress report in the intervening year(s). This is the first major report we have produced.

The health and well-being of the planet, the communities we work with and our team are critical to our practice. We are guided by our mission to bring humans and non-humans into balance as we continually work to address systemic environmental abuse, overturning human supremacist behaviours that have become endemic during the Anthropocene.

In this B-Corp Report, we invite you to explore the inner workings of our practice and our collective efforts across ethical business practice, social responsibility regenerative design and community engagement.

Over the 2022-2024 reporting period, we critically assessed our performance according to the five pillars within the B Impact Assessment: Community, Customers, Environment, Governance, and Workers. We also looked to continuously improve transparency, accountability and fairness for our team and learnt to better co-author designs for communities we work with and for.

We hope you find this report on our first two full years as a B-Corp to be of interest as we seek to meet the challenges of our own and future generations.



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1 RIBA Architecture Ambassador Programme

1.2 Leadership Letter

Five years ago I remember thinking that we were forever oscillating between a jog and a run to stand still. During the COVID-19 pandemic, when we began our B-Corp journey, the worries of the pandemic swirled but there was at least time to think, focus and work towards our goals, one of which was B-Corp Certification which we achieved in 2022.

In 2024 the same pressures abound but we seem to be alternating between running and sprinting to stand still. One might think that the pressures of inflation together with inertia caused by endless local and global political instability might dissuade us from pursuing an impact + mission focussed practice; is it just too hard?

The answer from Periscope is a resounding ‘no’.

Eschewing ethics and impact in favour of an easier life or more profit feels like a train of thought belonging to a bygone era. I feel, and I think all at Periscope agree, that if we are to work at fever pitch (and hopefully not forever) we must be making a real difference, be clear about our actions and really understand their consequences.

In the period covered by our first B-Corp report we have principally focussed on workers and community, starting with defining our Mission and Values, expanding employee benefits,

documenting our future project assessment process with a transparent assessment tool and trialling a four-day week. We have also formalised our pro-bono work with Open City Accelerate, RIBA Architecture Ambassadors and a number of London Boroughs.

Over these past two years we’ve doubled down on understanding how we can better make an impact and how to measure it. It hasn’t all been plain sailing, as we embark on B-Corp recertification there is an ongoing tension between working intensity, remuneration and type of work. Architecture and the related professions are in transition from ‘low wage, high output’ to ‘fair pay, sensible outputs’. It’s a difficult balance, younger people want to get there fast and older team members see value in the status quo as a vehicle for quality. All that before we mention the climate and ecological crises.

At Periscope a key focus is trying to balance our continued desire to deliver excellent work with enhanced quality of life. We don’t always ‘get it right’ but the great strength of B-Corp is that it is a framework by which we can hold ourselves to account. In this document we’re pleased to submit some of our successes and learnings over the past two years, together with where we’re intending to go next. As always, we welcome feedback, if you would like to know more or offer thoughts, please do get in touch.

Daniel Rea, Director
May 2024

1.3 Practice Mission + Values

Our Mission is to bring Humans and Non-Humans into balance

In late 2023 and early 2024, we formalised our practice mission and values. We did this in consultation with our team over six months. Our Values are set out below.

We are entrepreneurial, experimental and rigorous

- 1 We have a can-do attitude - individually and collectively we decide what is the right approach then action it; we listen to others but we don't wait to be told either internally or by clients and partners.
- 2 We experiment, through projects and research, we do so with acumen and passion, trying and failing is part of our process, we own all the outcomes and learn from them all equally.
- 3 We embrace detail, we need it and we work until we understand the challenge or resolve an issue - we don't make up the answer and then simplify the question - we should always be able to answer the third question on any topic.
- 4 There is no 'small practice chaos' at Periscope, we have systems and processes that support the scale of work we undertake. We don't reinvent the wheel of process in every project, we are precise and clear in all our work.

We are plural not individual

- 1 Everything we do is a team effort, including with clients, communities and other partners, we are aware of the needs of others and always help out when needed, no matter the task or activity.
- 2 We make space for individual creativity but this must be in service of the collective effort. Every contribution is valued equally and we each take ownership of the work that we do.
- 3 In terms of day-to-day design and project management we're not hierarchical but when it comes to practice direction we understand that management decisions have to be taken, we expect appropriate transparency over these and respect those that have to take them.

We share all our work and our work speaks for itself

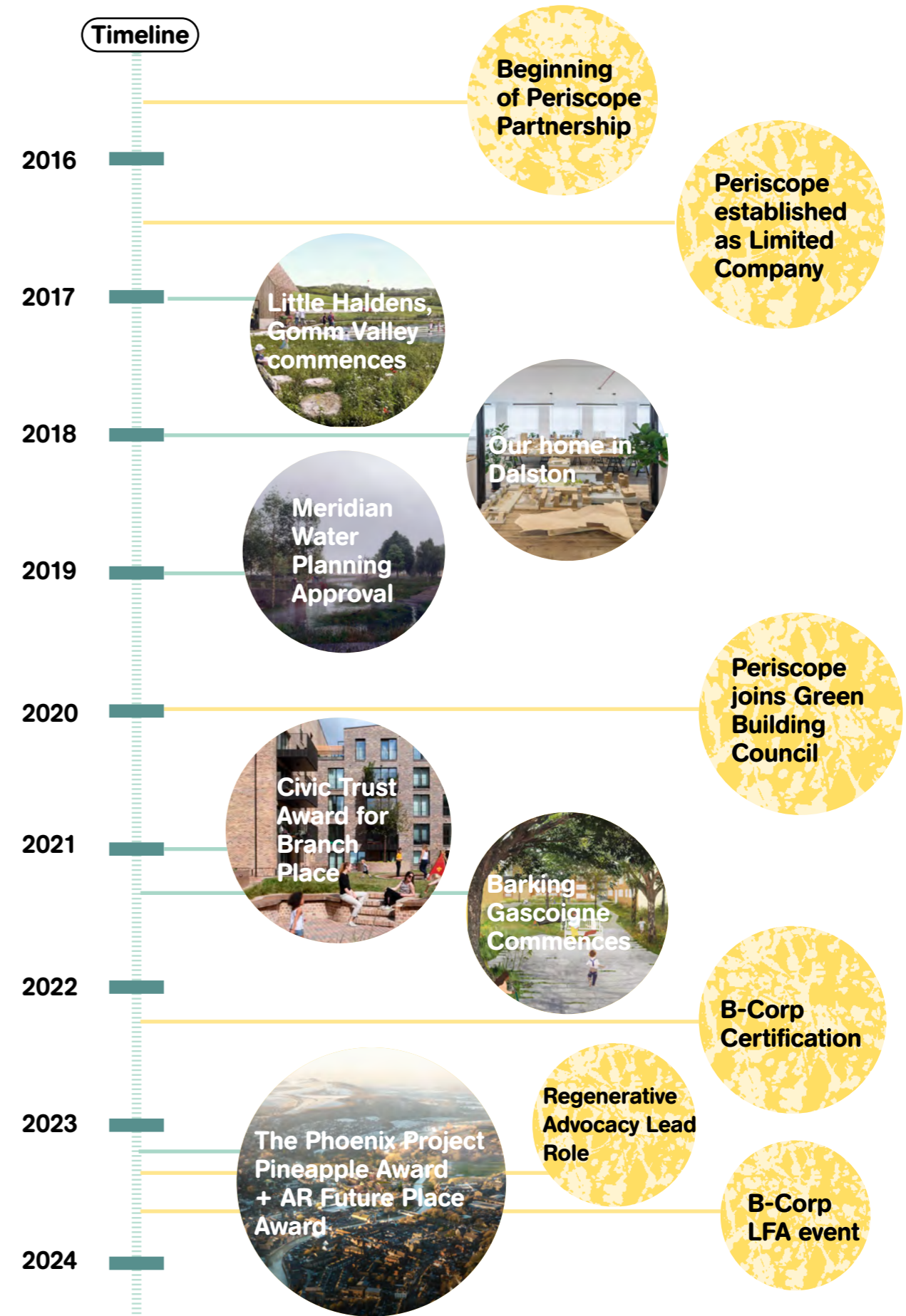
- 1 We don't have projects we're shy or embarrassed about (we're proud of everything we're doing)
- 2 We don't fake it, we are known for doing not selling. Our reputation comes from outcomes; from helping communities/places and the planet.
- 3 We ask hard questions regularly and we constantly re-assess the relationship between contribution, compromise and complicity.*

We are optimistic, confident and we work with joy

- 1 We are an optimistic practice of complimentary people, we focus on positive outcomes for others including non-humans as well as for ourselves.
- 2 Beauty and distinctiveness are part of our work and the joy of building.
- 3 We care about what we do, this sometimes means we give our own time because we understand there is a requirement for this when we work at the edges of places or communities; we treat this as a privilege.
- 4 We are open to challenge and new ways of working, we're not bound by professional norms and we find that humility and positionality are paths to connection.

*MUF architecture/art, 2012

1.4 Highlights of Our Journey



2 B Impact Areas



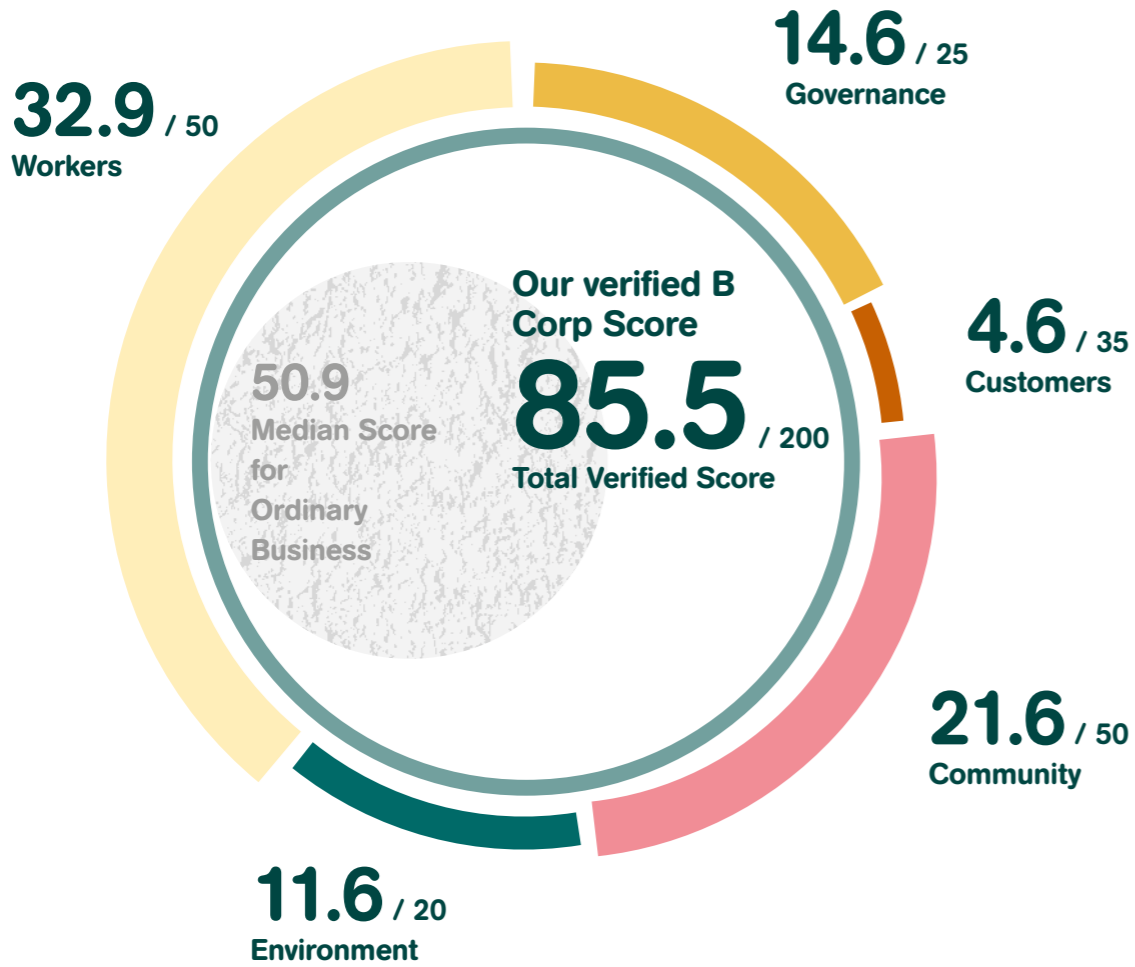
2.1 Impact Area Assessment 2022

In early 2022, Periscope became one of a handful of Spatial Design practices to achieve Certified B Corporation® status in the UK. We are proudly part of the global movement of companies that aims to contribute positive impact to a more sustainable and equitable world.

To become a B-Corp, our practice underwent a thorough assessment of our impact on stakeholders including Workers, Customers, Suppliers, Community and the Environment. The assessment also evaluates various aspects of the practice's operations including governance, workers' rights, environmental practices and community engagement. In 2022, we scored 85.5, with the breakdown of our verified scores in the diagram below. This compares to 50.9, the median score for ordinary business.

The chapters are structured around the five impact areas within the B Impact Assessment, as follows:

- **Community:** We believe in plurality of voices to facilitate democratic participation and co-creations with local communities.
- **Customers:** We strive to foster meaningful partnerships to cultivate just and inclusive future places.
- **Environment:** We commit to and advocate for regenerative and nature-positive outcomes both in our practice and in all our projects.
- **Governance:** We prioritise accountability, fairness, and transparency in our governance and decision-making processes.
- **Workers:** We believe in nurturing a supportive, inclusive, and empowering workplace where every individual feels valued, respected, and empowered to reach their full potential.



Gascoigne Community Planting Day 2022

2.2 Community

The “Community” Impact Area evaluates how our practice supports economic and social well-being of the communities in which we operate, hire from, and source supplies from. Through this impact area, we had the opportunity to further review our diversity, equity & inclusion and civic engagement & giving policy.

What we’ve achieved

Diversity, Equity & Inclusion

Periscope is a predominantly female organisation (71%) with a diverse demographic from across the UK, Europe, Asia and the US. Our team ranges in age and experience, with 20% either under 25 or over 50 years, and for many of us English is not our first language. This affords us a sensitivity in relating to and communicating with people from very different backgrounds, and the ability to flex our team appropriately and sensitively to different contexts.

Enabling People & Places

A central focus for us in this reporting period has been the enhancement of opportunities for young people to access and engage with the arts, architecture and landscape industry. We encourage knowledge sharing both within and outside of Periscope. Our team has very active interest and involvement in teaching, from workshops at primary schools to post-graduate courses at university level. We aimed to deliver opportunities in a meaningful and sustainable way through the following activities.

- Supporting educational programmes working with marginalised groups, such as Build Up and Revoke.
- From 2022, we have been a sponsor organisation for Open City’s Accelerate programme, a pioneering design, education and mentoring programme providing access to a wider pool of young people and increasing diversity in the built environment professions.
- In June 2023, we hosted a workshop for reception-school children at Rickmansworth JMI Primary School as part of the RIBA Architecture Ambassador program. The day centred on how architects and landscape architects are storytellers, imagining new and possible futures for people and non-humans.
- In Summer 2023, we welcomed two work experience students, Sam and Megan, to our office. During their time at Periscope, they learned the stages of design process and developed the initial concept for a small parklet for our neighbouring business.

From April 2022 to March 2024, we facilitated 21 collaborative public engagement and co-design workshops.

We dedicated over:

- 200 hours to the Gascoigne Estate community planting days and East London Water Works vision.
- 97 hours for Open City Accelerate programme, with 35 students.
- 45 hours for RIBA Architecture Ambassador Workshops.

8 A-level students undertook their work experience with Periscope.

- We are currently involved with the Enfield Hinterlands Three programme, a grassroots placemaking for wellbeing and future generations’ projects. In October 2023, we facilitated an after school art workshop with Raynham Primary School, exploring city planning, ecology, and civic space with students.

Civic Engagement & Giving

- Throughout 2023 and early 2024, we collaborated with East London Waterworks Park on their community led vision to transform the ex-Thames Water Depot in Waltham Forest into a community park/swimming ponds. The project looks to create an urban oasis where people can explore and swim in harmony with nature. Our volunteer work has included providing sketches and illustrations for themed workshops to enable co-design at engagement sessions with local groups.
- In Autumn 2022, we sponsored the first issue of Afterparti’s publication: ‘For the Love of Power’. The journal explores architecture, race and identity bringing together a variety of perspectives on themes ranging from systemic injustice; spatial equity to education; the climate catastrophe to decolonisation.
- In Spring 2023, we donated to The Phoenix Garden, a community garden and CIO nestled in the heart of London’s west end. The donation funded a series of environmental and nature-based workshops with local community, particularly focussed on older residents and those isolated at home.



Open City Accelerate 2023

Local Supply Chains

We favour the use of SME and Micro-businesses in our supply chains for our internal operations and for our projects. For Gascoigne Road, a public realm and street improvement project in Barking (London), we made sure to use local businesses such as Coleur Café and Mr Printers for events and Everyone Everyday for building diverse co-design cohorts. As the scheme moves toward its delivery phase, we are exploring co-making and looking at using several local smaller scale construction and building companies to make the project, rather than relying on national large scale contractors. Using local businesses allows us to achieve circular economy goals, target employment opportunities using local knowledge and give communities end-to-end ownership of the process from briefing to co-design to co-creation to management.

Participation & Collective Authorship

We believe that plurality of voices, collaborative listening and learning from one another is the only way we can move forward towards a common goal for our projects.

Over this reporting period we've focussed on transitioning participation on all our projects (regardless of the brief) from 'consultation' and 'engagement' towards the creation of a long-term forum for open communication, trust and knowledge-exchange. Acknowledging intersectionality challenges within the built environment, we use co-design as a tool to uncover inequities, find opportunities, and as a civic process for broadening authorship and collective knowledge in the places we work and live.

The Gascoigne Road streetscape project has been co-design led from the outset. Early on we invited community participants to share their experiences and impressions of the Estate. This included one-to-one interviews re-counting local histories and sensory experiences. Co-authored work from the Gascoigne Residents Forum has been embedded into design outcomes throughout the life of the project. Gascoigne Road is shown in case study overleaf.

What we're planning next

Over the next period, we'll:

- Continue providing opportunities for training and mentoring young people from disadvantaged backgrounds who are interested in the built environment. This will be through strengthening existing partnerships with organisations such as Open City Accelerate, as well as directly engaging with academic institutions including London School of Architecture.
- Establish a framework which measures the impact of our procurement on local businesses, and our collective impact locally both environmentally and economically.
- Improve the tracking of our suppliers. At present, we have given preferences to suppliers with ownership from under-represented populations. However, there is a gap in our current data which we intend to remedy by tracking diversity of ownership among our suppliers.
- Agree a formal statement on the intended social and environmental impact of our company's philanthropy and formalise an annual financial commitment.



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1 East London Waterworks Park Vision Image 2023



Barking Gascoigne Road Co-design Workshop 2022

Case Study

Delivering High-performance, broadly authored public realm: Gascoigne Road Co-Design

Gascoigne Road is a public realm and highways improvement programme in the rapidly transforming Gascoigne neighbourhood in Barking, London. With the Gascoigne Neighbourhood being one of the most deprived wards in London, the project undertakes a process of co-design and public engagement with local schools, resident groups and other stakeholders to develop a safe, sustainable, biodiverse, and inclusive streetscape and pocket park.

The project was identified as a key placemaking opportunity in 'The Big Picture' Strategy (2020), initiated by BeFirst in 2021. The street regeneration looks to unite severance between established local community groups and social organisations through providing a healthy walking and cycling route, a series of richly biodiverse habitats, and spaces for meeting, socialising and play.

Co-creation is core to the project, the proposals were shaped by the local knowledge, we listened to those who knew the site and what it and they needed. Our team worked closely with a diverse range of stakeholders, ranging from a cohort of 30 primary school children, the Gascoigne Residents Forum, representatives from the Al-Noor Cultural Centre, Studio 3 Arts, local nurseries and Gascoigne Primary School. We were able to identify a series of community priorities such as street safety and lack of multifunctional green space. Comments and feedback gathered from the workshops then provided a crucial evidence base for how the site operates and where interventions should take place, informing the design proposal through community sign-offs. The participants' concerns and aspirations gathered during the public engagement and co-design process were categorised under four

themes: 'Green space and public realm', 'Travel, walking and cycling', 'Safety and traffic' and 'Maintenance'. The site arrangement, furniture and planting design have all benefited from co-design with local groups and their hand can be seen in the final designs submitted for planning consent in March 2024.

The transformation of Gascoigne Road is a small project with potentially significant socio-environmental impact to the local community. The existing road is heavily congested with intensive vehicular use, air pollution and dangerous driving, affecting adjacent residents, and hundreds of children every day. By expanding the public realm, introducing sustainable drainage systems, as well as, new and improved crossings, a road of fumes and noisy traffic has the chance for a breath of fresh air.

Introducing new trees, groundflora and shrubs, will encourage more pollinators and wildlife to thrive ensuring that the site is a place for both human and non-human visitors to spend time in. New play equipment and places to sit, rest and gather are reclaimed from the in between spaces of modernist housing blocks, offering much needed spill out for the schools, surgery, mosque and arts centre lining the street.

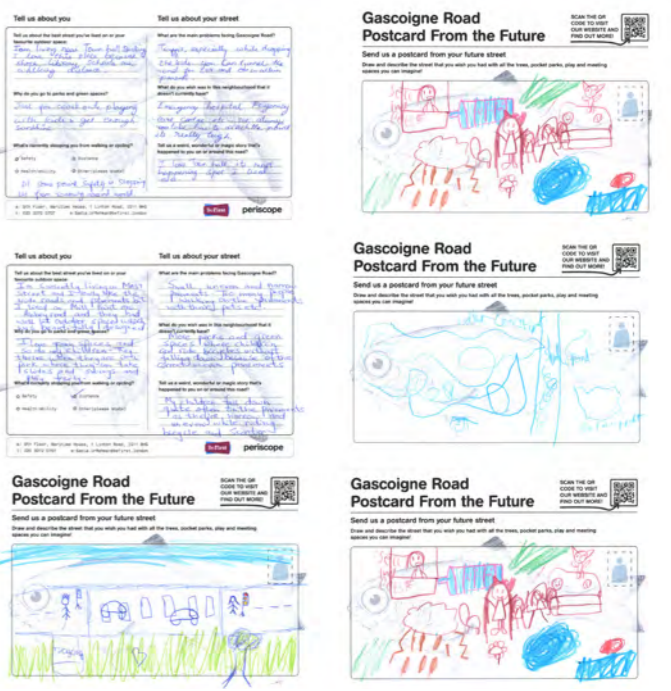


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1 Gascoigne Road Walk & Talk with local residents 2022



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1 Gascoigne Road Community Square Collage 2022
 2 Gascoigne Road Postcard from the Future 2022
 3 Gascoigne Road Strategic Vision 2022

2.3 Customers

The “Customers” Impact Area evaluates our practice’s stewardship through the quality of our services and our wider impact. It means being intentional with the influence of our interventions and their legacies.

We believe social value underpins every level of our design process, delivery and long-term stewardship for a universal greater public good. We strive to foster meaningful partnerships to cultivate just and inclusive future places.

What we’ve achieved

Our Clients

We’re proud to work with a diverse range of clients from both the public, private and third sector. A theme that unites them is an ambition to make positive change, creating regenerative and resilient places. We have supported local authorities, policy makers, developers and communities themselves to procure partnerships and support good growth across the UK. Our priorities for the Customer Impact Area were to increase the positive impact of our clients through advocating enhanced environmental and EDI credentials. At The Phoenix, a new neighbourhood proposed in Lewes, in partnership with the client, we have challenged environmental design metrics beyond a business-as-usual approach and beyond local/regional policy. This approach has catalysed a broader conversation within the planning authority and local community resulting in enhanced, embedded commitments within the scheme put forward for delivery.

Research in Action

We use our research platform to explore compelling or challenging topics such as green space deficiency or decline in urban soil health. Our research is guided by evidence-led processes, these play a pivotal role in informing the development of strategies, technologies and within our work and often informs public sector policy.

Between 2022 and 2023, we collaborated with Northern Ireland Environment Link (NIEL), National Trust, Useful Projects and Community Places to produce a 30-year route map and action plan for the future of Northern Ireland’s Green Spaces. The Vision was co-created

Between 2022 and 2024:

86% of our projects were on infill, previously developed or brownfield sites

89% of our clients were from the public sector

We value close collaborations with our clients and increased our repeat customers from 64% to 79% between 2022 and 2024.

with key stakeholders, members of the public and community groups, by exploring potential futures for Northern Ireland and its urban green spaces. It specifically looks to 2030, whilst considering our long-term future beyond this.

What we’re planning next

Over the next period, we’ll:

- Regularly monitor customers and end users’ satisfaction including outcomes and wellbeing.
- Measure our projects against verified metric and standards such as Building with Nature (BwN) to understand outcomes created. This includes more formalised project lessons learnt at the end of each work stage.
- Continue purposeful research such as Stockpile Garden, an ongoing cross-sectoral collaboration with Bio-ID department lab at University College London to set up a landscape laboratory on one of the biggest construction sites in Europe.
- Work with the GLA on their Civic Partnership Programme (CPP), the Mayor of London’s £12.85m regeneration grant-funding programme targeting areas of needs to combat long standing inequalities and supporting areas undergoing change. With one of the three key CPP objectives including ‘Strengthening representation and authorship in physical regeneration’, we’ll explore progressive ways to engage communities through collaborative design on a long term basis.



Northern Ireland Green Space Vision 2023

Case Study

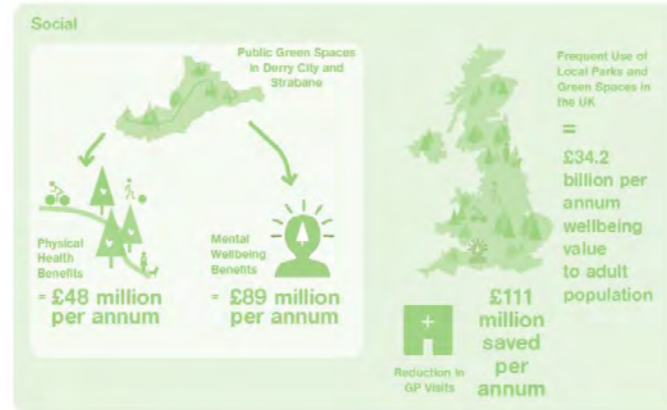
Tackling the Economic, Environmental and Health Crises of Our Time: The Future of Northern Ireland's Urban Green Spaces (NIUGS)

A co-produced 30-Year Vision, Route Map and Action Plan for the Future of Northern Ireland's Urban Green Spaces.

The project was initiated by The National Trust and Northern Ireland Environmental Link, as part of The National Lottery Heritage Fund's 'Future Parks Accelerator' programme. Following an identified lack of knowledge of the political and social landscape surrounding Northern Ireland's urban green spaces, Periscope, Useful Projects and Community Places were commissioned to undertake a research, co-production and engagement process.

Our research looked to understand gaps, opportunities, needs and aspirations across Northern Ireland, through desktop analysis and mapping, value reporting, policy analysis and the first-hand gathering of insights on the ground. A truly collaborative approach looked to engage across multiple voices, perspectives, aims and attitudes. Through a series of co-design workshops, we established a community of leaders, bringing together key voices from across the Public Sector, NGOs, business and health sectors, alongside engaging with diverse community groups and individual members of the public.

The resulting co-created Vision sets the course for a better future of urban green space, to help realise the multiple public benefits of high-quality urban green spaces in a changing world. The Vision looks to address the health, climate and nature crises of our time. A supporting Route Map and Action Plan sets the framework for the Vision to become a reality.

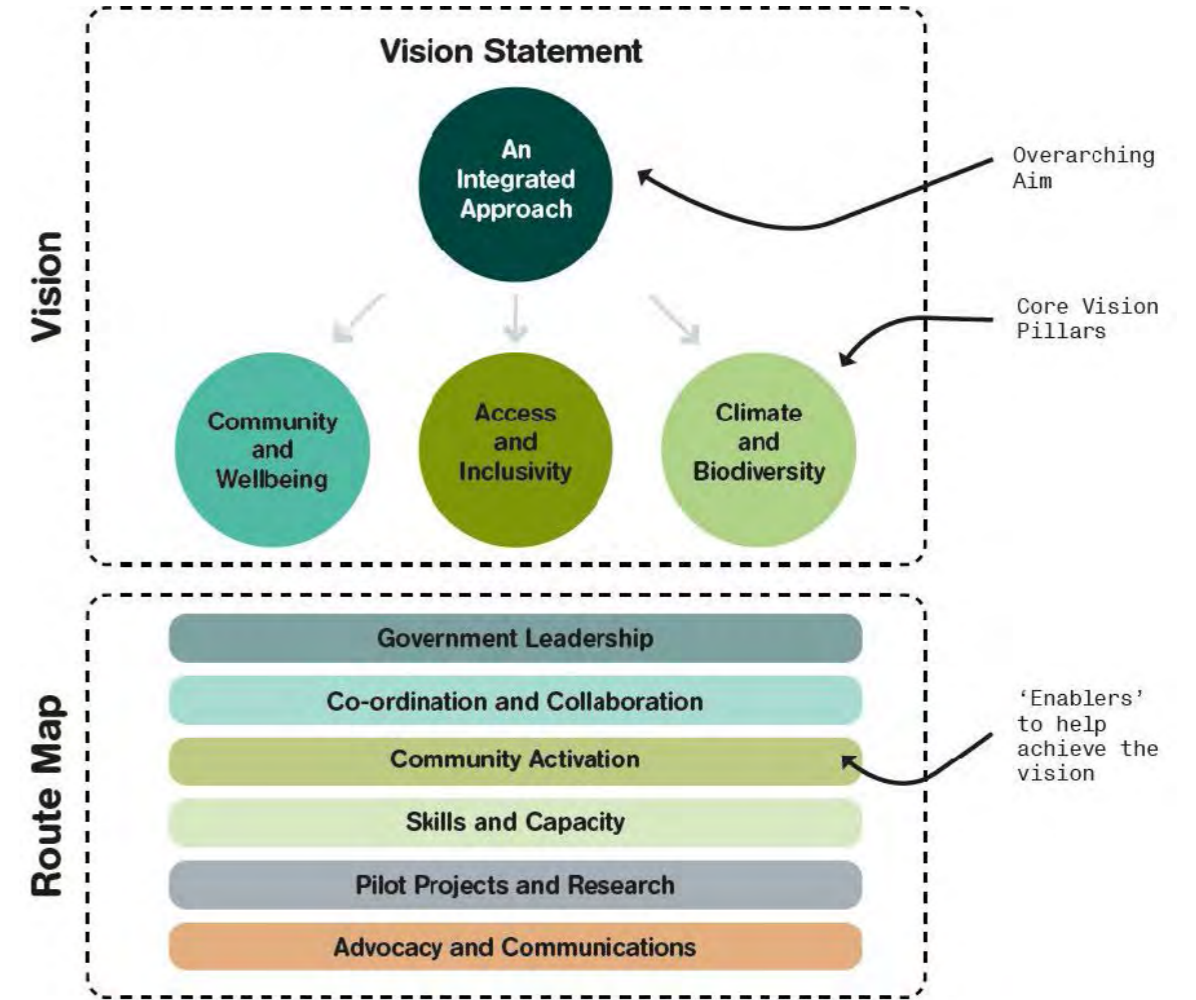


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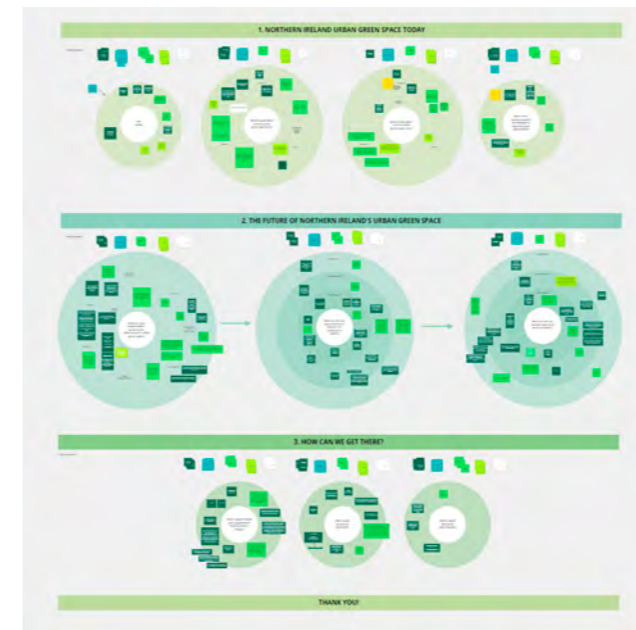


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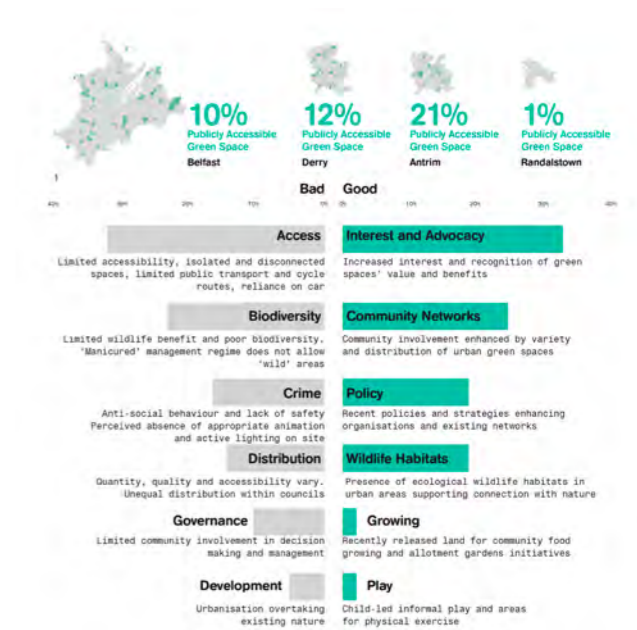
- 1 NI Green Space Info-graphics on The Value of Urban Green Space 2023
- 2 NI Green Space Pillar 2: Access and Inclusivity 2023



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- 1 NI Green Space - Emerging project principles 2023
- 2 NI Green Space - Screenshot from online stakeholder workshop 2023
- 3 NI Green Space - Sample of reporting methods used to analyse workshop conversations 2023

2.4 Environment

The “Environment” Impact Area focuses on our responsibility to contribute towards the protection of the environment and life-sustaining systems. It assesses our overall environmental management as well as our impact on the air, climate, water, land, and biodiversity.

What we’ve achieved

Carbon Literacy

We are part of the Race to Zero, and SME Climate Hub. We are also part of the B Corp Climate Collective and the Architect’s Climate Action Network (ACAN) with a commitment to Climate Action. In doing this we are part of a global community of learning and practice regarding climate action, climate justice and climate advocacy. 100% of our energy is supplied from low-impact renewable sources and we regularly monitor our emission target relative to previous year performance.

Through CPD sessions during this reporting period, we hosted a series of sustainability-focussed workshops to educate on Carbon Literacy within the practice but also improve future project outcomes.

Responsible Business Travel

We promote cycling, walking and public transport as the best ways to travel to work, and since 2020 we have offered a ‘Cycle to Work’ benefit scheme via Cyclescheme. To minimise our carbon footprint we actively choose to restrict the use of air travel for all business trips and always plan our study trips in a way so that we can make use of train or other forms of public transport to reach our destinations.

Sustainability in Projects

We believe that it is our responsibility, both collectively and as individuals, to use our professional skills for the greater good by working on projects that put people, environment and climate first. In detail this includes improving biodiversity and integrated ecological networks, introducing responsible flood management, maximising green spaces and designing low carbon

100% Renewable Energy used at our office, supplied through Ecotricity.

70% of our team commute to work by bike or walking, the remainder use public transport.

37% Biodiversity Net Gain by design on The Phoenix (Lewes), in February 2024 this was the highest value ever planned on a UK development.

buildings and landscapes for their full life cycle. Our projects are primarily landscape and nature-led, with sustainability at their core. In this reporting period these included but were not limited to:

- South Kilburn Open Space: Extension of an existing park with ecological enhancements and biodiverse groundflora planting offering green open space gain of 2,100 m².
- St Raphael’s Estate Phase 1: Recovering the flood plain of the River Brent including seasonal flood attenuation basins within the landscape design.
- Tendring Colchester Borders: Regenerative community which includes a creation of a new country park and enhancement of existing hedgerows.
- The Phoenix: Redevelopment of a 7.9-hectare brownfield site, homes constructed in timber and re-made / site-won materials.

What we’re planning next

Over the next period, we’ll:

- Enhance our ability to design whole life carbon neutral projects through an established annual training budget with systems investment.
- Deliver biodiversity net gain in all our projects.
- Continually promote renewable energy usage and, by summer 2025 develop a 2030 reduction strategy in line with our Sustainability Policy.
- Evaluate our material consumption use. Shopping locally to avoid unnecessary and excessive deliveries, as well as avoiding the use of virgin/ single-use plastics.
- Purchase second hand products where possible
- Recycle all IT equipment with outcome reporting.
- Track and share our progress via an environmental responsibility statement.



The Phoenix, Lewes

Case Study

Regenerating Place, Climate, Nature, Community & Economy: The Phoenix, Lewes

The Phoenix will be a new, exponentially sustainable neighbourhood on the site of John Every's Ironworks in Lewes, East Sussex.

The project is situated in the floodplain on a contaminated 7.9ha brownfield site at the edge of Lewes town centre. The town's three adjacent conservation areas and over 50 listed buildings provide a unique context, but combined with the site constraints and South Downs National Park (SDNP) setting, make for one of the most challenging and sensitive development environments in the UK.

The scheme proposes 685 new homes, a neighbourhood centre, health centre, new bridge, mobility services and entirely remade public realm including the Foundry Yards with an integrated green/blue network. The project will be constructed using timber framed building systems and will use 100% renewable energy. A mix of home types and tenures are proposed including town-houses, stacked maisonettes and apartments in various configurations, including co-living and co-housing with some plots available for self-build.

As one of the key allocation sites within the SDNP, The Phoenix will deliver affordable homes for Lewes and the National Park together with over 200 jobs, thereby directly addressing the housing and cost of living crisis for local people.

The Phoenix will utilise truly sustainable construction methodology that provides durable and robust buildings that will work for the remainder of the century at least. This includes working with regenerative materials such as hempcrete, local materials, in particular Sussex timber, low-carbon concrete and reused materials and/or building components. All buildings will contain modular elements built in factory equivalent conditions, reducing construction waste by up to 80%. Buildings are designed for disassembly to reduce future demolition waste and allow for flexibility.

In partnership with the University of Brighton, on site biodiversity will be monitored over time as the project is being delivered in phases. This is an effort to validate the approach to BNG but also to determine whether the specifically declared habitat types and mixes have been achieved. The site will be benchmarked at Year 0 (before commencement of development) and measured quarterly during the construction phase (over six years).

The development's net GHG impact including construction and operational-stage impacts is expected to be in the order of -351 tCO₂e (with carbon sequestration). As the detailed design of the scheme progresses, Whole Life Carbon (WLC) assessments will be undertaken and kept under constant review to be used as a design tool in order to minimise impacts wherever possible.

The Phoenix is the winner of the 2023 Pineapples Awards Future Place and the 2023 AR Future Projects under Regeneration and masterplanning.



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- 1 The Phoenix - Pells Edge Shared courtyard 2023
- 2 The Phoenix - Design Festival 2021
- 3 The Phoenix - The Belvedere along Riverfront 2023

2.5 Governance

The “Governance” Impact Area refers to the establishment of transparent ethical and accountable practices that guide the company’s operations and strategic direction. We hold a strong commitment to ethical conduct and our decisions are guided by principles of fairness, honesty, and social responsibility.

What we’ve achieved

Business Development

In Q3 2023 we implemented a transparent scoring system for new business. Our revised ‘Proms Process’ scores each potential opportunity from 1 to 10 against an agreed set of criteria (including company mission, values, financial requirements and business development focus alignment). These scores are then used to assess whether we tender (bid) for or proceed with a project, the data is available to the entire Periscope team immediately and at all times, there is no management veil. The final decision on whether to tender for work or proceed with a project does still rest with a director as a pro-forma scoring system cannot adapt to all situations but to date (over the past nine months) the scoring system has not been overruled.

Financial Transparency

We believe that being open about finances is key to contemporary team engagement. As such we make key aspects of financial and operational data accessible to all employees, not just the management team. Team members are trained on the financial aspects of the practice including quarterly percentage profits and percentage turnover. This complements the profit share and bonus systems that help to connect team members’ remuneration to the success of the practice as a whole.

Strategy Meetings

A Strategy Meeting is held quarterly between all internal team members. Its purpose is to reflect on what we have achieved, review operational activities/requirements, and discuss strategy with a view to aligning overall goals and objectives of the practice. The meeting is an open conversation, providing a platform for team members to contribute their insights, concerns and feedback. In 2023 management accounts summaries began to be shared with the team as part of the Financial Transparency efforts listed above, a formal method and process for team feedback is included in the strategy meeting process.

Regenerative* Advocacy Lead

As a practice, we seek to address under-representation of marginalised communities in the built environment and nurture an inclusive work environment that embraces diverse perspectives and experiences.

In July 2023, Sandy Rompotiyoke was appointed the role of Regenerative Advocacy Lead within the practice. The purpose of the role is to drive the practice’s ethos and efforts towards equity, diversity, and inclusion, environmental impact and social responsibility.

Through this new role we will embed regenerative design principles into ongoing and new projects, as well as championing meaningful engagement and co-creation with stakeholders. All of this will contribute to the well-being and long-term resilience of the communities and places in which we work.

What we’re planning next

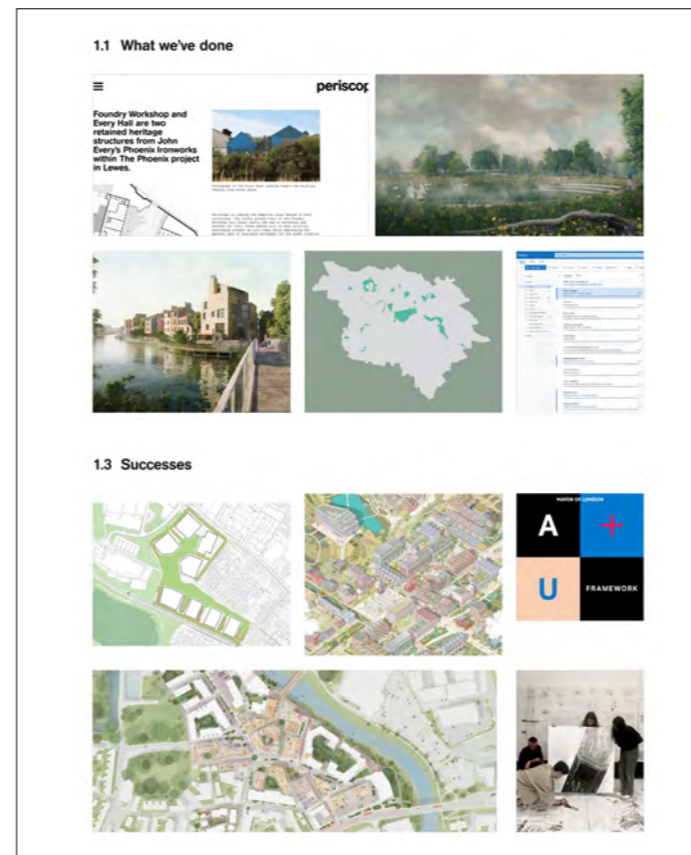
- Over the next period, we’ll:
- Adjust manager roles with job descriptions that explicitly incorporate social and environmental performance.
 - Spotlight team members initiatives like volunteering, charity fund-raisers and environmental achievements.
 - Conduct an employee engagement survey in line with the annual reviews to gain insights on workplace experiences, wellbeing and productivity.

*Regenerative

Regenerative refers to the need to repair historic and ongoing damage to human and non-human systems, to be ‘net positive’ (assessed in the round and over a process’s whole life). Regenerative approaches can recover these systems, allowing them to support the future of our shared planet; this is distinct from other forms of ‘sustainability’ which likely reduce the damage caused by a human processes but ultimately may still be ‘net negative’ or neutral.



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- 1 Utrecht Office Trip 2023
- 2 Strategy Meeting Presentation Q1 2023
- 3 Utrecht Office Trip 2023

2.6 Workers

The “Workers” Impact Area emphasises the benefits and opportunities offered by the practice to our team. The pillar underscores financial security, health & safety, wellness, career development and engagement & satisfaction. We encourage a supportive, inclusive, and empowering workplace where every individual feels valued, respected, and able to reach their full potential.

What we’ve achieved

Profit Share & Cost of living Adjustments

Our most valuable asset is our people. We are committed to fostering a culture of respect, collaboration, and continuous learning, where every member of our team feels empowered to contribute their unique talents and perspectives. We prioritise fair labour practices, providing equitable compensation, opportunities for professional development, and a safe, supportive work environment.

Periscope has an employee profit share system, with the opportunity for an annual profit distribution. When the previous year’s Company Accounts are finalised and in the event a profit is declared a formula (available to the whole team) is used to calculate a bonus which is paid in the summer. This is followed by a discretionary bonus at Christmas. Financial data is also regularly reviewed by the management team to adjust salaries to address inflation and cost of living. The practice paid a cost-of-living bonus for Autumn/Winter 2022, to help staff manage the impact of exceptionally high inflation on living costs. In 2023, we paid a median of 9% uplift in salaries across the practice.

Flexible Working & Four-day Week

Periscope has, from the outset, used cloud computing to support the ability of a team member to work almost anywhere, this made flexible working, remote working and deep collaboration with partners easier for us right from the outset in 2015. Pre-pandemic a significant number of our team chose to complement their time at Periscope with other pursuits, mostly teaching, which the practice has always supported the principle of, however things changed during 2020 and 2021.

We, like many offices, opened-up increased flexibility during the pandemic, this came with benefits but also unintended consequences. As returning to working in the same space became more permanent the team chose to work mostly in the office but also used policies enacted in the pandemic to work flexibly across different days of the week. The result was that, while increased flexible and remote working was a popular initiative it resulted in mini-handovers and inefficiencies within the week, placing pressure on those who chose not to work flexibly to ‘pick up the slack’.

In 2023 half our team were working reduced or flexible hours, we wished to maintain the ability for people to work flexibly while ensuring that those who chose not to were not disadvantaged. There are a number of ways to address this issue, we decided that rather than write more policies and systems (there are only so many of these a small business can manage) we’d trial everyone working a four-day week and consolidating the ‘non-Periscope’ day to Friday. The intention being to mitigate inefficiencies while continuing to support the team’s wish to have time for other activities in the working week.

From September 2023, we ran a four-day week trial to test the feasibility and effectiveness of reducing the standard five-day work week to four days while maintaining productivity and employee satisfaction. We received generally very positive results and will continue the arrangement until our next review in March 2025.

Further information can be found in the case study overleaf which includes a link to the full four-day week report.

Mental Health & Well-being

As designers, we understand the pressure of project deadlines and stress. To strengthen our supportive work environment, we worked with Architects Benevolent Society (ABS) and Nine to Thrive to provide our team members with resources and access to support groups. This culminated in four workshops: ‘Resilient Team’, ‘Individual Wellbeing Essentials’, ‘Practice Wellbeing’ and ‘Leader-Manager Perspective’.

As part of our Mental Health Action Plan, in 2023 two of our team members received training and became mental health first aiders. They are now able to offer the first point of support to assist individuals who might be experiencing mental health challenges or work-life pressure. All staff also receive an annual £100 ‘Mind & Body Fund’, which is a financial contribution towards personal mental and physical health.

Benefits & Policies

We always seek to actively listen to our team and over the past 24 months have made the following adjustments to ensure we offer our team terms beyond the minimum and industry standard.

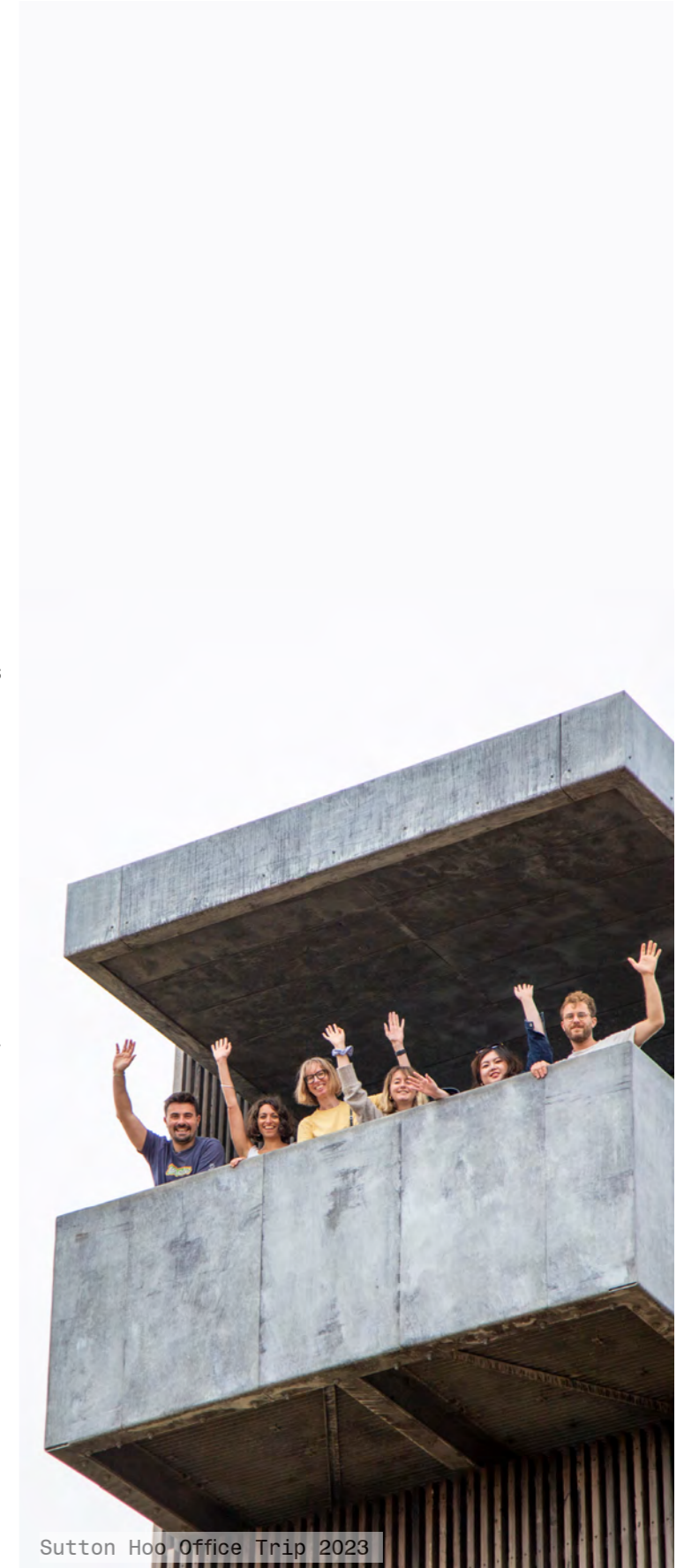
In 2022 we added a monthly feedback meeting for our team where issues that have arisen can be tackled together. Topics addressed include physical changes to the office such as a review of gender requirements in our bathrooms which resulted in changes to the space for enhanced privacy. We have also reviewed our policies together; a team member investigated and presented research that illustrated a number of practices had increased their study leave allowance. As a result we updated our own policies to improve paid study leave from 5 to 10 days for longer courses, such as Part III or equivalent. In addition and in recognition of often onerous study requirements, we now offer employees the ability to reduce and compress their working hours to allow more time for studies. For longer courses (such as Part III) this normally results in employees reducing their working hours from 5 to 4.5 days per week with a commensurate pay reduction. This change was enacted in 2023 prior to implementing a company wide four-day working week.

In 2023 we updated our sick pay allowance, which has now been increased from 5 to 10 working days’ full pay in a calendar year. We also enhanced our maternity and adoption pay to 90% of an employee’s average weekly earnings (before tax) for the first 12 weeks instead of the statutory 6 weeks. Paternity and parental bereavement pay was enhanced from statutory to 2 weeks of full pay. All employees are now allowed up to 2 continuous weeks of remote working in or outside of the UK, this is envisaged to be immediately before or after annual leave.

What we’re planning next

Over the next period, we’ll:

- Routinely review our comprehensive benefits package to ensure it remains competitive and attractive. We take suggestions from our team based on what matters to them.
- Develop further formal processes for providing feedback to employees to incorporate peer and manager input as well as social and environmental goals.
- Continue to review our salary banding against industry standards, in line with cost-of-living and inflation. We’re committed to making adjustments where feasible, subject to overall financial resilience.



Sutton Hood Office Trip 2023

Case Study

Shifting Contemporary Work Culture: Four-day Week

As the world undergoes a significant shift in work culture following the COVID-19 Pandemic, the traditional five-day working week appears increasingly misaligned with the expectations of a contemporary workforce.

The move towards a four-day week at Periscope seeks the following:

1. To enhance our team's well-being,
2. Improve productivity,
3. Provide opportunities for complimentary pursuits,
4. Embed longer rest periods, and,
5. Generally foster a more progressive, sustainable work environment

The initial trial originally ran from 1st September until 31st December 2023, with an extended period to 31st March 2024. Between October 2023 and March 2024, a feedback questionnaire was sent out to the team on a monthly basis to evaluate the four-day week trial under the following three themes of interest: well-being, productivity and communication. The responses were recorded anonymously to better assess the trajectory of the trial. Following the responses, there were also regular internal group sessions to discuss progress and any present concerns.

During the second phase of the trial, the first Client and Collaborator survey was sent out to assess impact on external parties. We used the surveys to gain insights from our team members as well as maintaining open lines of communication with clients, offering transparency about working arrangement. The findings of the trial were presented in the ['Four-day Week Report'](#).

In the upcoming financial year the four-day week will run from 1st April 2024 to 31st March 2025, with quarterly monitoring and iterative review. During this time, the full design team will adapt their hours to 90% over four days (80%), Monday to Thursday, for 100% of their annual salary. If necessary, the team will flex their hours to hit deadlines while allowing time for internal processes while protecting Fridays.

Timeline

- 26th June 2023
Consultation letter and draft Contract Variation Agreement issued, consultation period commenced.
- 7th July 2023
Consultation period closed.
- 10th July 2023
Variation Agreements issued for signing, pending consultation outcomes and a decision to proceed.
- 17th July 2023
All Variation Agreements signed.
- 1st September 2023
Periscope four-day week trial commenced.

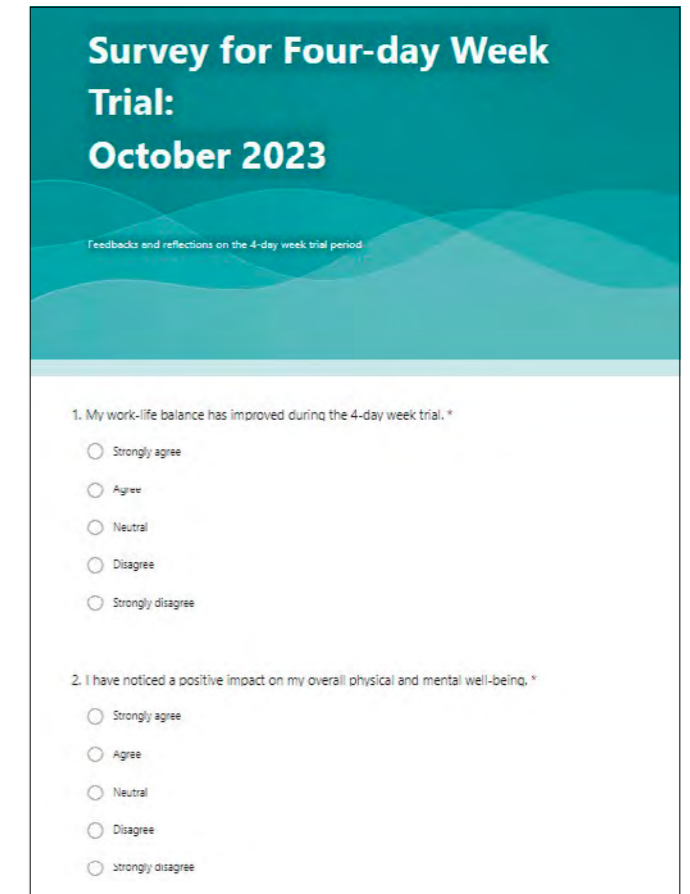
31st December 2023
The initial phase of the trial concluded with the agreed extension period for three months.

31st March 2024
Second assessment of the four-day week trial period

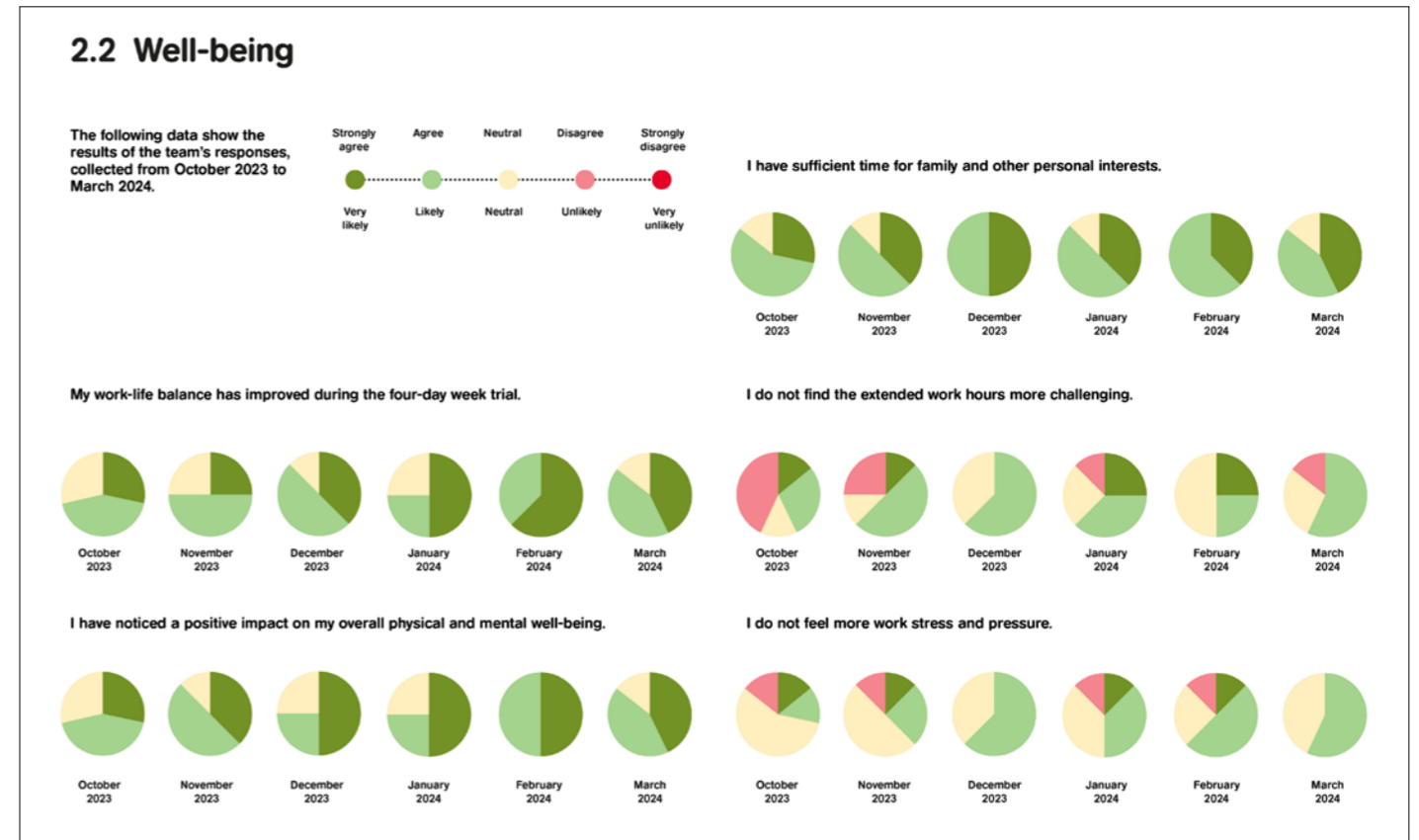
Contract Variation for the work arrangement will continue to the end of FY 2024-2025. At which point, we will review the outcomes and next steps.



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- 1 Four-day Week Report 2023-2024
- 2 Survey for Four-day Week Trial: October 2023
- 3 Data excerpt from Four-day Week Report 2023 -2024

3 Looking Ahead

3.1 Next Steps

Our experience as a certified B-Corp, continues to be positive. We're now much more critical, across the Company of our operations. In writing this report and evidencing our impacts, we have understood more about our sphere of influence both internally and externally.

We recognise that change takes time and despite challenges, we are all still committed to being a force for good that delivers a net positive legacy for many generations to come.

Naturally we wish to improve in all impact areas but this last two-year period has taught us that there will be focuses. For us these foci resulted from a pressing desire to address worker needs, governance and community between 2022 and 2024. As illustrated in this report we made concerted efforts to enhance benefits for our team members, whether it be financial, quality of life, career development or social value. Our focus on enhanced participation and broadening access to the built environment processions has been a connected part of these improvements and we hope to see a commensurate uplift in scoring during recertification in 2025.

Our focus for the 2024-2026 period will be on customer and environment impact as we refine our working methodology to support regenerative principles. Moving forward, managers role and job descriptions will explicitly incorporate social and environmental performance. We'll also look to renew our EDI policy and Sustainability Policy to explore more innovative ways to monitor the outcomes internally and of our projects / for our clients.

Whatever happens we will keep experimenting, developing and engaging with confidence and joy. Thank you and we look forward to sharing our progress in the coming years.

Impact Focus for 2024-2026



- Provide opportunities for young people from disadvantaged background to connect with the architecture industry.
- Continue to support local businesses and suppliers.



- Report on our social and environmental impact based on performance indicators.
- Monitor on customers and end users satisfaction where feasible.
- Engage with interdisciplinary research to address wider contemporary issues



- Promote sustainable business practice in regards to energy, water and material use.
- Champion whole life carbon neutral buildings and landscape.
- Deliver biodiversity net gains in all our projects.



- Further empower our team and help them have significant and positive influence over the direction of the practice.



- Continue supporting the team's health and wellbeing in our practice

Periscope is a spatial design agency focused on regenerative design and public architecture.

We design and deliver resilient projects that work for people and the planet, grounding our interventions within their greater ecological, topographic and social fabric. In valuing meticulous research, technical rigour and plural voices we seek to meet the challenges of our own and future generations.