

Donald Insall Associates

B Corp Impact Report 2024-2025



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Foreword



I am delighted to be writing this reflecting on a year since we became a certified B Corporation, joining a global community of businesses committed to balancing profit with purpose. We pursued B Corp certification because it closely aligns with who we are: a practice dedicated to the continued evolution of historic architecture and the built environment. I am passionate about challenging ourselves to be better, so certification offered a way to measure ourselves against the highest standards of social and environmental performance, transparency, and accountability.

Our predecessors – starting with Sir Donald Insall – have always understood that caring for buildings means caring for the people, communities, and environments they serve. The B Corp framework has helped us bring greater structure and rigour to our commitment, ensuring we track, verify, and improve our impact in tangible ways.

This year, we have taken important steps forward. Firstly, we launched our 2025-2028 business plan, which ensures long-term priorities for the wellbeing of our employees in a thriving business. We also held a dedicated board-level net zero strategy workshop, making sustainability a core leadership focus. We have already achieved our near-term Scope 1 and 2 science-based targets: six years ahead of our original 2030 goal. We are incredibly excited about embedding sustainability into all of our projects, and more than 80% of our supply chain (by emissions) is now engaged in shared carbon reduction initiatives. We have also, for the first time, had our contributions to society quantified independently, showing nearly £200,000 in social value for individuals and communities.

Some of my proudest moments this year have come from seeing our team embrace sustainability as a shared responsibility. Whether it's delivering CPDs on low-carbon design, delivering social value through inspiring the next generation, or finding creative ways to reduce our operational footprint, the commitment is evident across the practice. This culture of collaboration and innovation is one of our greatest strengths.

As we look to the next year, we are setting ambitious goals. We will be pushing our projects to be innovative and embrace new thinking to deliver environmental and social outcomes. We will continue to transition all of our studios to renewable electricity, improve data capture across all operations, and expand our staff training so that by July 2026, over 30% of our team will hold formal sustainability qualifications.

Becoming a B Corp was never just about a badge for reputation; it was about accountability, improvement, and inclusive leadership. We know that our responsibility extends far beyond the buildings we design and repurpose: it reaches into the cultural, environmental, and social fabric of the places we serve.

One year in, we stand proud of what we've achieved and resolute in our commitment to go further – shaping not only buildings, but the futures of the people and communities they serve.

Dorian Proudfoot, Chief Executive
July 2025



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The heart of conservation is the creative process of caring for a building or a place, aiming to not only make good, but make better. We apply those principles of continuous improvement to all aspects of our practice: to the projects we deliver for our clients and our support for our team. There is a strong synergy between our ethos and B Corp's vision of conducting business in the knowledge that people and place matter, they are at the core of all we do. Reviewing where we are and how we can do better must be a constant process.

The certification process was comprehensive and thought-provoking; it takes a high level of determination and stakeholder buy-in for practices to achieve certification, and going through the process has enhanced our respect for both the B Corp movement, and those who have become a part of it.

— Jennifer Beaumont, Director and Chair of the Employee Ownership Trust at Donald Insall Associates

Journey to certification

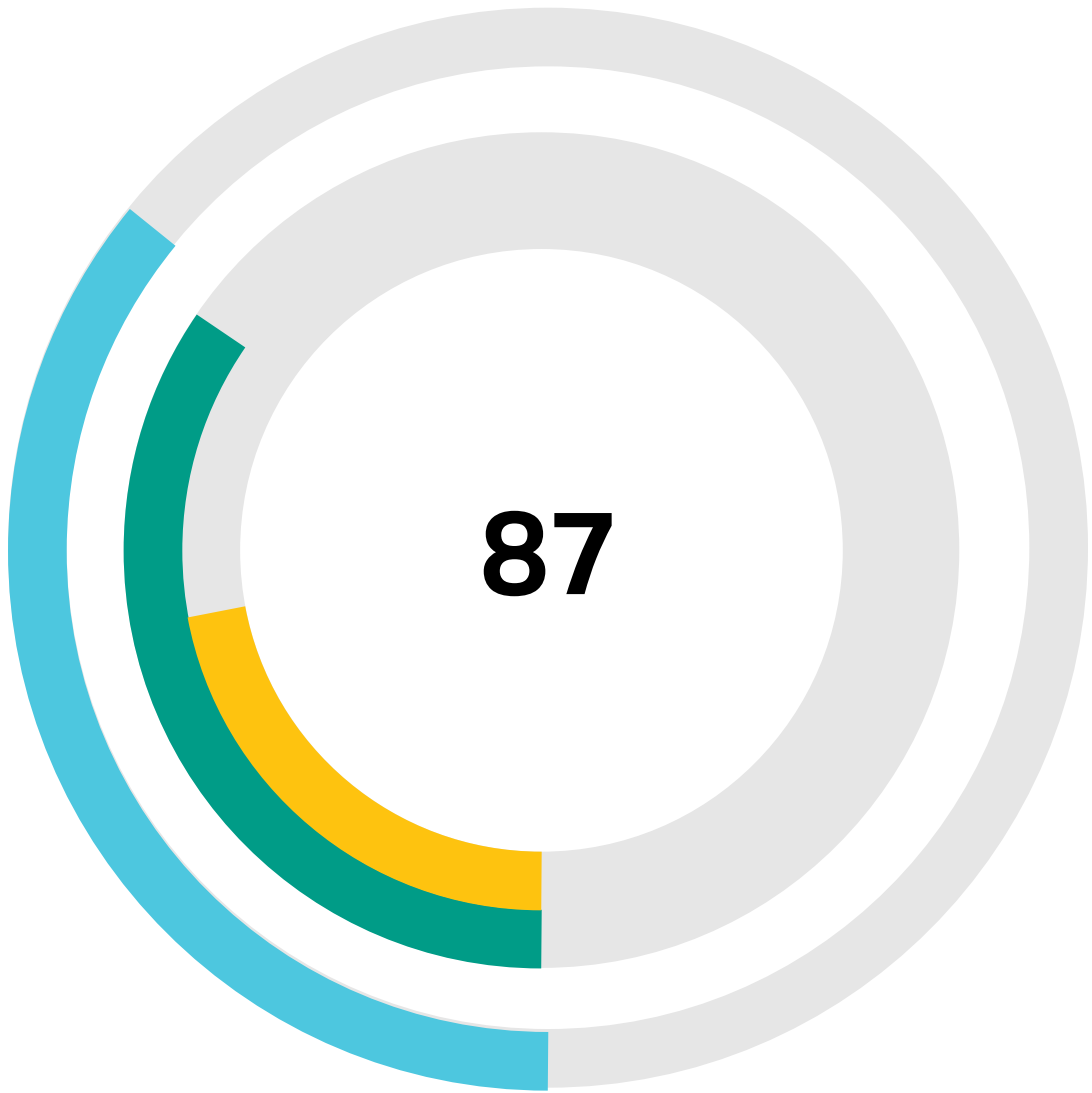
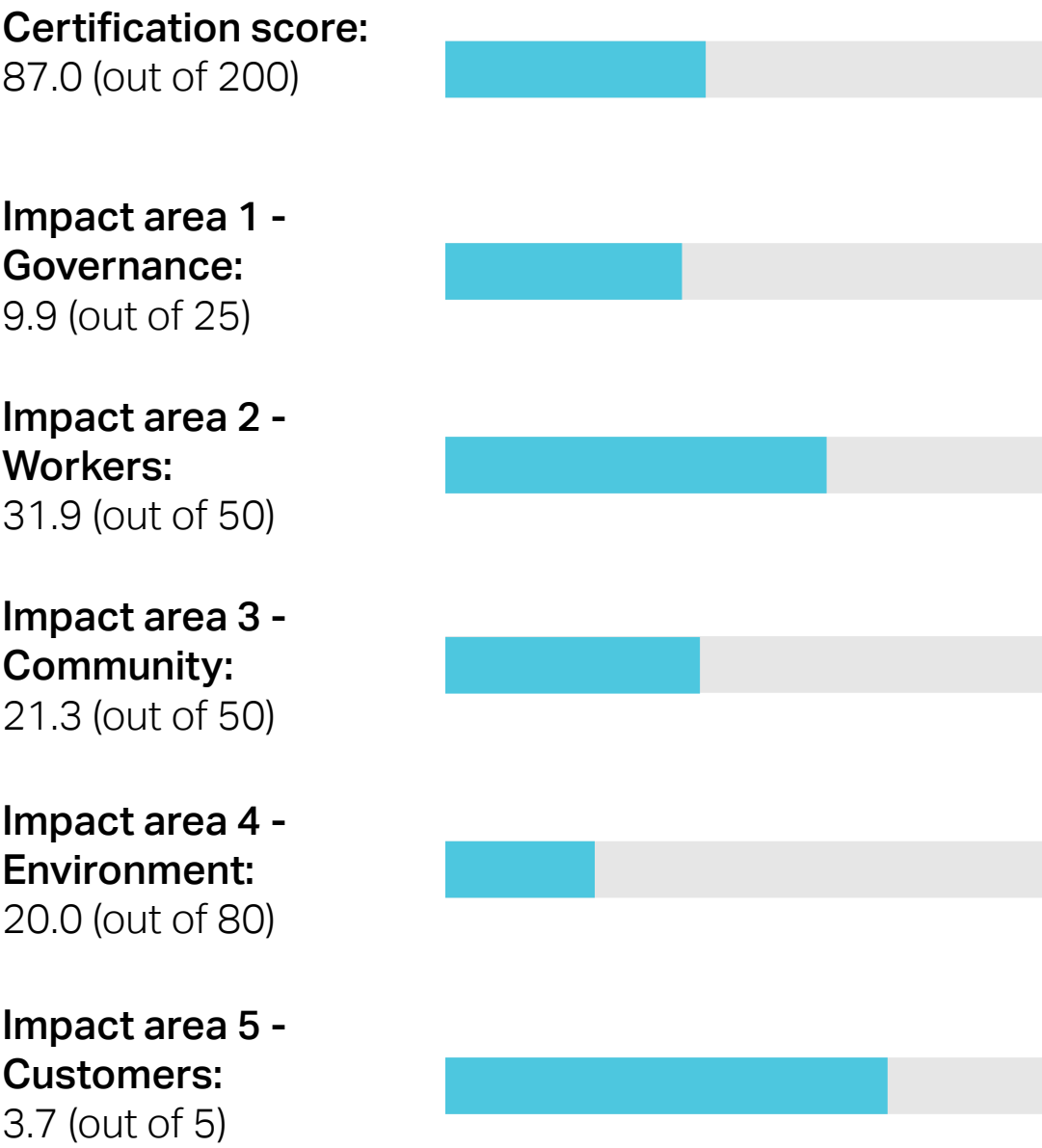
Our decision to become a B Corp is deeply rooted in our history. DIA was an early adopter of the employee ownership model, beginning the transition in 1991, long before it became more widely recognised. This was driven by a clear belief: the people who contribute to our work should share in its stewardship.

Employee ownership has shaped our culture for over three decades, fostering shared responsibility, long-term thinking, and collective pride in our impact. Becoming a B Corp was a natural next step: formalising these values and providing a rigorous, independent framework to measure how well we are living up to them.

B Corp certification both affirms and challenges us. It compels us to consider our impact on all stakeholders in every decision we make and to hold ourselves accountable for performance in governance, people, community, environment, and clients. It reinforces our commitment to best-practice reporting and to sharing our sustainability performance as openly and transparently as possible.

Our goals for recertification (2027)

Our B Corp verified certification score (87.0) reflects the work we have already done to integrate social and environmental responsibility into our culture, and the opportunities we see to go further. It is made up of five key impact areas as shown below. We are proud to have exceeded all relevant benchmarks (UK – 82.7, Sector – 80.8, Company Size Range – 77.7) at the time of certifying.



- 87 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median score for ordinary business

B Lab’s new impact assessment framework moves away from a single point score and instead requires businesses to meet clear, mandatory standards across seven Impact Topics covering governance, workers, community, environment, and customers.

With this shift, our focus is no longer on increasing a numerical score, but on meeting — and where possible exceeding — the defined performance standards in each area. The emphasis is now on accountability, transparency, and continuous improvement, with all companies expected to demonstrate ongoing progress year after year. This aligns with our belief that real impact comes from sustained, measurable action rather than chasing points.

We aim to recertify under the new framework in 2027, and over the next two years will accelerate progress across every impact area — beginning with the focused actions set out in our plans for the year ahead.

The Gamble, St Helens



Impact Area 1 – Governance

Governance evaluates a company's overall mission, engagement around its social/environmental impact, ethics, and transparency. This section also evaluates the ability of a company to protect their mission and formally consider stakeholders in decision making through their corporate structure or corporate governing documents.

2024 Verified Score:	9.9
Mission & Engagement	2.6
Ethics & Transparency	4.7
Mission Locked	2.5

- What we said we'd do**
- Embed B Corp principles into decision-making at board level and within our Employee Ownership Trust ('EOT') to show that we are moving the business forward aligned to our shared mission.
 - Increase transparency in reporting, aligning with recognised standards to improve stakeholder trust in our performance and mission.

- What we did**
- Strengthened internal reporting and engagement on board decisions by producing clear, accessible summaries outlining how DIA is governed and sharing these with all staff via monthly calls, EOT annual reports and focus topic updates.
 - Introduced regular sustainability progress reporting across the practice, including through all-staff briefings, dedicated FAQs, and publishing key metrics on our website.
 - Enhanced the use of external disclosures to show accountability to clients, partners, and peers, ensuring stakeholders have a clear view of our social and environmental performance.

- Plans for next year**
- Build on our transparency by publishing an annual integrated sustainability and impact report, combining governance, environmental, social, and financial performance into a single, publicly accessible document.
 - Introduce board-level training on the new B Corp assessment framework by Q2 2026, ahead of our 2027 recertification, ensuring 100% of board directors are equipped to integrate evolving standards into decision-making.
 - Track and communicate progress by publishing milestones and case studies demonstrating how our governance culture is evolving, including updates to our 'Collective Ambition' — our internal roadmap for aligning decision-making with our mission as overseen by our EOT.



Practice Training Day 2025

Impact Area 2 – Workers

The Workers section evaluates a company’s contributions to its employees’ financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognises business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.

2024 Verified Score:	31.9
Financial Security	12.4
Health, Wellness, & Safety	8.9
Career Development	4.2
Engagement & Satisfaction	4.6

- What we said we’d do**
- Become a people-focused business with training, policies, and guidance to ensure fairness, inclusion, and respect.
 - Strengthen engagement by establishing regular two-way feedback between colleagues and leadership.
 - Invest in the leadership of our people function to embed professionalisation and continuous improvement.

- What we did**
- Delivered over 2,700 learning hours through company-provided initiatives, including 1,050 hours of CPD on climate change, safety, and equality, diversity and inclusion.
 - Launched a new Employee Handbook and provided Dignity at Work training to strengthen understanding of inclusion.
 - Conducted our highest-ever staff engagement survey with 102 responses, now set to run quarterly via our EOT, with four quarterly surveys already completed.
 - Achieved highest scores for recognition from line managers and willingness to recommend DIA as a great place to work.
 - Identified key improvement areas — communication, workload balance, and adequacy of tools/resources — and shared findings with senior leadership for action.
 - Began strengthening our people function by reviewing leadership capacity and defining support for engagement, recruitment, training, and wellbeing by appointing a new Head of People.

- Plans for next year**
- Launch a dedicated People Action Plan and programme under the leadership of our new Head of People.
 - Increase amount and relevance of training and CPDs to over 3,000 learning hours, and create broader career pathways to ensure our employees can develop and build lasting careers here.
 - Act on survey feedback by improving internal communication channels, reviewing workload management, and upgrading tools and resources to enhance operational excellence and wellbeing.



Practice Training Day 2024

Impact Area 3 – Community

Community evaluates a company’s engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management. In addition, this section recognises business models that are designed to address specific community-oriented problems, such as poverty alleviation through fair trade sourcing or distribution via microenterprises, producer cooperative models, locally focused economic development, and formal charitable giving commitments.

2024 Verified Score:	21.3
Diversity, Equity, & Inclusion	7.1
Economic Impact	6.2
Civic Engagement & Giving	5.4
Supply Chain Management	2.4

What we said we’d do

- Strengthen and report our positive impact on communities where we work by embedding social value creation into projects and through our operations.
- Build partnerships with charities, heritage organisations, and education providers to support skills development and community engagement.
- Increase opportunities for staff to contribute to community initiatives through volunteering and pro bono work.

What we did

- Delivered pro bono architectural and heritage consultancy for community-led projects, helping safeguard and revitalise important local assets.
- Continued our investment in work experience and apprenticeship employees to provide a significant economic impact and future employability skills.
- Provided guest lectures and workshops at universities and schools, inspiring the next generation of architects and conservation specialists.
- Supported staff volunteering, including heritage open days, local clean-up events, and mentoring in schools.
- Continued charitable giving through creating over £12,000 in social value through charities, with donations focused on environmental protection, cultural heritage, and community wellbeing.
- Improved our social impact reporting and commissioned external experts to verify our social value, confirming we created nearly £200,000 measurable social value in our latest assessment.

Plans for next year:

- Formalise a Social Impact Plan to help us target a year-on-year increase of 20% in measurable social value as a business and use a new best-in-class platform to capture and report our activities.
- Increase volunteering participation, with a target for at least 30% of all staff to take part in company-supported activities from local studio networks to national events.
- Grow partnerships with education providers and built environment firms to broaden outreach and skills-sharing opportunities, particularly in heritage craft, sustainability and careers engagement.

£187,875

Measured social value
(1 October 2023 – 30 September 2024)

Social Value Spotlight

In our latest independently verified social value assessment by HACT, we created just under £200,000 in measurable social value (to financial year ending September 2024). We are passionate about accurate reporting which is why we use independent 3rd party expert verification – so we can earn stakeholder trust from the value we report.

This conservative value reflects the tangible positive impact our work brings to communities — from pro bono heritage consultancy and skills training, to volunteering, educational engagement and work experience. By embedding social value into our projects and operations, we ensure that the benefits of our work extend beyond the buildings we design, helping communities to thrive socially, economically, and environmentally.



Rochdale Town Hall

Community Case Study: The Camellia House

The Camellia House at Wentworth Woodhouse, sat derelict for five decades, was listed on Historic England’s ‘Buildings at Risk’ register. The Grade II*-listed Georgian building thought to house some of the rarest camellias in the Western world, is now open to the public, having transformed from a heritage-at-risk to a tea room for all.

The Camellia House is located in Rotherham, South Yorkshire. In March 2024, a report published by the Department for Levelling Up Housing and Communities found that over 60% of Lower Layer Super Output Areas (LSOAs) in Rotherham are in the top 20% most deprived in England in terms of Health Deprivation and Disability. Employment (41.0%) and Education, Skills and Training (36.1%) were the domains that had the largest proportion of Rotherham’s LSOAs in the top 10% most deprived in England.

The project team and client worked together closely, with the key objective to conserve South Yorkshire’s heritage alongside creating ‘a fully inclusive world class visitor offer...whilst providing training, work experience and job opportunities’.

Throughout construction, special emphasis was made to provide training and employment opportunities to local people. Of the 39 sub-contractors used, 33 of these were from Yorkshire, and half of these were from South Yorkshire. In 2022, an inaugural live-site training course gave 19 trainees across various heritage crafts invaluable hands-on experience. The apprentices spent eight weeks helping to restore the Camellia House and the adjacent II* listed Ionic Temple. On completion, the project created 22 new hospitality jobs, and each Monday the site is reserved exclusively for community use.

The project also represents an important shift in ensuring heritage is accessible to all: this includes step-free access to all areas, an accessible WC and five disabled parking bays. Most significantly, a Changing Places facility has been installed in collaboration with Muscular Dystrophy UK—one of the first for a heritage site in the UK.

Contemporary and sustainable services technology have been seamlessly integrated alongside traditional conservation. The transformation conforms with the

highest standards currently possible for a historic building in regard to conserving energy and water in operation. Underfloor heating has been installed alongside a ground source heat pump that works symbiotically with the thermal mass of the historic flagstone floors to reduce cold draughts and condensation. A rainwater harvesting system reduces reliance on the mains water.

Today, the Camellia House is blooming once again, at the heart of Rotherham’s community. Now a contemporary tearoom and multipurpose venue, it has hosted more than 8,800 visitors since opening in April 2024. The project’s social impact was formally recognised in multiple awards, including the Europa Nostra Award 2025 and the Architects’ Journal Community Impact of the Year Award 2025.

Everything was an opportunity to develop a philosophy that goes beyond building conservation. If everyone approached their projects with that level of care we’d be in a very good place.

— AJ100 Community Impact Award judges, 2025

The Camellia House in numbers:

- 22 Local hospitality jobs created
- 1 Changing Places facility created
- 5 Disabled parking bays
- 19 Trainees gained on-site experience
- 33 Local contractors used
- 1,500m Heat pump pipework installed

Conservation is only successful if it enables a building or place’s continued use and vitality. The story of the Camellia House, an important part of a wider transformation at Wentworth Woodhouse, is an example of long-term custodianship that not only revived what was an abandoned ruin, but was also a catalyst for lasting social impact. It is incredibly rewarding to see our client’s vision to create an inclusive, world-class destination being recognised in Europe’s most prestigious heritage award.

— Dorian Proudfoot, Chief Executive



Impact Area 4 – Environment

Environment evaluates a company’s overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. This includes the direct impact of a company’s operations and, when applicable its supply chain and distribution channels. This section also recognises companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact. Some examples might include products and services that create renewable energy, reduce consumption or waste, conserve land or wildlife, provide less toxic alternatives to the market, or educate people about environmental problems.

2024 Verified Score:	20.0
Environmental Management	4.5
Air & Climate	2.9
Water	0.5
Land & Life	3.7
Training & Collaboration	2.4
Community	4.2
Certification	0.4
Materials & Codes	1

What we said we’d do

- As custodians of the built environment, strengthen our approach to environmental sustainability in client projects while reducing the environmental impact of our own operations.
- Build credibility and trust with clients, partners, and employees by delivering measurable, science-led action.
- Implement an impactful, practice-wide sustainability strategy, led by our newly appointed Practice Director, Sustainability.

What we did

- Secured Science Based Targets initiative (SBTi) validation for both our near-term carbon reduction targets and our net zero by 2045 goal — demonstrating climate leadership and setting a clear, credible pathway.
- Held a board-level net zero workshop to ensure accountability and drive action towards meeting or exceeding our science-based targets.
- Delivered all-staff training on our carbon impact, empowering every team member to take individual and collective action to reduce emissions, alongside targeted practitioner training on energy efficiency in older and traditional buildings.
- Through UK-based carbon offset projects and targeted emissions reductions, we maintained operational carbon neutrality and have already achieved our near-term Scope 1 and 2 absolute reduction target for 2030.

Plans for next year

- Deliver further operational emissions reductions, particularly in Scope 2 (office energy), and expand engagement with our supply chain to achieve shared carbon reduction and a year-on-year reduction of 5%.
- Develop further capability in building energy efficiency and modelling to improve the environmental performance of our services and better support clients’ sustainability ambitions by training 30% of our staff by April 2026.
- Introduce enhanced environmental processes and reporting to track project-level performance and demonstrate continuous improvement for ISO 14001 certification.

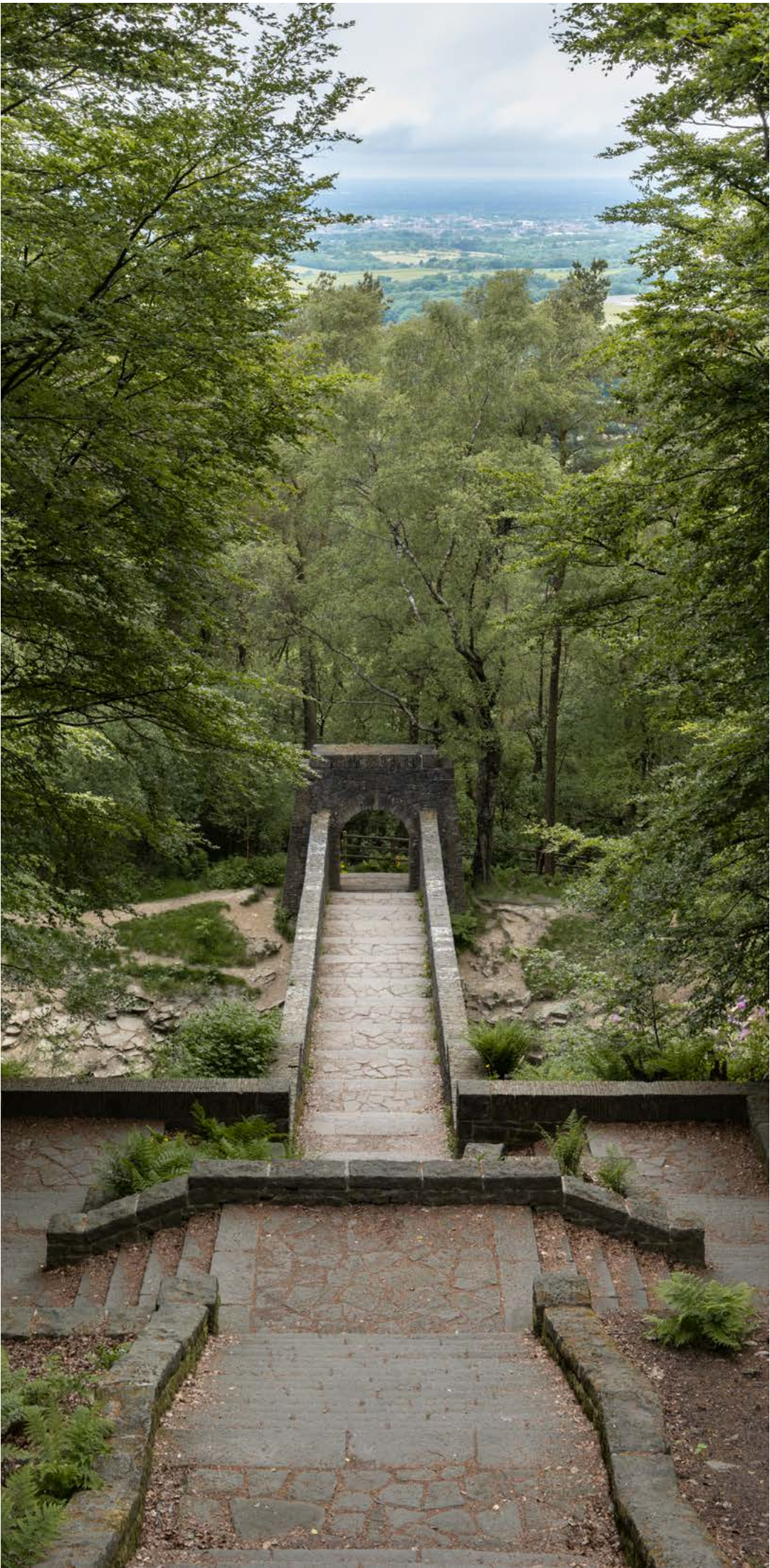
Our net zero plan

We are committed to reduce absolute scope 1 and scope 2 GHG emissions 46.2% by 2030 from a 2019 base year, and to measure and reduce our scope 3 emissions. We will reach net-zero by 2045. As part of this, we will reduce our scope 1, 2, and 3 emissions 90% by 2045 from a 2019 base year.

Our net zero target has been validated by the SBTi in March 2025.

The Science Based Targets initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

The SBTi defines and promotes best practice in science-based target setting and independently assesses companies’ targets.



Rivington Terraced Gardens

Environment Case Study: Carbon Neutrality

Location: East Sussex, UK
Type: Regenerative Agriculture — Carbon Removal & Reduction
Standard: UK Carbon Code of Conduct (UKCCC)
Developer: Beyond Zero
Annual Impact: 5,402 tCO₂e

To maintain PAS 2060-certified operational carbon neutrality, we invest in high-quality UK-based projects with strong environmental and biodiversity outcomes. One such project is Beech Estate, a regenerative agriculture and habitat restoration initiative in East Sussex.

The estate’s mosaic of rare habitats — from wildflower meadows to mature woodlands — enables significant carbon sequestration, emission reduction, and biodiversity gains. Activities include improved land and woodland management, sustainable agriculture, and habitat protection for 34 butterfly species and birds of prey such as the hobby, kestrel, and barn owl.

To date, we have purchased 71 carbon credits from Beech Estate, offsetting our operational emissions and contributing to:

- Verified CO₂ removal through UK Climate Change Committee methodologies
- Biodiversity enhancement across hundreds of hectares
- Protection of rare species habitats

// By supporting Beech Estate, we advance multiple UN Sustainable Development Goals, from climate action to ecosystem protection. We will continue investing in UK projects that deliver co-benefits beyond carbon, strengthening climate resilience and restoring nature.

We know that reducing our own business and project emissions is the most important step we can take. But projects like Beech Estate show how high-quality carbon offsets can also deliver wider benefits — restoring landscapes, enriching biodiversity, and building long-term climate resilience. We will continue these investments until we reach net zero.

— Nick Hunter, Practice Director, Sustainability



Beech Estate, image courtesy of Nature Broking

Impact Area 5 – Customers

Customers evaluates a company’s stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels. In addition, this section recognises products or services that are designed to address a particular social problem for or through its customers, such as health or educational products, arts & media products, serving underserved customers/ clients, and services that improve the social impact of other businesses or organisations.

2024 Verified Score:	3.7
Customer Stewardship	3.7

What we said we’d do

- Improve our understanding of our existing and prospective clients by engaging in comprehensive market analysis and feedback gathering to better serve their needs.
- Build on our excellent legacy and brand reputation in a way that embeds our B Corp mission and showcases the sustainability benefits of our services and how we operate responsibly.
- Demonstrate that we are continuously improving the stewardship of our customers by responding to feedback, insights and learning from our clients.

What we did

- Undertook qualitative research to understand what clients value and where we can improve. The results and insights formed the basis of our 2025-2028 business plan, which the board of directors is accountable for delivering.
- We are on track to deliver a multi-phase brand evolution programme to position the practice as market-oriented and stakeholder-centric; in other words, clearly communicating to our clients and prospects that we listen to their needs first and foremost.
- Improved our sustainability approach to projects, external reporting and increased client engagements to showcase how our services meet present and future needs of society, especially around decarbonisation of the built environment.
- Leading the conversation in the heritage environment’s role in creative reuse.

Plans for next year

- Increasing the number of projects achieving third-party sustainability certifications and related award submissions to earn customer trust in our services.
- Enhancing our pre-appointment, onboarding and client experience throughout the lifecycle of projects through improvements in internal processes alongside user experience in our new website, due to launch in late 2025.
- Improving our internal benchmarking mechanisms by enabling streamlined methods of capturing client feedback and embedding this as a part of our standard quality assurance process.



“ Like any much-loved historic building, an organisation’s brand needs to evolve to ensure its continued vitality. For a 67-year-old practice with an enduring legacy, this needs to be handled with great care.

By focusing our energy on client research at the outset of the project, we were able to unlock improvements across the organisation, clarify what we stand for as practitioners and confidently communicate how we help our clients and collaborators during a moment of leadership succession.

— Renée O'Drobinak, Head of Marketing and Communications

Open House exhibition at DIA London, 2024

Transparency & Engagement

As we reflect on our first year as a B Corp, we know that this is just the beginning.

The work of shaping a more sustainable, inclusive, and resilient future for people and places is never complete — and we are committed to playing our part with purpose and integrity. Every project, every partnership, and every decision is an opportunity to leave a positive legacy.

We believe transparency is the foundation of trust — both within our practice and with the communities, clients, and partners we serve. We openly share our performance, challenges, and progress because we know that accountability drives improvement.

Our full B Impact Assessment is publicly available via B Lab at: <https://www.bcorporation.net/en-us/find-a-B-Corp/company/donald-insall-associates-ltd/> and we voluntarily report our wider sustainability performance against recognised standards on our website. This openness allows anyone to see how we are performing and to hold us to account.

We welcome collaboration, constructive feedback, and new ideas. Whether you are an existing or prospective client, a peer in the heritage and sustainability sectors, or a member of the public with an interest in the built environment, your perspective helps shape our approach.

For collaboration or feedback, please contact: Sustainability@insall-architects.co.uk.

