



2024 Sustainability Report



CONTENTS

Context

1. Why a Sustainability Report?
2. Creating Sustainable Workplaces
3. Our Ongoing B Corp™ Journey
4. Industry Context
5. Interaction in Numbers

People

6. Strategic Initiatives to Enhance Company Culture
7. Our Culture in 2024: A Snapshot
8. Investing in the Community
9. The Quarter
10. Protecting our People
11. Health & Safety

Planet

12. Embodied vs Operational Carbon
13. Circular Economy Explained
14. 2024's Outcomes
15. Water and Ecosystem

Conclusion

16. Our Pledges for 2025

Welcome to Interaction's 2024/25 Sustainability Report.

“Sustainability remains at the heart of everything we do – from the spaces we create to the way we work as a team. We’re proud of the progress we’ve made in the past year and want to continue improving. We’re constantly learning, testing, and refining our approach to sustainability as a team, and we’re always looking out for innovative solutions to make our projects better. It’s this commitment to improvement that drives our work forward.”



Dieter Wood
CEO

01 Why a Sustainability Report?

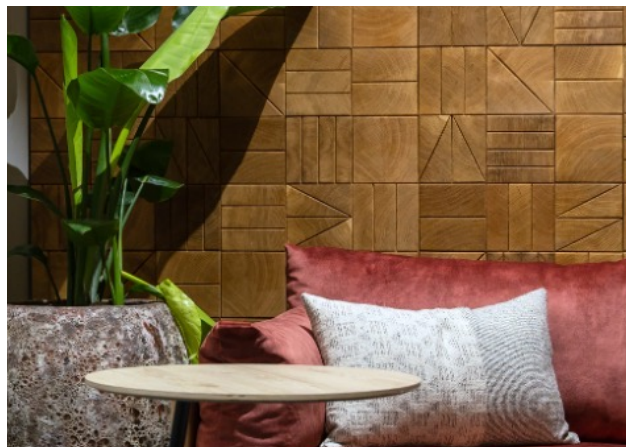
Sustainability is an ever-evolving journey. With our second annual Sustainability Report, we’re building on the foundations laid last year – tracking our progress, holding ourselves accountable, and identifying areas for improvement. Reflection and transparency is key, and by sharing both our successes and challenges, we aim to drive real change, not just within our business but across our industry.

Over the past year, we’ve continued embedding sustainability into every part of what we do – from the way we run our office to the way we design and deliver projects. We remain proudly B Corp certified, and we’re using that framework to challenge ourselves to do better, go further and think bigger.

We know we’re not perfect – but we’re committed. Committed to reducing our impact, supporting our people, and shaping a more sustainable future for workplaces across the UK.



We help businesses reduce the environmental impact of their office fit-out through smart design, responsible material choices and futureproofed thinking. Here's how:



Using sustainable materials and energy-efficient technologies

We prioritise low-impact materials like recycled timber, bamboo, and FSC-certified products, as well as using local suppliers wherever possible. We also build in technologies that help reduce ongoing energy use – from LED lighting to occupancy sensors and smart thermostats.

Bringing the outside in

Natural elements such as planting, daylight and natural ventilation don't just reduce environmental impact, they also support wellbeing. Biophilic design has been shown to improve air quality, reduce stress and increase productivity – it's why we're sure to include it in all our projects.

Designing for flexibility and longevity

We design spaces that can flex and evolve with the business – using modular furniture, moveable partitions and multi-use areas. It's a more sustainable way to design, reducing the need for costly (and carbon-heavy) refurbishments down the line. We make sure to spec more durable options, eg. Quartz worktops, wherever possible to extend the life and reduce the need for regular replacements.

Supporting sustainability accreditations

With an in-house SKA assessor and deep knowledge of certification processes like SKA, WELL, and BREEAM, we help clients meet – and often exceed – their sustainability goals.



Sustainability in action

We brought this approach to life for several forward-thinking clients this year:

TLT Manchester – When TLT took the top two floors of Manchester's Eden building, one of the UK's most sustainable office buildings, it was clear sustainability was a top priority. In line with TLT's Net Zero 2040 goals, the fit-out focused on low-impact design. Existing meeting tables, desk frames and storage were reused, while 1,600 acoustic desk screens were reupholstered and repurposed. Finishes were chosen for their sustainability credentials – from recycled leather and fabric made from plastic bottles to terrazzo worktops made from recycled plastic in a factory powered entirely by renewable energy. Even the lighting tells a story, with feature pieces reclaimed from RAF bases and factories.



[Read the Case Study](#)



[Read the Case Study](#)

Ecosurety – Sustainability and circular economy principles were central to this SKA Gold-rated fit-out for the UK's leading sustainable packaging compliance companies. 99% of furniture from Ecosurety's previous office was reused, refreshed and reupholstered, while new materials were chosen for their low environmental impact – including compostable hemp lighting and a sofa made from leftover wine corks.

Nature inspired the design throughout: recycled fishing nets feature in the Marine zone, cork panels in the Savannah area, and the kitchen worktops are a terrazzo made from recycled washing machines. Every part of this office tells a sustainability story, right down to the low-waste toilet door signs made from wood cutouts.

FOUNDRY Wandsworth – Sustainability was baked into every element of this BREEAM Excellent, EPC A-rated coworking space. A fabric-first approach maximised natural light, supported by daylight dimming and automated blinds to reduce energy use and improve comfort. FSC-certified timber, low-VOC materials and ultra-efficient HVAC systems ensured high standards of both sustainability and wellbeing. A rigorous waste management strategy meant 100% of construction waste was reused or diverted from landfill during the fit-out.

The result? A low-impact, people-first space that reflects FOUNDRY's commitment to community and long-term environmental responsibility.



[Read the Case Study](#)

03

Our Ongoing B Corp™ Journey

Certified



Corporation™

2023 saw Interaction become a certified B Corp, something that was important to us for a variety of reasons. We wanted to publicly commit to a rigorous, transparent and verifiable assessment of our impact on people and planet.

Our Actioneers let us know they felt strongly it was an important step to take, and our clients wanted to know they were dealing with a business which was authentically sustainable. The process was long, complex and worthwhile.

We emerged with a new understanding of our impact, our choices and our place within the intricate ecosystem of the construction industry. Equally as importantly, we came away with a new way to measure our progress over the years to come.

The main focus for the last year has been benchmarking ourselves and identifying additional aspects of the Impact Assessment which we could embrace.

Ahead of the B Corp renewal in 2026, which elevates the criteria even further, we will be completing the newest addition of the assessment.

04

Industry Context

The construction sector has taken much-needed steps to diminish its impact on the planet, but it still has a long way to go. We recognise the effect the sector has on the environment:

The **construction industry is responsible for producing 62% of the UK's total waste, and 32% of all waste sent to landfill** originates from construction activities

Despite efforts to improve efficiency, 13% of products delivered to construction sites still go directly to landfill without being used

The sector also consumes **400 million tonnes of natural resources annually**, highlighting the scale of its environmental footprint.

Encouragingly, many organisations are accelerating their adoption of sustainable practices – and we're proud to be one of them.

Several forces are driving this shift: increasing client demand for sustainable design and build solutions, growing regulatory pressure, and a new generation of talent that prioritises environmental responsibility. At its core, our sustainability approach is a supercharged version of what's been our ethos since 1992 – to create people-first workspaces. **Because you can't truly be people-first without also protecting the planet.**



05

Interaction in Numbers

Est. **1992**

55 people employed

28 projects completed in FY 24/25

Created workspaces **4,000 people**

interaction

£29m turnover in FY 24/25

47% have been with us more than 4 years

13% Are mental health First Aiders

47% identify as female

53% identify as male

In 2024, we focused on expanding our team and strengthening our departments to deliver bigger and better projects – without losing the award-winning culture that makes Interaction unique. We welcomed new senior hires whose knowledge and experience enhance our capabilities, while our Graduate Academy brought in the next generation of project managers and designers, ensuring fresh ideas and innovation. By investing in both seasoned specialists and emerging talent, we're not just growing our expertise, we're evolving our culture, fostering collaboration, and building a team that's ready for the future.

- **70% staff retained**
- **9 People promoted**
- **5.5 year average tenure**
- **30 years longest serving**
- **75% in office 5 days a week**
- **14 new hires**



Our strategy in 2024 was to embed and strengthen our internal culture, targeting a 12-month period for significant developments. Our goals for the year included:



- Continuing to embed and live our core values throughout the business.
- Evolving our culture to match our growth and changing ways of working.
- Maintaining a strong, inclusive culture even as we grow our team.
- Using our culture as a key tool to attract and retain the best talent.
- Focusing even more on employee wellbeing and engagement.
- Developing our workspace to better reflect who we are as a team.
- Making sure every Actioneer feels heard, valued, and supported.
- Strengthening internal communication to keep everyone connected and informed.

Meet the MoA

The Ministry of Action (MoA) is our internal culture committee, which is a key initiative that allows us to reach and maintain these cultural targets. Made up of five volunteers from different areas of the business, the MoA is dedicated to improving the lives of Actioneers and championing charity and community outreach.



Acting as a go-between Actioneers and our senior leadership team, key MoA initiatives include trimonthly pulse surveys, leading our fundraising efforts for our charity of the year, Commitment Days for charitable engagement, and regular meetings with the leadership team to ensure the views of the wider business are heard and represented.

With community and culture at the forefront of the MoA's efforts, they help create multiple touchpoints throughout the week to bring people together. Whether it's Wine Wednesdays, yoga and spin classes, Book Club, team lunches, breakfast clubs or our weekly Friday bar night, the MoA ensure there is something for everyone. They also help onboard new starters, making sure new Actioneers feel a part of the team from day one.

The MoA are an essential part of Interaction, and help keep our commitments to strengthen our internal culture at the forefront of day-to-day operations.

In the past year, we've made some big changes to how we work and support each other – all to make sure our culture grows alongside the business. Hannah Eardley was promoted to Business Director, where she's been supporting the other directors in driving company structure, progress, and recruitment. This has helped give us a clear direction and a stronger sense of where Interaction is heading.

We also revamped our Graduate Academy to make sure every new starter has a clearer view of where they can go. Graduates now have the chance to explore different parts of the business over two years, before choosing the path that suits them best. From day one, they can see what their future here might look like.

For our design team, we introduced a new structure of four pods, each led by a Creative Lead. This has given us more flexibility and control over resourcing, as well as better support for our younger designers. It's a structure that's helping everyone grow – both as individuals and as part of the team.

We didn't forget about the social side of things, either. After noticing a few people were skipping our Friday bar night or heading off early, we decided to rename it Happy Hour and double down on what it's really for. It's about pausing to celebrate the week's wins, getting to know each other a bit better, and reminding ourselves that community is just as important as the projects we deliver.



It's important to us to continue supporting the local community, whether through direct donations or offering our skills and resources. Our values go far beyond the four walls of our office, and we're committed to making a positive impact wherever we can.

Every year, the Interaction team vote on a local charity to support, with the MoA leading fundraising efforts. For 2024/5, our Actioneers chose to support **Suicide Prevention UK (SPUK)**, recognising that suicide is, sadly, endemic in the construction industry.

This year's fundraising efforts included sweepstakes and a charity 5-a-side tournament, which brought together 14 teams of our clients, subcontractors and suppliers for a day of football. We're hoping to build on the success of the tournament and do it again next year, hopefully with even more teams.

In 2023/4,
we raised £3,205 for
our chosen charity,
Marmalade Trust.

In 2024/5, we're
pleased that we've
managed to raise
even more for SPUK,
reaching £3,300.



What are Commitment Days?



Interaction offers every Actioneer two Commitment Days a year – paid time off to help a local charity or organisation. In 2024/25, Actioneers took a total of 39 Commitment Days, which included gardening with the National Trust in Bath, painting furniture at a local cricket club, and street cleaning.

Commitment Days completed

2023
34 DAYS Goal 100 DAYS

2024
39 DAYS Goal 100 DAYS

This year, we also partnered with **Bath City Farm**, a working farm that runs community programmes tackling social isolation, improving mental health, and providing skills training. Our 12-strong Contracts Team spent a full Commitment Day digging trenches and laying groundwork to support their ongoing projects. Two of our subcontractors, Tandy and Inspired Worx, also joined in by offering their electrical and carpentry skills for free, helping the farm progress vital projects without additional costs.



We're going to continue this partnership, and have begun the process of refurbishing the farm's neglected staff and community area. Members of our design team are using their Commitment Days to plan the redesign, working with suppliers and subcontractors to source materials at no cost. We're repurposing furniture from past projects and will be painting and decorating the space as part of future Commitment Days. Partnering with such a deserving local charity gives our outreach real focus, and we hope this inspires more Actioneers to get involved.

In 2025, we're encouraging Actioneers to suggest their own Commitment Day initiatives, supporting causes they're passionate about. The response has been fantastic, with team members proposing projects like painting the maternity ward at the Royal United Hospital Bath, delivering children's wheelchairs for a local charity, and running design clinics at the university for students. It's great to see so many Actioneers getting involved and keen to make a real impact.

Our headquarters, **The Quarter**, is a restored historic building in Bath that reflects our commitment to sustainability, wellbeing, and thoughtful design. Since moving in, The Quarter has become a real hub of creativity, collaboration and community, and we love being able to welcome clients and visitors.



In 2024, we took a major step forward by switching to a **100% green energy tariff**, ensuring all electricity used in our office is sourced from renewable providers. We also enhanced our **active travel facilities** with secure bike storage, making it easier for our team to commute sustainably and reduce their carbon footprint.



The Quarter continues to evolve as a space that aligns with our values – supporting our people, protecting the planet, and enabling our continued growth.

98

Current Compliance Rating
(percentage)

90+

Target Compliance Rating
(percentage)

8

Site Management
Score

8+

Target Site Management
Score

Our current structure and management and how we monitor health and safety:



1. Managing Director – overall responsibility for implementing H&S. Ensure company management are aware of their responsibilities and promote H&S requirements. Ensure all necessary resources are made available to implement H&S measures effectively and relevant training provided for all levels of employees.

2. Directors – Implement the company policy for H&S. Identify statutory requirements. Resource relevant training for employees. Ensure work is planned and undertaken in compliance with statutory requirements. Lead by example regarding positive H&S behaviours. Ensure regularly monitoring and reviews are undertaken with identified improvements implemented across the company.

3. Contracts Director – Understand company policy and implement the day-to-day practicalities. Ensure managers and employees are aware of their roles and responsibilities. Ensure all works are planned in accordance with statutory requirements. In depth knowledge of CDM regulations and other relevant legislation. Ensure Contracts Managers carry out their duties as defined by the company policy. Ensure the supply chain is assessed for H&S competence and resource prior to appointment.

4. Contracts Managers – Plan all works in accordance with H&S policy and statutory requirements. Ensure resources are made

available for the effective delivery of project H&S requirements. Ensure DRAs and RAMS are produced and made available to all relevant stakeholders. Ensure all site supervisory staff and sub-contractors discharge their H&S responsibilities.

5. Site Managers – Implement the day-to-day practicalities of H&S policy and statutory requirements on site. Ensure site work is carried out to the required standard with minimum risk to employees, contractors, visitors and other relevant stakeholders. Ensure registers and records are maintained and appropriately completed. Ensure induction training is carried out and records maintained. Manage arrangements for ensuring sub-contractors are suitably competent to undertake assigned tasks.

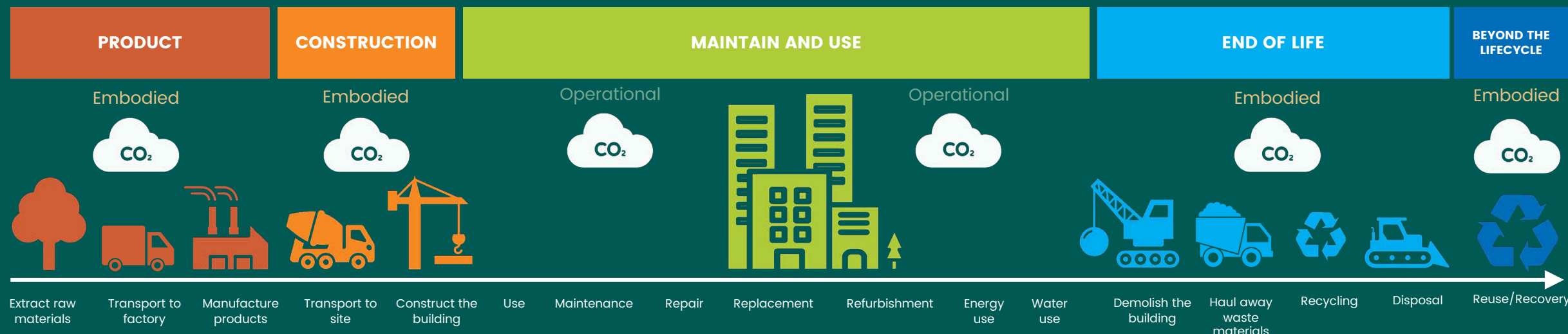
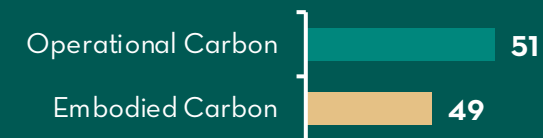
6. All employees – Take responsibility for the H&S of themselves and other persons who may be affected by their acts at work. Work in a safe manner at all times. Report any hazards, unsafe working practices, and any injuries or near misses to the relevant site management team.

7. Retained H&S Consultants – Advise senior management on safety legislation, providing guidance to achieve compliance. Identify training requirements for employees of all levels. Provide recommendations for continuous improvement. Undertake site audits submitting audit report for information and action where relevant.

12

Embodied vs Operational Carbon

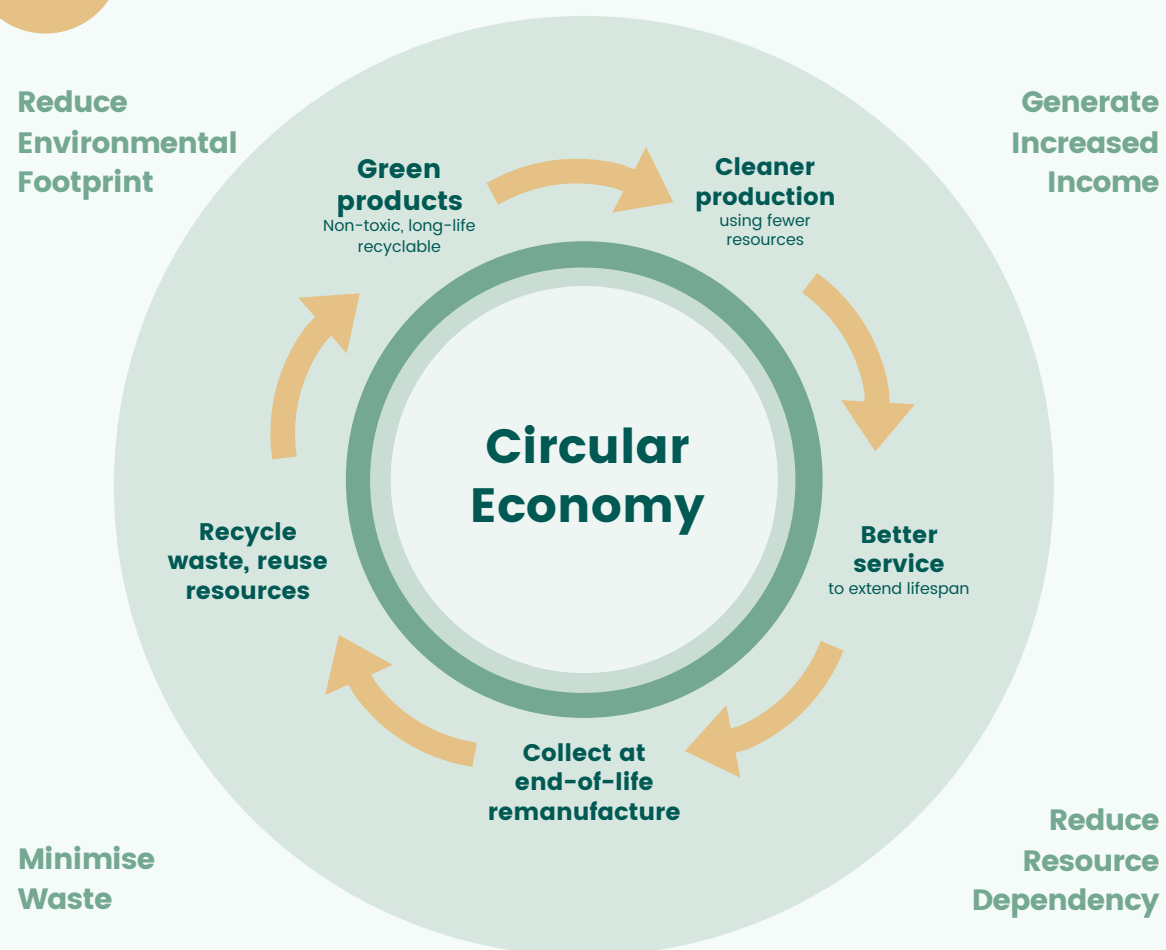
Embodied carbon will be responsible for **almost half** of total new construction emissions between now and 2050.



Data source: BS EN 15978:2011

13

Circular Economy Explained



14

2024's Outcomes

At Interaction, we recognise that every aspect of our business – from the running of our office space to our on-site operations – has an impact on carbon emissions. We've now completed our fourth-year carbon business footprint assessment and **continue to offset 110% of our operational emissions**, reaffirming our commitment to going beyond carbon neutrality.

In 2024/25, our total operational footprint was **124,664 kgCO₂e**, a **31% reduction** from 180,376 kgCO₂e in 2022. This also represents a meaningful improvement from our **2022 benchmark of 129,860 kgCO₂e**, which we had set as a target to beat. Achieving this reduction reflects the positive impact of our move to a more energy-efficient office space and our continued efforts to streamline operations and reduce emissions at the source.

This year also marks the first full reporting cycle based entirely on data from our new office, providing a more accurate and consistent baseline for future improvements. With this clearer picture, we're better positioned than ever to drive meaningful change across our operations.

Carbon footprint interaction 2024

- 124,664 kgCO₂e**
- Interaction Associates Ltd's emissions are **65% lower** than the average business for 2024.

Carbon Intensity by Employee (FTE) 2024

- 2,266 kgCO₂e**

Our carbon Emissions are equivalent to:

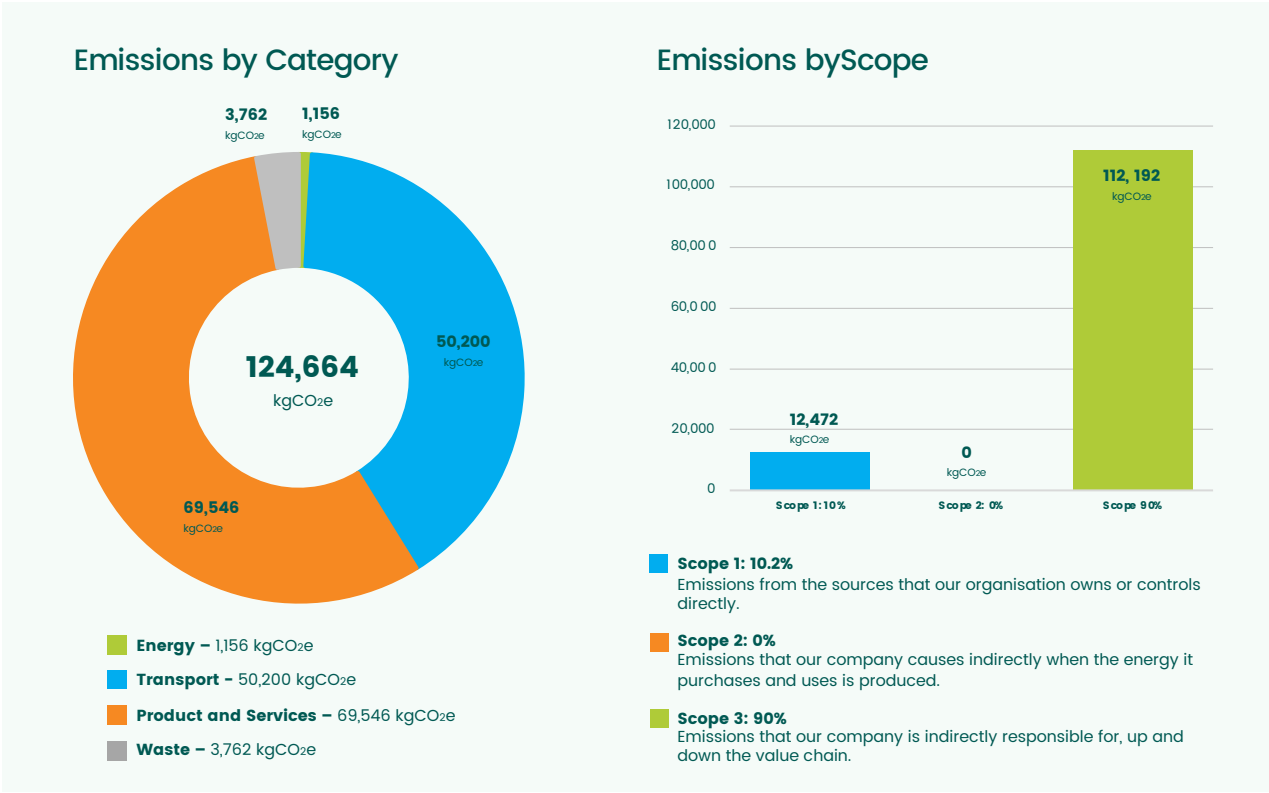


Emissions by Category and Scope

Tracking our Supply Chain

We have also been developing a supply chain database, which tracks information on suppliers. and products and their environmental credentials. Within this, is the ability to provide products with EPDs (Environmental Product Declaration) that are essential for calculating accurate embodied carbon in our fit-outs. This is something that we need to further develop over the next year.

We have a preference to source from local suppliers, to minimise the amount of carbon emissions in transporting the products that we utilise. In addition, our materials should be transported in the most efficient way possible and avoid environmentally damaging transport such as air freight.



Tracking and Eliminating Waste

Roughly half of the raw materials that are extracted from the Earth are utilised within the built environment. Construction creates an estimated third of the world's overall waste, and at least 40% of the world's carbon dioxide emissions.

In the UK specifically, the construction industry generates 62% of UK waste, with the diversion from landfill rate sitting at 87%.



Our Ambitions

- **Partner with third parties to ensure materials from our strip out projects can be re-used where possible.**
- **Launch a supply chain forum to onboard our supply chain with our goals and ambitions.**
- **Ensure we source products that have third party verified EPDs where possible.**

15 Water and Ecosystem

Although we do not have a significant impact on the water or ecosystems at either our office or on-site operations, we recognise that we have a responsibility to ensure we are not contributing to any environmentally detrimental activities. We will continue to track water use on our sites via our site waste management plan document, and ensure we are sourcing materials from our supply chain that do not have damaging effects on the ecosystem.

16 Our Pledges for 2025

We're proud of the progress we made last year, but we know there's more to do. Our focus for the year ahead is to keep building on that success – delivering even more industry-leading sustainable projects, reducing our operational environmental impact, and making a positive difference in the communities we work with.

Over the next financial year we're pledging:

- **A 5% YoY reduction of greenhouse gas emissions.**
- **A 5% increase in our B Impact Score YoY.**
- **£150k to sustainable causes.**
- **A continued increase in our Commitment Days to 100.**
- **Continue to target 99% diverted from landfill on our project waste.**
- **To create a framework to assess embodied carbon on all projects.**

We remain dedicated to driving positive change within the industry, beginning with ourselves.

Over the past year, we've continued to educate and upskill both our Actioneers and supplier network in environmentally sound practices.

While there's still work ahead, the progress we've made gives us a solid platform to innovate and accelerate further change.

We're excited to move forward on this journey with our partners and clients, creating spaces that support both people and the planet for the long term.



interaction