

B Corp Impact Report

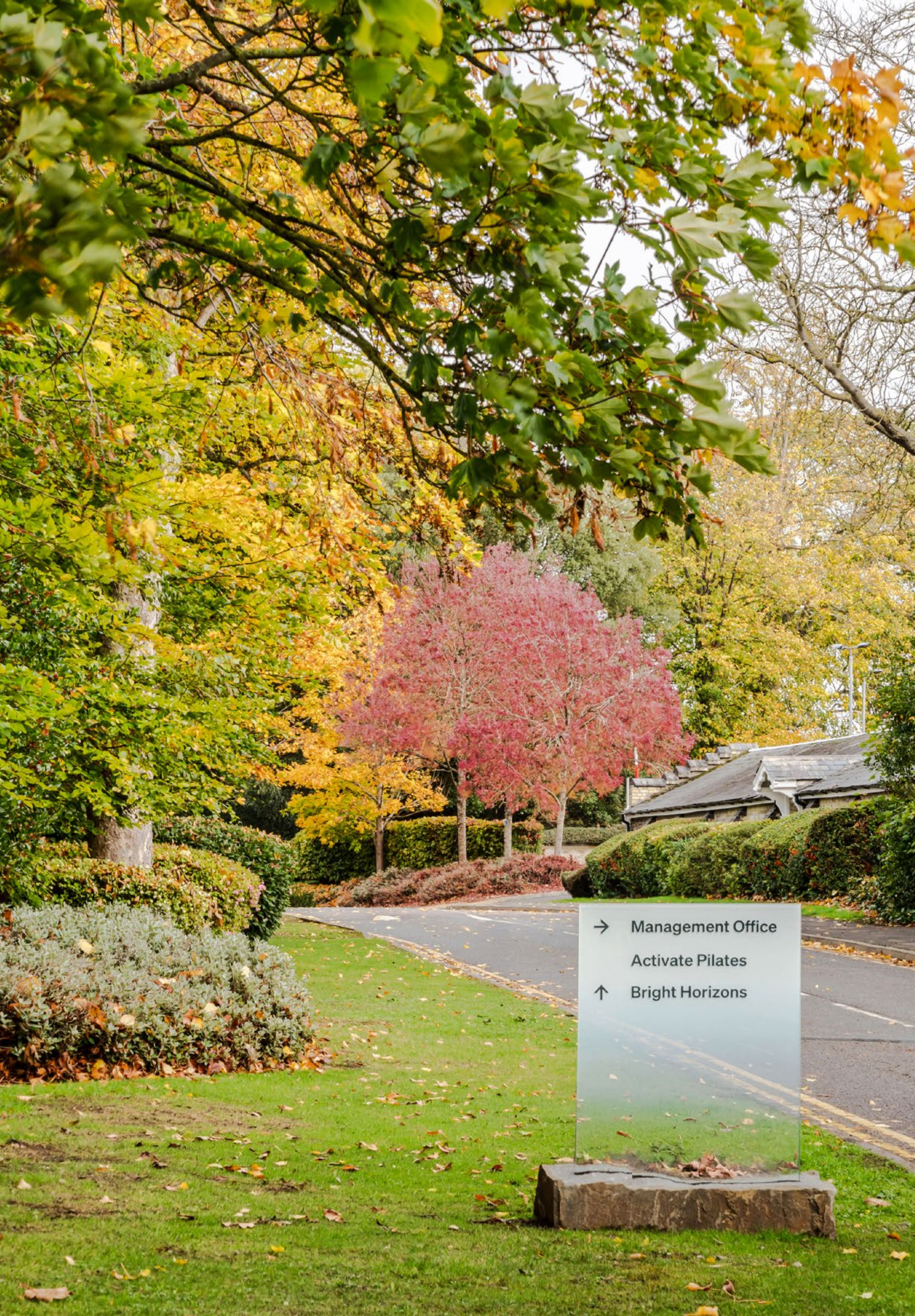
Certified



Corporation

May 2026

f.r.a.



f.ra.

From its earliest days, f.ra. has been a creative studio unafraid to defy convention in order to deliver outstanding results and make a positive difference in people's lives. Our founding Directors departed London in 2009 to build a business and raise a family in the leafy green hills of south Shropshire. They set the tone for a studio rooted in curiosity, care, and ambition. Through the years we've grown and evolved: new directors have joined, our team has become a vibrant mix of global talent, we've celebrated awards and opened a second studio in London. But all the while, the core belief that by looking after each other we can have a greater impact – better serving our projects, community and planet – has remained.

f.ra. is proud to officially join the B Corp community. We're grateful to our team, clients, collaborators and community for their support and for providing us with an opportunity to continue to build our vision for a better creative studio. Becoming a Certified B Corporation and achieving our first impact assessment score of 90.5, is a major milestone and one every member of our team contributed to. This makes f.ra. one of only nine businesses globally specialising in wayfinding with B Corp certification. This is an optimistic start to the next chapter in our journey, and we look forward to bringing our team's talent, innovation and compassion to new challenges and partnerships.

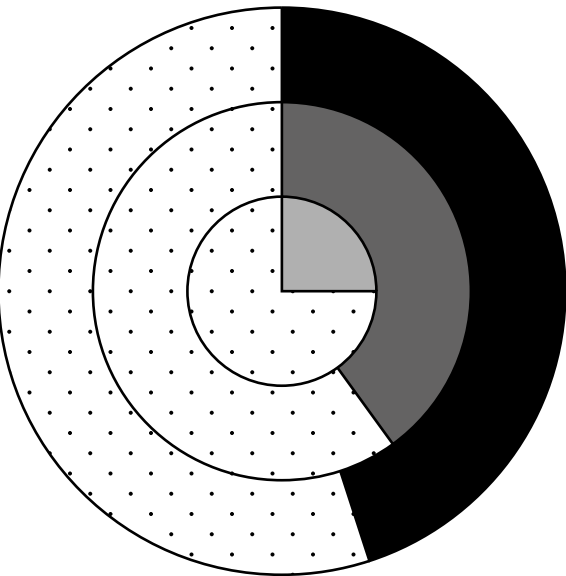
Looking ahead, we see the ever-increasing opportunity to create positive change by unlocking the full potential of how people connect with places. In a world that is ever more polarised, duplicitous, and apathetic, we see the power of 'place' to bring people together and find joy in real, shared experiences. And while our projects conclude in a 'result', the true impact of our studio is found in our 'process' that supports our clients and collaborators, continually refines and improves our craft from design to delivery, respects our planet and provides a healthy, creative lifestyle for our team. We're proud of what we've done, but we know this is only the beginning.

The Aim

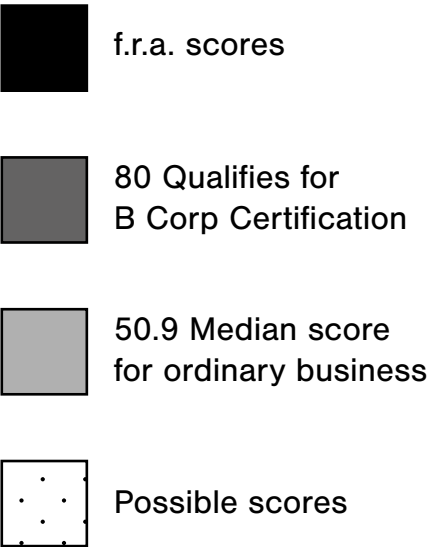
Our mission is to build a studio that helps people have a meaningful connection to place. Our ambition is to simply be the best in the industry. We'll get there by collaborating with the best clients and partners, looking after each other and our planet and finding joy in our craft.



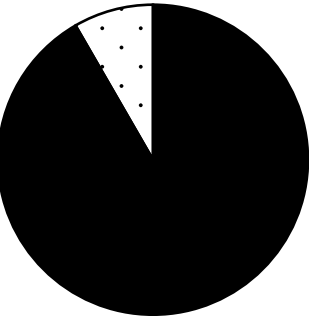
B Impact Score



90.5

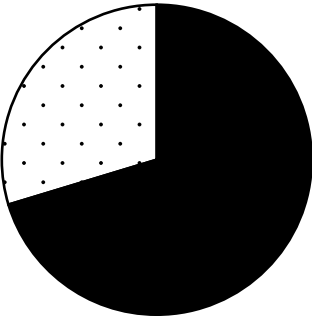


Governance



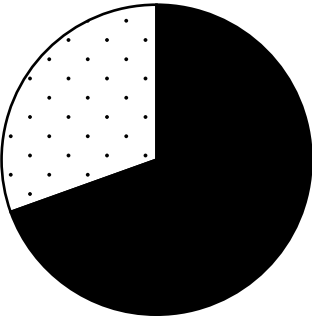
20.5

Workers



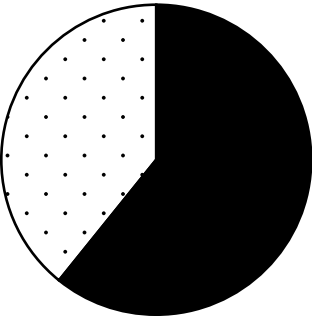
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Community



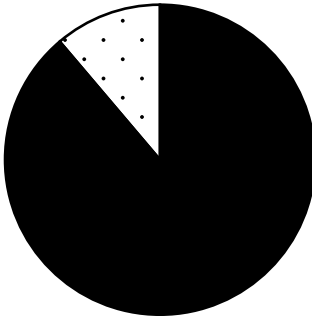
23

Environment



10.8

Customers



3.3

What we said we'd do

Governance

- Share financial information about company performance with employees.
- Ensure all employees are actively involved in our B Corp journey.
- Incorporate social and environmental objectives into performance reviews and employee goal setting.

Workers

- Improve our performance review process to create a more meaningful and valuable employee experience.
- Continue to prioritise employee wellbeing through our flexible working initiatives, including our version of a four-day week with every other Wednesday off.

Community

- Set up local supplier tracking and commit to purchasing from local independent suppliers and maintain at least 20% of supplier spend locally where possible.
- Match eligible charitable donations made by employees.
- Increase company charitable donations.
- Support our partners through charity events and community initiatives.
- Include a statement in all job advertisements demonstrating our commitment to diversity, equity and inclusion.

Environment

- Improve how we measure and evidence our environmental impact across the studio, suppliers, travel and our website.
- Research materials and their carbon impact, so this can be considered when specifying signs, finishes and material choices
- Make sustainability clearer in our day-to-day work with fabricators, including material options, manufacturing, packaging, transport and installation.
- Identify practical ways to reduce our impact across energy, water, travel, materials and digital carbon.

Customers

- Increase our work with the public sector by 100% to deliver projects that benefit communities at scale.
- Strengthen ways of managing and ensuring client satisfaction and retain levels of repeat business.

What we did

Governance

Financial

- Shared company financial performance and results from the previous financial year with employees during our annual company retreat.
- Introduced salary bands within job advertisements to improve transparency and fairness in recruitment.

Employees

- Revised our performance review framework to better align employee objectives with company values and impact goals.
- Assigned every employee to a B Corp Impact Pillar, giving them ownership and accountability for specific initiatives and targets.

B Corp

- Published our first Annual Impact Report to increase transparency, accountability, and stakeholder engagement.
- Began embedding social and environmental considerations into employee objectives and review discussions.



Workers

Human Resources

- Researched HR platforms to strengthen performance reviews, employee engagement, and regular 1:1 check-ins.
- Selected and implemented Lattice, a people management platform that supports performance management, goal setting, employee engagement, career development, and continuous feedback.
- Began redesigning our review process to create a more structured and consistent employee experience.

Wellbeing

- Continued our wellbeing initiative, giving employees every other Wednesday off to support work-life balance and personal wellbeing.



Community

Supporting Local Suppliers

- We continued to prioritise local and independent suppliers to strengthen the communities in which we operate.
- Our headquarters are based in Shrewsbury, alongside a second studio in London. With project work delivered across the UK and Europe, a significant proportion of our expenditure relates to travel and project delivery costs. We actively track supplier spending to understand and improve our local economic impact.
- 21% of total supplier spend was with independent suppliers located within a 50-mile radius of our Shrewsbury headquarters, exceeding our 20% target and increasing from the previous year.
- 18% of total supplier spend was with independent businesses based within Shrewsbury.
- 3% of local supplier spend was directed to businesses that are majority (50%+) owned by women.
- Where practical, we continue to encourage the use of local independent businesses over larger national chains, helping to retain economic value within our local communities.

Supporting Charitable Giving

- We introduced and delivered a matched giving programme, matching eligible personal donations made by employees to registered charities. Through this initiative, we supported six additional charities chosen by our employees, alongside the company's existing charitable partnerships.

Community Engagement

- We supported our partners' charitable initiatives by attending two charity events and providing employees with time away from work to participate.

Diversity, Equity and Inclusion

- We maintained our commitment to diversity, equity and inclusion by including an equal opportunities and DEI statement within all job advertisements.
- We started tracking the diversity of our team and will continue to track as the team grows.



Environment

Pulled our environmental evidence together

- We created an Environmental Management Statement and action plan to bring together what we are doing now, what evidence we have, and what we still need to improve.
- We have continued to add supporting data to this, giving us a clearer starting point for tracking progress and making future decisions.

Improved energy, water and travel tracking

- We gathered and logged Shrewsbury studio electricity usage across three financial years. This gives us a clearer basis to review energy use over time, while recognising that any future reduction target still needs to be agreed and should be based on comparable studio use.
- We started tracking water usage in the Shrewsbury studio and are looking into what water data is available for the London workspace.
- We built a travel log calculator for site trips, to start helping us record travel more consistently and spot where lower-carbon travel choices may be possible.

Researched materials and carbon impact

- We researched material libraries and embodied carbon to better understand how material choices can affect the carbon impact of our work.
- We found potential life-cycle assessment models and tools that could help measure material carbon data more clearly. This gives us a way to bring better environmental information into design, specification and supplier conversations.

Strengthened supplier sustainability

- We created a Supplier Sustainability Statement to set out clearer environmental and ethical expectations for fabricators.
- This covers areas such as material choices, manufacturing, waste, packaging, transport and collaboration.

Looked at digital carbon

- We investigated and logged the carbon footprint of our website, giving us a better understanding of the impact of our digital presence.
- We identified possible next steps, including reviewing lower-carbon website hosting options and verifying offsetting routes.



Customers

Increased Public Sector Impact

- In 2026, our public sector work increased by 127% compared to 2025, demonstrating a significant shift towards projects with broader social impact.
- This growth has been driven by our involvement in key regeneration and placemaking projects, including:
 - Wellington Town Centre
 - Parc Bodelwyddan
 - Kirklees' Our Cultural Heart
 - Telford Station Quarter
 - Barnsley Town Centre
- Public sector clients now represent a growing share of our portfolio, with 2 of our top 10 clients in 2026 coming from this sector. This includes a local authority client, reinforcing our commitment to supporting local economies and communities.

Improving Client Satisfaction

- We have developed a post-project client survey to systematically capture feedback, identify areas for improvement, and ensure we consistently exceed expectations.
- To strengthen delivery quality, we have introduced formal governance measures, including:
 - A Quality Policy
 - Defined Quality Control Mechanisms to ensure consistency across all projects

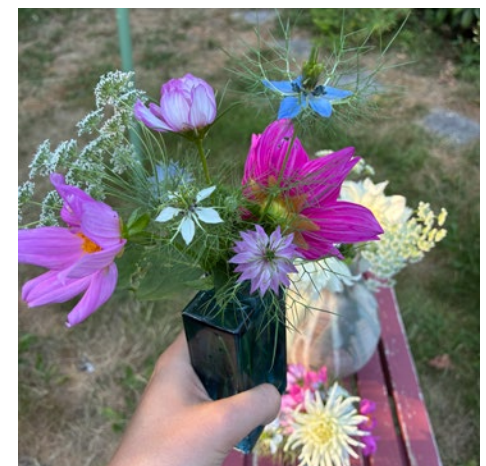
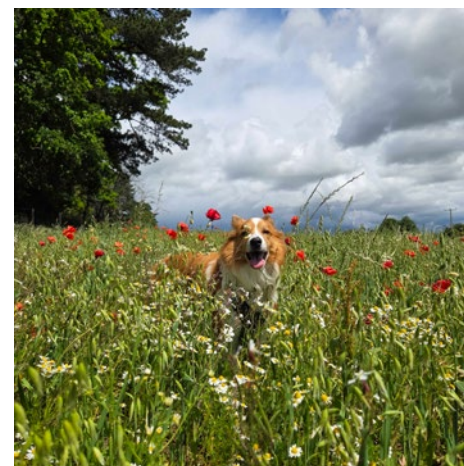
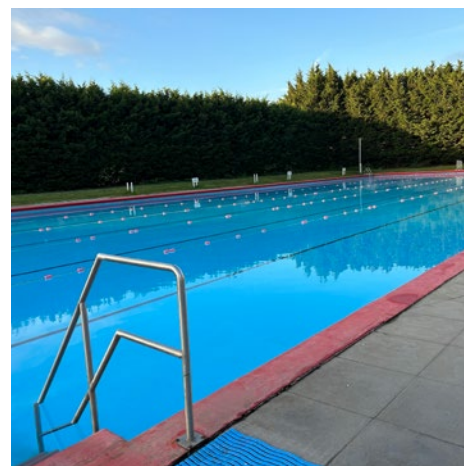
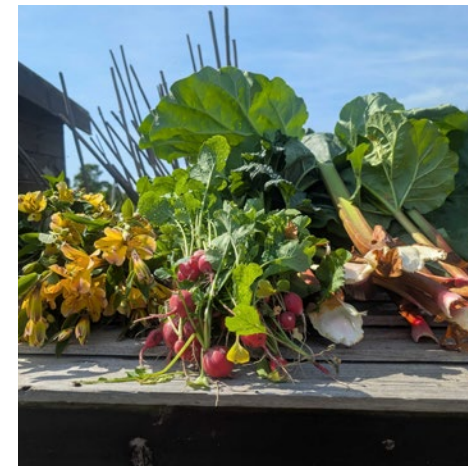
Strengthening Customer Retention

- Client retention remains strong, with 80% of our top 10 clients retained year-on-year.
- We continue to build long-term relationships, with several key clients engaging us across multiple projects and years; this includes our attendance at client events, such as one client's Charity Wreath Making Workshop in aid of The Christmas Toy Appeal.



Wednesdays Off

At f.r.a., we've embraced our own version of a four-day week as part of our commitment to fostering a wellbeing-focused culture. Our team get every other Wednesday off to do with as they like! We manage to make this work by splitting the team in two, so there's always a member of each department available.



Annual Retreat

f.r.a. took some time out for our annual studio retreat in sunny Madrid.

These retreats provide a valuable opportunity to pause, reflect, and strengthen our culture whilst planning for the future of the studio. We kicked things off closer to home, with a stop at The Printworks in Manchester for the 'Business' part, where we were joined by Jason Langford-Brown for a workshop exploring the value of 'Growth Mindset'.

Then it was off to Madrid, where we explored the city's main sights, soaked up the late-summer sun, and made the most of everything the city has to offer - from the incredible local food and drink, a mesmerising visit to the Museum of Light, to an unforgettable flamenco show. It was the perfect mix of inspiration, collaboration, and connection!



Looking ahead

Governance

- Continue improving transparency by regularly sharing company performance updates with employees.
- Strengthen employee involvement in our B Corp initiatives through pillar-led projects, ownership, and reporting.
- Further embed social and environmental impact measures into performance reviews and goal setting.
- Use our Annual Impact Report to track progress, celebrate achievements, and identify opportunities for improvement.
- Publish an Annual Impact Report each year to maintain accountability and transparency.

Workers

- Fully launch Lattice across the business, including:
 - Employee engagement surveys.
 - Structured performance reviews.
 - Goal and objective tracking.
 - Regular 1:1 meeting management.
 - Career development planning and progression tracking.
- Introduce written career development guidance for all employees.
- Assign role-specific competencies to provide greater clarity around expectations, development, and progression.
- Further strengthen our performance review process through biannual reviews and regular 1:1 meetings.

Community

- Maintain at least 20% of supplier expenditure with local independent businesses.
- Continue our employee matched giving programme and encourage greater participation.
- Increase our in-kind donations and fundraising contributions to at least 0.5% of annual turnover.
- Partner with a local charity and contribute employee time and expertise to support its work.
- Host our own charity fundraising event to support a local or aligned charitable cause.
- Continue supporting employees to participate in charitable and community initiatives.
- Maintain our commitment to diversity, equity and inclusion across recruitment and employment practices.
- Offer diversity training for the team.
- Create a local supplier list and prioritise those if possible or other sustainable brands.

Environment

- Continue tracking Shrewsbury studio electricity usage and review trends over time, setting a reduction goal once agreed.
- Obtain and log water usage data for the London workspace where available.
- Track future site trips in the travel log and use this to find opportunities to reduce travel-related carbon impact.
- Continue building the Environmental Management Statement by adding available data and reviewing progress regularly.
- Circulate and use the Supplier Sustainability Statement as part of supplier conversations and project procurement.
- Continue researching life-cycle assessment models and material carbon tools, with the aim of making embodied carbon easier to consider in future specifications.
- Review options to reduce the website carbon footprint, including lower-carbon website hosting and/or verified offsetting.

Customers

- Roll out our client satisfaction survey across all projects and begin tracking measurable satisfaction data and aim for an average client satisfaction score of 8.5+.
- Set clear targets to further improve customer retention and repeat business.
- Continue to expand our public sector portfolio, focusing on projects that deliver meaningful social and community impact.

What's next?



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