

DONALD INSALL ASSOCIATES

# B Corp Impact Report

2025-2026



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# Foreword



## Dorian Proudfoot

CHIEF EXECUTIVE
October 2026

Two years after becoming a certified B Corporation, this is a useful point to look at what has changed and where we still have work to do. B Corp remains a natural fit for DIA as an employee-owned practice, reflecting the long-term view we take of our decisions and their effect on colleagues, clients, communities and the environment.

This has also been the first full year of our 2025-2028 Business Plan. We have invested in our people and shared standards, strengthened our carbon and social impact reporting, and were named AJ100 Practice of the Year. HACT assessed £202,325 of evidenced social value for FY2024-25, while our Scope 1 and 2 emissions are now 79% below our FY2018/19 base year. In July, all Board members took part in Future Shift's review of our readiness for the new B Corp standards, giving us useful external challenge ahead of recertification.

For me, the most important development is the DIA Sustainability Framework. It is designed for use on every project, giving our teams a practical way to consider environmental and social issues in everyday decisions. Alongside it, we have continued to build capability across the practice in areas such as building performance, energy modelling and project social value.

We want people to be able to trust what we say about our impact. That means using good evidence, reporting progress and shortfalls openly, and seeking external challenge where it adds value.

Our next task is to embed the Framework across every project, keep building capability and use the evidence we gather to improve outcomes. That feels like a natural extension of what DIA has always done: care for significant places and help them continue to serve people and communities.



# Preparing for recertification

DIA became a certified B Corporation in July 2024. Certification gave a formal framework to principles already familiar to an employee-owned practice: stewardship, long-term thinking and consideration of the people, communities and environments affected by our work. We are now midway through our first certification cycle and preparing for recertification under B Lab's new V2.2 standards. The emphasis has therefore moved from how we certified to how we strengthen our systems, evidence and performance.

## Our certification baseline

Our original verified B Impact Score of 87.0 remains the baseline from certification. B Lab's new standards move away from a single points score and instead require companies to meet mandatory performance requirements across the new Impact Topics.

| Original Certification Baseline | Score |
|---|---|
| Overall B Impact Score | 87.0/200 |
| Governance | 9.9/25 |
| Workers | 31.9/50 |
| Community | 21.3/50 |
| Environment | 20/80 |
| Customers | 3.7/5 |

## External gap analysis

In July 2026, Future Shift completed an external gap analysis of DIA's readiness against B Lab's new standards. The review looked at our existing practices, policies and evidence across the new Impact Topics, identifying areas of strength as well as priorities for further work ahead of recertification in 2027.

Climate and environmental management and Fair Work were identified as areas of relative strength. We are continuing to work with Future Shift as we prepare for recertification, using that external challenge to test our evidence, disclosures and implementation and to make sure the improvements we make are robust.



Practice Training Day, 2026

# Our sustainability strategy

When we certified as a B Corp, the intention was to make sustainability part of how DIA works, rather than a separate programme or annual reporting exercise. Two years on, our strategy is organised around three priorities: S1 Sustainable Projects, S2 Sustainable Capability and S3 Sustainable Practice. Together they connect the expertise and resources we bring to the outcomes we seek to create and support the wider direction of our 2025-2028 Business Plan.

## Built into our work

DIA's work begins with existing buildings. Retaining, repairing and adapting them can avoid embodied carbon associated with demolition and replacement, while sustaining historic fabric, skills and places. The DIA Sustainability Framework gives project teams a common way to consider environmental and social issues, supported by conservation expertise, building performance evidence and planning knowledge.

## How B Corp fits

We use the five impact areas from our original B Impact Assessment to structure this report and provide continuity with our first year of reporting. Our recertification work is preparing for B Lab's new V2.2 Impact Topics.

### What we depend on

**Nature**

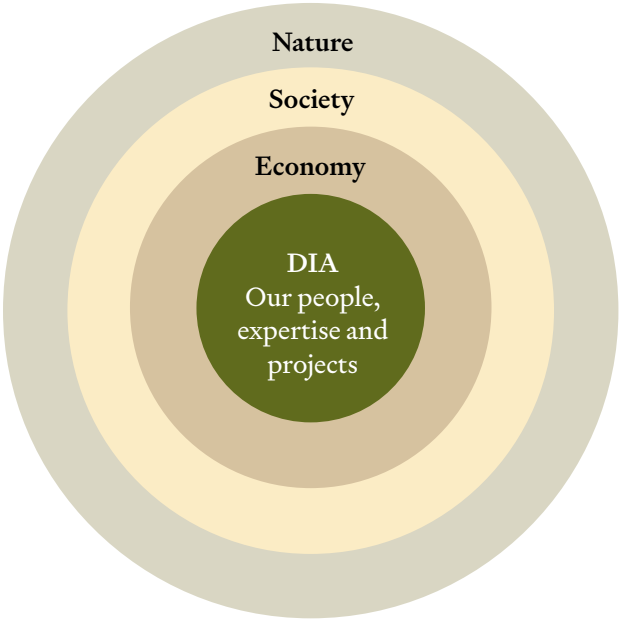
Stable climate and healthy ecosystems
Energy, materials and water

**Society**

People, skills and knowledge.
Communities, culture, planning policy and public institutions

**Economy**

Clients and project funding. Professional partners and suppliers




### Our contribution and impact

**Nature**

Practice: resource use, travel, waste and carbon.
Projects: carbon, resource use and climate resilience

**Society**

Practice: fair employment, skills, and wellbeing
Projects: heritage, inclusion and social value

**Economy**

Practice: pay, pensions and supplier spend
Public finances: taxes and national insurance
Projects: long-term building use and investment

# Our business model

How our resources and strategic priorities create sustainable value.

We aim to create long-term value for our clients, our people, communities and the environment.

## What we bring

**People & expertise**
Architects, heritage consultants and the people who support our practice.

**Research & technical knowledge**
Conservation, heritage significance, planning policy and the performance of older and traditional buildings.

**Relationships & technical knowledge**
Clients, communities, partners, funders and sector bodies.

**Ownership & governance**
Employee ownership, Board oversight and certified management systems

**Infrastructure & resources**
Seven offices across England and Wales, digital systems and the resources to support our work.

## How we create value

S1
Sustainable Projects

**Building sustainability into every project**
Our Sustainability Framework and building performance evidence help teams make better decisions and reduce whole-life impacts.

S2
Sustainable Capability

**Giving our people the knowledge, tools, and support they need**
Training, technical leadership and shared learning help teams deliver consistently.

S3
Sustainable Practice

**Running DIA responsibly and reducing our own impact**
We manage carbon, resource use, social value, fair work, wellbeing and governance.

## Outcomes / value created

**Manufactured capital**
Resilient, climate-sensitive buildings and places that conserve heritage significance

**Natural capital**
Lower whole-life carbon and resource use, with reduced environmental impact.

**Human capital**
Investing in our people builds skills, capability and wellbeing.

**Social capital**
Healthy, inclusive places that strengthen cultural identity, local character and social value.

**Intellectual capital**
Knowledge, evidence and tools for conservation, adaptation and retrofit.

**Financial capital**
Long-term use, whole-life value and better informed investment.

B CORP IMPACT AREAS: The five areas from our original assessment provide the reporting lenses used in this report.

| Governance | Workers | Community | Environment | Customers |
|---|---|---|---|---|

# 2025-26 achievements at a glance

These seven highlights show some of the most important changes made during the year, combining measurable progress with improvements in how we support our people, prepare for recertification and bring sustainability into everyday project work.



Practice Training Day, 2026

| | |
|---|---|
| 1.8% | year-on-year reduction in our total carbon footprint, from 439.89 to 432.01 tCO2e. Scope 1 and 2 emissions remain 79% below FY2018/19, our SBTi 2019 base year. |
| £202,325 | of evidenced social value in FY2024-25, independently assessed by HACT and up 8% year on year. Social value per FTE also increased. |
| Supporting our people | Six-monthly reviews and one-to-one conversations, better workload sharing through the regional model, wellbeing talks and greater promotion of AXA Health support and resources. |
| 42 colleagues | trained in energy awareness and building performance modelling; 31 achieved the ABBE Level 3 Award in Energy Efficiency for Older and Traditional Buildings. |
| Preparing for V2.2 | Future Shift completed an external gap analysis in July 2026, with all Board members taking part and continued external challenge ahead of recertification. |
| Sustainability in every project | The DIA Sustainability Framework was developed for practice-wide launch in October 2026, giving teams a common way to consider environmental and social outcomes. |
| AJ100 Practice of the Year 2026 | External recognition of DIA's overall strength as a practice. AJ100 judges said heritage-led architecture is 'an essential part of how the profession has to respond to the climate emergency'. The award recognises practices driving positive change across design quality, sustainability, employment, social and environmental performance and strategic thinking. |

# 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 its mission and formally consider stakeholders in decision making through its corporate structure or governing documents.

## What we said we'd do for 2025-2026

– 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.

## What we did in 2025-2026

– Used workshops between the Employee Ownership Trust (EOT) and Chief Executive to review the employee experience, agree areas for improvement and feed these back to the wider practice.

– All Board members took part in Future Shift's July 2026 B Corp gap analysis session. This helped deepen understanding of the new standards, the wider meaning of responsible business and the Board's role in championing it.

– We did not complete a single integrated report combining financial and impact performance during the year. Instead, we strengthened the evidence behind our public reporting, including greater use of primary data in carbon footprinting and continued independent assessment of our social value.

– We did not progress Collective Ambition as a separate public roadmap. Its themes are now being carried into DIA's thought leadership and clearer external messaging.

– Continued to involve EOT representatives in practice-wide focus groups, giving colleagues a stronger voice in business changes.

– 2026 marked 35 years since DIA began its transition to employee ownership in 1991, reinforcing the long-term stewardship model that continues to shape the practice.

## Plans for next year:

– Ensure EOT representatives play a key role in developing a holistic practice-wide training and career development plan.

– Involve the EOT in the development of DIA's Employee Value Proposition (EVP), helping ensure it reflects employee experience and priorities.

– Continue Board and EOT engagement in B Corp recertification and responsible-business priorities, using external challenge where it adds value.



### 2024 Verified Score baseline

| | |
|---|---|
| Governance Total | 9.9 |
| Mission & Engagement | 2.6 |
| Ethics & Transparency | 4.7 |
| Mission Locked | 2.5 |

# Impact Area 2: Workers

## What we said we'd do for 2025-2026

– Launch a dedicated People Action Plan and programme under the leadership of our new Head of People.

– Increase the 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.

## What we did in 2025-2026

– Launched a dedicated People Action Plan under the leadership of the People Team. Our six-monthly review process is now in use, and early feedback shows colleagues value the clearer structure and stronger line of sight between individual actions and wider business goals.

– Responded to feedback on communication by improving the written sharing of Board minutes and actions. New all-staff Town Halls will start in October 2026 to provide a more regular forum for sharing priorities and progress across the practice.

– Built on workload management through more regular one-to-one conversations and our regional working model, helping teams share workload more effectively during busy periods.

– Promoted use of the AXA Health app and wider wellbeing resources so colleagues have clearer access to support and practical tools to build awareness and coping skills.

– Introduced Citation Atlas as our learning management system, giving us a more consistent way to deliver and track mandatory training including health and safety awareness, fire safety, asbestos awareness, display screen equipment, slips, trips and falls, and data protection.

– Recorded 2,494 learning hours across our CPD programme, CDD programme, Insall Conservation Course, practice-wide training day, mandatory e-learning and cybersecurity awareness training. This is a more robust evidence base than in previous years and is not directly comparable with earlier figures. We did not reach the 3,000 hours we had targeted, but have prioritised reporting a figure that can be supported by underlying evidence.

– Continued to support professional qualifications and conservation accreditation, helping colleagues develop specialist skills and build long-term careers at DIA.

– Developed the DIA Sustainability Framework for practice-wide launch in October 2026, giving every project team a practical way to consider environmental and social issues in their work rather than relying on a small number of specialists.

## Plans for next year:

– Introduce new HR management software to reduce administration and create more capacity for higher-value support, coaching and mentoring.

– Undertake a holistic review of training and development across the practice.

– Use the new all-staff Town Halls and six-monthly reviews to strengthen communication, accountability and colleagues' line of sight to business priorities.

### 2024 Verified Score baseline

| | |
|---|---|
| Workers Total | 31.9 |
| Financial Security | 12.4 |
| Health, Wellness & Safety | 8.9 |
| Career Development | 4.2 |
| Engagement & Satisfaction | 4.6 |

# Impact Area 3: Community

## What we said we'd do for 2025-2026

– 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.

## What we did in 2025-2026

– HACT completed its second assessment of DIA's social impact, covering the financial year 1 October 2024 to 30 September 2025. It calculated £202,325 of evidenced social value, up 8% from £187,875 the previous year. Social value per FTE also rose from £1,488 to £1,592.

– Training was the largest contributor, with £128,007 from internal training and £13,014 from employability training delivered to ten young people. HACT also evidenced 269.25 hours of volunteering, generating £18,912 of social value.

– Our own participation reporting shows that more than 30% of colleagues took part in company-supported volunteering during the year, exceeding the target we set. That breadth of participation matters to us: it reflects the enthusiasm colleagues bring to social and community issues, rather than leaving social value to a small central team.

– Education and early-career activity included nine school engagement events reaching 185 young people, two apprenticeships and work experience for 14 people across 19 person-weeks. Our first 17 Retrofit Credits also generated £9,747 of evidenced social value through improvements to home energy efficiency.

– The overall 8% increase was below the 20% year-on-year ambition we set ourselves. The HACT review is helping us improve how we define, capture and evidence social value, with more emphasis on the reach and outcomes of activity rather than activity alone.

– Rather than introducing a separate external reporting platform, we developed an internal social value tool for use on projects, helping teams consider and record potential outcomes more consistently.

## Plans for next year:

– Formalise consistent social value definitions and data capture across the practice so evidence is recorded at source and can be reported more reliably.

– Increase meaningful participation in volunteering, education and early-career activity, with clearer measures of both reach and outcomes.

– Continue working with HACT to strengthen outcome-based measurement and explore how heritage and project-level impacts can be captured more consistently.

– Continue annual external assessment and transparent reporting of our social impact.

### 2024 Verified Score baseline

| | |
|---|---|
| Community Total | 21.3 |
| Diversity, Equity & Inclusion | 7.1 |
| Economic Impact | 6.2 |
| Civic Engagement & Giving | 5.4 |
| Supply Chain Management | 2.4 |

# Case Study: John Rylands Library

A £7.6 million transformation of the Grade I-listed John Rylands Library has enhanced the visitor experience and sensitively upgraded key areas of the building to respond to and cater for the challenges of the next generation and bridge the building's architectural styles.

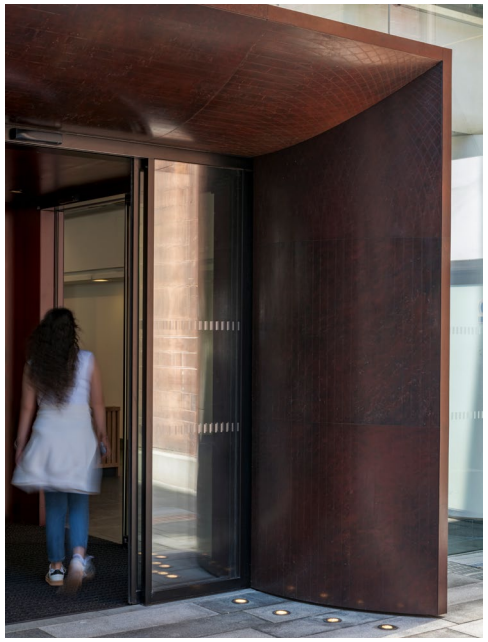
Working in collaboration with exhibition designers Nissen Richards Studio, the project consists of a series of subtle yet strategic interventions.

Formerly underused spaces have been repurposed, including the former café which is now a flexible events venue. A former storage area has been converted into an advanced imaging suite, a fully conditioned space for photographing delicate special collections.

The refreshed building is part of The University of Manchester Library's Imagine2030 vision, ensuring that the Rylands continues to be a leading centre for research and public engagement.

*"It is a privilege for all of us to have delivered the seemingly impossible and made Manchester's already remarkable Library even more astonishing for everyone to enjoy."*

*— Professor Christopher Pressler, University Librarian and Director, The John Rylands Library.*










On the Broadfield Slopes in Rochdale, a major archaeological dig invited local volunteers to get involved.

# Social Value Spotlight

Our work creates lasting value for people, places and communities. This page highlights our evidence and year-on-year progress, alongside key activity figures from 2024–25.

## Key activity figures

**269.25**
evidenced volunteering hours

**185**
young people reached through school engagement

**14**
work-experience participants across 19 person-weeks

Assessed by HACT using the UK Social Value Bank and UK Built Environment Bank. HACT classed the full £202,325 as actual social value because the relevant evidence requirements were met. The methodology focuses on evidenced outcomes, not simply inputs.

The HACT assessment follows DIA's financial year (1 October to 30 September), which differs from the 1 August to 31 July reporting period used for the wider B Corp Impact Report. We therefore present it as our latest independently assessed social impact period.

## Evidenced social value

| FY2023-24 | FY2024-25 | |
|---|---|---|
| £187,875 | £202,325 | +8% |

## Social value per FTE

| FY2023-24 | FY2024-25 | |
|---|---|---|
| £1,488 | £1,592 | +7% |

## Volunteering hours per FTE

| FY2023-24 | FY2024-25 | |
|---|---|---|
| 1.62 | 2.12 | +31% |

# Impact Area 4: Environment

## What we said we'd do for 2025-2026

– 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.

## What we did in 2025-2026

– Our latest carbon footprint was 432.01 tCO2e for the financial year 1 October 2024 to 30 September 2025, covering Scopes 1, 2 and 3. This was 1.8% lower than the previous year. We therefore did not meet the 5% year-on-year reduction we had targeted.

– Scope 1 and 2 emissions are now 79% below FY2018/19, our SBTi 2019 base year. This is well ahead of our validated near-term target of a 46.2% reduction by 2030. Future Shift's July 2026 review also found that Climate Action met all criteria assessed under B Lab's new standards.

– We improved the quality of the data behind our footprint, replacing estimates with primary readings where possible and strengthening our supply chain data. Building on the supplier engagement reported last year, this gives us a clearer basis for the next phase of work with key suppliers and professional partners.

– We continued the move to renewable electricity across our offices. Oxford's renewable electricity transfer was completed after the 2024–25 carbon reporting year.

– We maintained ISO 14001 certification and developed the DIA Sustainability Framework for practice-wide launch in October 2026. The Framework gives every project team a consistent way to consider environmental and social issues and record outcomes.

– We trained 42 colleagues in energy awareness and building performance modelling, meeting the 30% practice-wide training commitment set in last year's Environment section. Of these, 31 achieved the ABBE Level 3 Award in Energy Efficiency for Older and Traditional Buildings. We also strengthened our PHPP and building performance capability so project teams can test options for historic and traditionally constructed buildings using evidence.

– We retired 21 HACT Retrofit Credits in June 2026 to cover the 20.40 tCO2e within our defined offsetting boundary. HACT has confirmed that DIA was the first architectural practice to invest in the scheme. We also completed Cadogan's 2026 Supply Chain Carbon Emissions Programme, passed its data audit and achieved a Bronze Decarbonisation Rating.

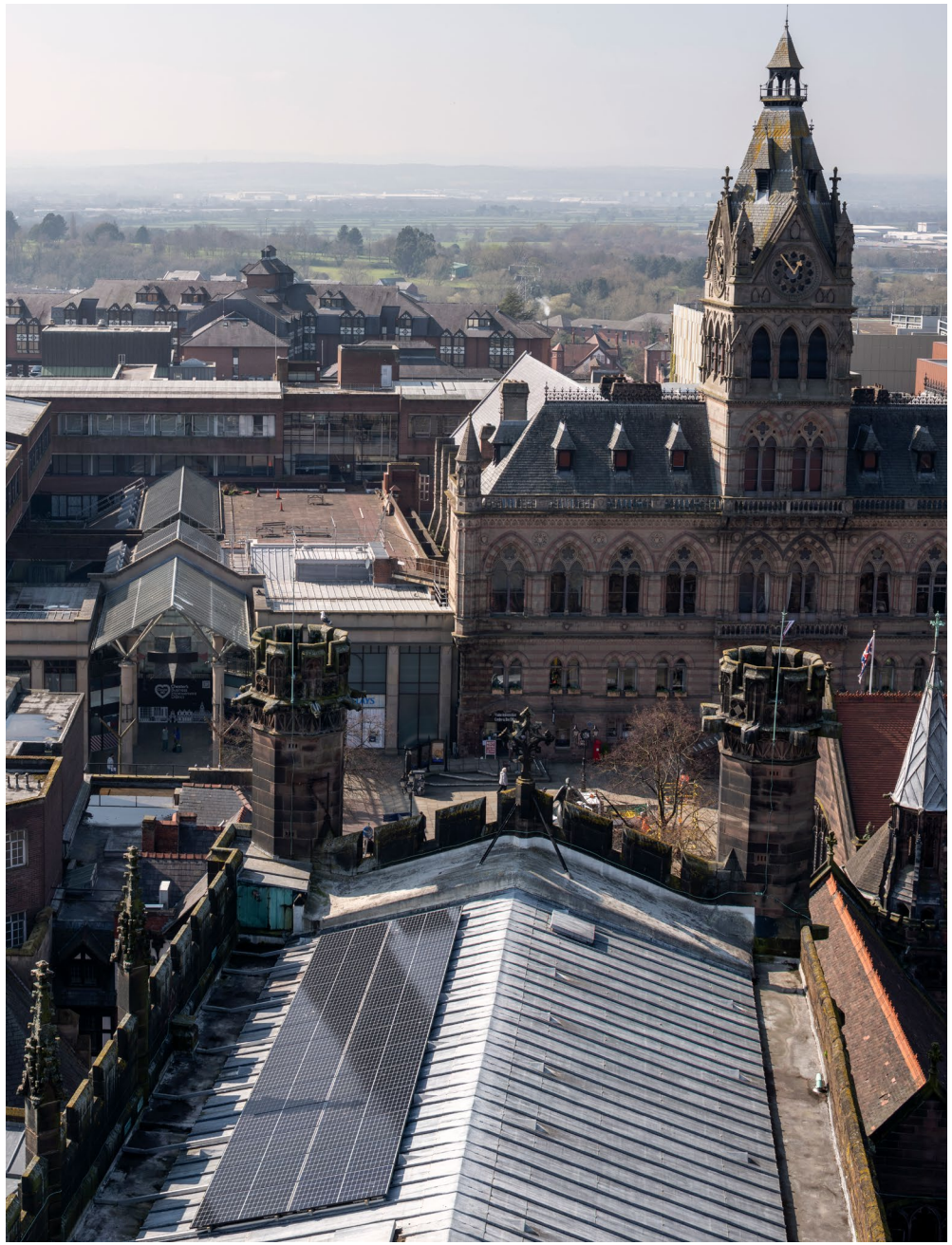
## Plans for next year:

– Build on existing supplier engagement by working with key suppliers and professional partners to improve the emissions information we receive and support their own decarbonisation.

– Complete the rollout of the DIA Sustainability Framework across all projects and begin reporting project-level environmental data.

– Continue developing building performance and energy modelling capability, alongside the environmental management processes that support ISO 14001.

– Continue the transition to renewable electricity across our estate and refresh our Carbon Reduction Plan after the FY2025-26 emissions inventory is complete.



## Key environmental metrics

Total footprint: 432.01 tCO2e for FY2024-25 (Scope 1: 9.58; Scope 2: 5.51; Scope 3: 416.92). Scope 2 is reported on a market-based basis.

Year on year: total emissions fell 1.8% from 439.89 tCO2e. Carbon intensity fell 2.3% to 3.40 tCO2e per average FTE.

Scope 1 and 2: 79% below FY2018/19, our SBTi 2019 base year, compared with our 46.2% reduction target for 2030.

Net zero: our SBTi-validated target remains 2045, including a 90% absolute reduction across Scopes 1, 2 and 3 from the base year.

Supply chain: purchased goods and services remain the largest part of our footprint at 72%, reinforcing the importance of better supplier data and continued engagement.

Offsetting: 21 credits were retired in June 2026, covering the confirmed 20.40 tCO2e within our defined offsetting boundary.

Carbon figures are for 1 October 2024 to 30 September 2025, our most recently completed emissions inventory. Carbon reporting follows our financial year and is therefore reported a year in arrears in this Impact Report.

## 2024 Verified Score baseline

| | |
|---|---|
| Environment total | 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 | 1.0 |

# Carbon offsetting case study: Retrofit Credits

Retrofit Credits is a carbon credit scheme developed by HACT and PNZ Carbon. It creates verified carbon credits from the decarbonisation of UK social housing under the Verified Carbon Standard. The credits are recorded through the Verra Registry, while HACT measures the social value created for residents using the UK Social Value Bank.

We chose the scheme because it follows the same hierarchy we apply to our own footprint: reduce emissions first, then address the residual emissions we cannot yet eliminate. The underlying retrofit work improves existing homes, reducing energy use and carbon emissions while creating wider benefits for residents.

In September 2025 we retired 17 credits, representing 17 tCO2e. HACT assessed £9,747 of evidenced social value from that investment. In June 2026 we retired a further 21 credits, covering the 20.40 tCO2e within our defined offsetting boundary. The second retirement generated an estimated £12,040 of social value. HACT has confirmed that DIA was the first architectural practice to invest in the scheme.

For us, the strength of the approach is that carbon reduction and social value come from the same investment and are both measured using established methodologies. It allows us to address residual operational emissions while supporting better existing homes and the people who live in them.

Retirement verification: Verra Registry



Photo credit: HACT

# Impact Area 5: Customers

## What we said we'd do for 2025-2026

– Increase the number of projects achieving third-party sustainability certifications and related award submissions to earn customer trust in our services.

– Enhance 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.

– Improve our internal benchmarking mechanisms by enabling streamlined methods of capturing client feedback and embedding this as part of our standard quality assurance process.

## What we did in 2025-2026

– We have started working towards our first AECB CarbonLite certification on a project.

– Launched our new website and intranet, improving access to information and supporting clearer, more consistent communication for clients and colleagues.

– Introduced rolling client feedback during project delivery and after completion. Feedback is shared with project teams and aggregated results are reported to the Board each month, helping us act on issues and support continuous improvement.

– We also supported Westminster's first Listed Building Consent Order at Eaton Square, helping create a clearer route for appropriate energy-efficiency improvements to listed homes.

## Plans for next year:

– Continue improving the intranet as a central source of information and resources, supporting better knowledge sharing across the practice.

– Carry out a programme of client interviews to understand changing needs, experiences and priorities and use the findings to improve our services.

– Improve how client knowledge is shared across the practice, supporting smoother handovers and reducing reliance on individual relationships.

– Continue developing our approach to sustainable project delivery and recognised performance standards.

*"The team have consistently demonstrated outstanding professionalism, clarity and organisation... We value the strong working relationship we have developed and look forward to continuing our collaboration."*

*— Agustina Solassi, Wirral Council.*

### 2024 Verified Score baseline

| | |
|---|---|
| Customer Total | 3.7 |
| Customer Stewardship | 3.7 |

# Transparency & Engagement

We publish this Impact Report annually alongside our carbon reporting and independently assessed social value. This year we have continued to strengthen the evidence behind those disclosures, including greater use of primary data in our carbon footprint and HACT assessment of our social value. Learning hours are now recorded using a more consistent, evidence-based method and are not directly comparable with earlier figures. Social value and carbon both follow our financial year, 1 October to 30 September, so we state the reporting basis wherever those figures appear.

Future Shift's July 2026 gap analysis against B Lab's new V2.2 standards has also informed our priorities for the coming year and provides further external challenge as we prepare for recertification.

Feedback routes include rolling client feedback, EOT and colleague engagement, all-staff Town Halls and Sustainability@dia.co.uk. Public reporting links:

B Corp profile | Carbon Reduction Plan | Net-Zero Strategy

We welcome constructive feedback and ideas from colleagues, clients, partners and others with an interest in our work. Please contact Sustainability@dia.co.uk.

