THURSTAN

IMPACT REPORT 2025

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Thurstan Studio
Charterhouse Square, London

MESSAGE FROM OUR FOUNDER

"It was never part of my plan to become an interior designer. It certainly wasn't at the top of a career adviser's list at a boys' boarding school in the countryside. But my experience with dyslexia led me to crave a creative, hands-on career. I was fortunate to grow up surrounded by antiques, as my stepmother was a dealer, and that early exposure inspired me and shaped how I see the world: through texture, history, and craft.

After studying at London's KLC School of Design, I took on a junior position with designer Martin Brudnizki, which eventually led to a role as European Design Director at Soho House. Those years were formative. They taught me not only how to build projects across different cultures and cities, but how to create spaces with atmosphere and authenticity. When I left to establish Thurstan in 2018, my ambition was simple: to create beautiful hospitality and residential projects across Europe and beyond, drawing on that experience while approaching each project with a fresh and open creative mindset.

From Istanbul, Miami and Barcelona where my early work took shape, to the ancient cloisters that now house our studio in Charterhouse Square, I have always been drawn to the narratives and history of a place. For me, great design is never about style alone - it is about story, context and people. I have always wanted to create spaces that feel storied and effortlessly lived in; interiors that marry comfort and practicality, guided by a deep respect for architectural heritage, natural materials, and the skill of local makers and artisans.



From private homes in Wiltshire to landmark hospitality projects around the world, we at Thurstan obsess over context because context gives meaning. Antiques, handmade pieces and carefully chosen materials bring warmth that transcends trends. And each of these spaces need to feel comfortable in terms of touch and light. I have an eclectic approach and like mixing objects from different periods, alongside calm colours and soft patterns.

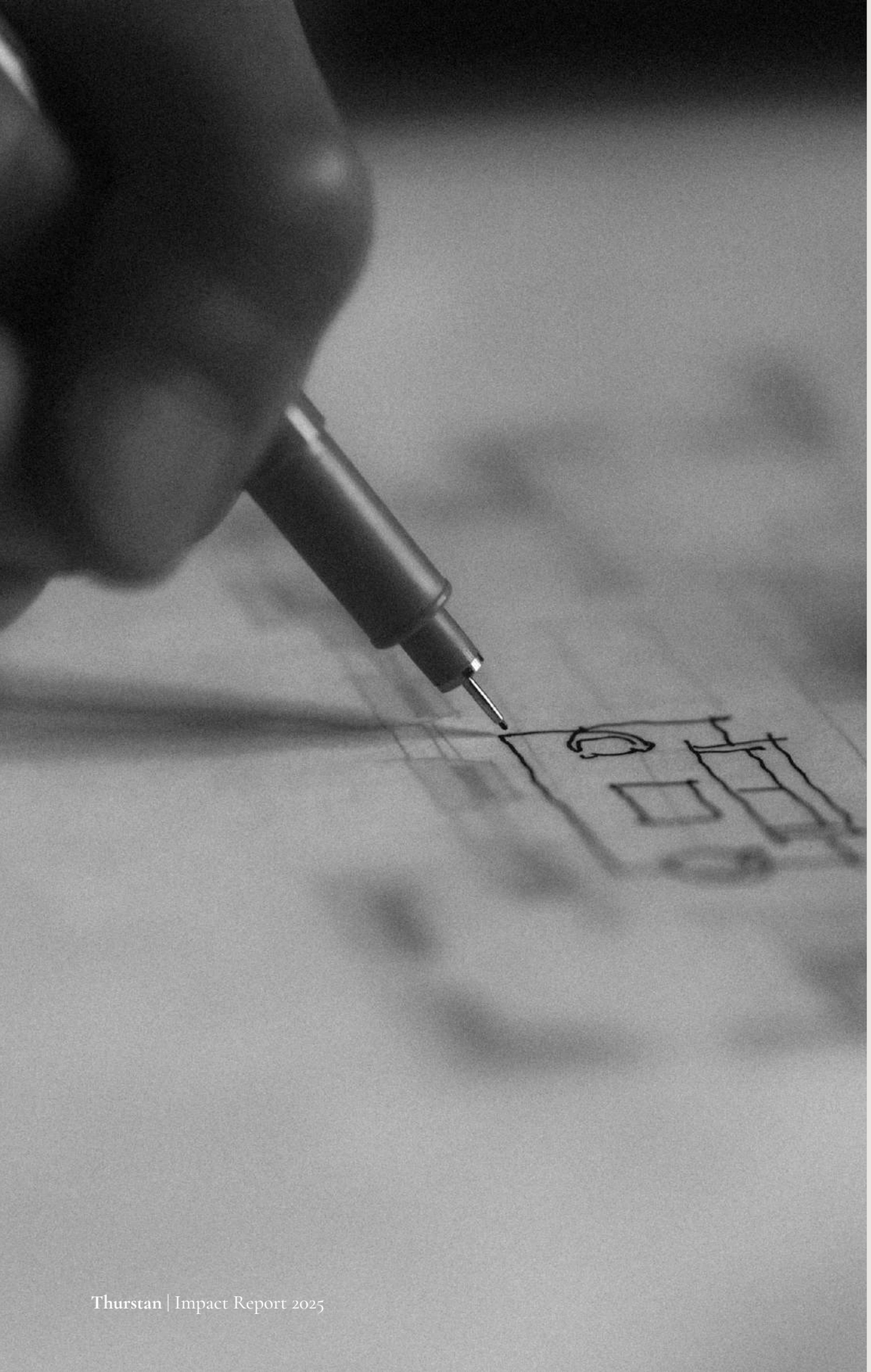
But beautiful spaces must also be responsible ones. Thoughtful design considers not only the people who inhabit it, but the wider world that sustains it. That's why we continue to refine how we source materials, manage waste and support like-minded suppliers.

As we deepen our commitment to environmental stewardship and social responsibility, these principles are becoming more embedded in how we design and operate. Like the antiques that first captivated me as a child, the spaces we create are intended to endure - with dignity, respect, and soul.

Thank you for joining us on this journey. And thank you to my team, for working tirelessly behind the scenes to bring these values to life every day."

James Thurstan Waterworth
Founder





WHY AN IMPACT REPORT?

At Thurstan, we are committed to ensuring transparency and accountability across our business operations. Our annual Impact Reports, published on our website, aim to provide stakeholders with insights into our progress.

Each report will highlight our actions over the past year, outline future plans for improvement, and assess our performance against previous commitments. Our goal is to offer stakeholders a clear view of how we operate as a responsible business while inspiring others in the industry to adopt similar practices.



OUR MISSION

To create enduring, characterful interiors that honour the past while supporting a more responsible future.

To design storied, lived-in spaces that balance comfort and practicality, guided by a deep respect for architectural heritage, natural materials, and the skill of local makers and artisans.

To promote thoughtful design, responsible sourcing, and a commitment to quality over excess.

To minimise environmental impact, support local industry, and create enduring interiors that stand the test of time and are cherished for generations.

OUR B CORP JOURNEY SO FAR

We're thrilled to share that we've begun our journey toward becoming a **Certified B Corporation™** - a company verified as meeting B Lab standards for social and environmental performance, transparency and accountability.

Our values and mission closely align with B Lab's commitment to using business as a force for good; this certification provides a rigorous framework to assess our impact, drive meaningful improvements, and hold ourselves accountable to our actions.

By pursuing this certification, we're taking a deep, honest look at how we operate, with a strong focus on enhancing our policies and processes to create a positive impact on our team, customers, suppliers, community, and the environment.

To support us on this journey, we've partnered with **transformacy**, a leading corporate sustainability consultancy specialising in B Corp certification. Their expertise will help us not only meet the certification criteria but also implement meaningful, lasting improvements that benefit all those connected to our business.

THURSTAN X transformacy
Corporate Sustainability Consultants.

We look forward to sharing our progress as we continue to build an impactful business that prioritises people, the planet, and ethical governance.

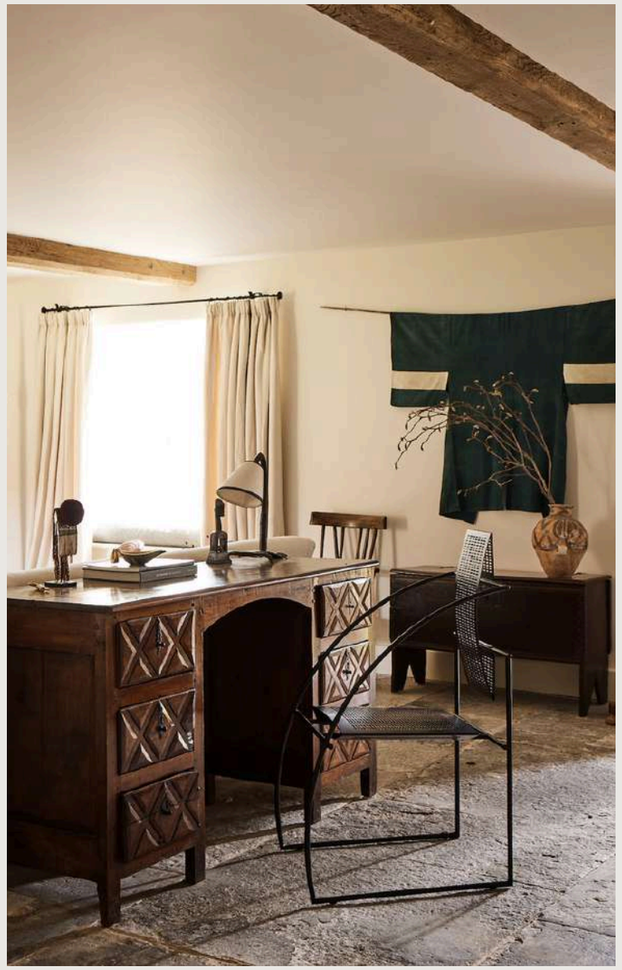
IMPACT AREAS

The B Corp certification assessment, known as the B Impact Assessment (BIA), evaluates performance across five key areas of impact: **Governance**, **People**, **Community**, **Environment** and **Customers**. We've structured our report around these categories to facilitate clear year-on-year comparisons and align our efforts with other B Corp businesses.



GOVERNANCE

At Thurstan, we recognise the importance of strong governance in ensuring transparency and accountability, acknowledging that these principles strengthen our business for both our clients and team. This year, we have put in place several governance practices that reinforce our dedication to ethical operations and sustainable growth.



Commitment to ESG Integration

We are committed to embedding environmental and social principles into our leadership and decision-making processes. To uphold this commitment, we maintain robust monitoring systems, set measurable targets, and regularly report on our progress.

Our Board of Directors conducts annual reviews, assessing numerous key performance indicators against our social and environmental targets. This ensures that actions are implemented to drive continuous improvement.

By aligning our governance structures with environmental and social priorities, we strengthen accountability, transparency, and long-term value creation for all stakeholders. This rigorous evaluation process ensures our initiatives are effectively monitored, strategically prioritised, and aligned with our long-term objectives.

Stakeholder-focused Decision Making

We have formally embedded our commitment to balancing profit and purpose by amending our Articles of Association to consider the impact of our operations and decisions on all our stakeholders, including customers, suppliers, communities, and the environment. This ensures that our business is accountable to more than just financial performance, aligning with the principles of B Corp governance.

Objectivity

We are committed to upholding the highest standards of integrity in our reporting. By aligning our disclosures with recognised third-party standards, we ensure objectivity, credibility, and transparency in communicating our impact and performance.

Through our governance structure, we reinforce our commitment to responsible business practices, ensuring that Thurstan continues to thrive while upholding integrity, transparency, and accountability at every level.

OUR PEOPLE

At Thurstan, people are at the heart of everything we do. We are a diverse and passionate team that take pride in our operational excellence and everything we create. We believe the process of renovating a home should be as considered and enjoyable as the end result.

Our multidisciplinary team brings together expertise in interior design, architecture and product design, working collaboratively to shape spaces that are thoughtful, rigorous and deeply contextual. With experience spanning global hospitality brands, private residences and bespoke furniture design, our team understands both the conceptual and operational sides of a project. We adopt a warm, collaborative approach that invites our clients into the design journey as well.

We are committed to fostering an inclusive, supportive, and respectful studio culture where individuals are empowered to grow. By championing fair working practices, meaningful mentorship and ongoing training, we support our team to do their best work.



Diversity, Equity, and Inclusion

We are dedicated to cultivating a workplace where diversity is celebrated, equity is upheld, and inclusion is prioritised.

Living Wage Employer

At Thurstan, we are committed to ensuring that our team members earn a wage that reflects the true cost of living. To that end, we proudly **surpass UK Living Wage standards** and are now an **accredited Living Wage Employer**. We recognise the significant impact that fair pay has on the financial well-being and quality of life of our employees and strive to support fair wages across our network by collaborating with partners and suppliers who uphold similar standards.



Culture & Atmosphere

Our studio culture is welcoming and personable. Our studio is a space that inspires us as much as it produces. Nestled in Charterhouse Square, surrounded by beautiful gardens, the studio combines a sense of calm and focus with moments of discovery; from shelves of antique treasures to mood boards with samples of materials collected from around the world. We cultivate a culture of curiosity, collaboration and quiet creativity, where ideas are shared freely and every project is approached as a unique story. It's a place where expertise, research, and imagination come together, and where our team feels supported to explore, experiment, and bring thoughtful design to life.

It's this atmosphere, combined with our benefits and training opportunities, that has enabled us to maintain **75% employee satisfaction** – a statistic we're really proud of, and excited to maintain or improve upon year on year.





Staff Events

We believe time spent together outside of project deadlines is just as important as time at the drawing board. From visits to antique fairs and exhibitions to shared meals and Away Days, our team gatherings nurture inspiration and teambuilding in equal measure.







COMMUNITY

Community is integral to how we practice. By collaborating with local artists, supporting the local industry, and working closely with like-minded partners, we aim to contribute meaningfully to the places in which we work. We seek to have a positive impact beyond our projects by supporting charitable initiatives aligned with our values and partnering with contractors and suppliers who share our principles.

Charitable Giving

Our charitable giving policy is designed to support causes that reflect our values and contribute meaningfully to the communities we serve. Over the past year, we donated £250 to charities close to Thurstan and our employees' hearts. Next year, we aim to go even further and contribute over £300 to various charities!

Volunteering

We are committed to making a meaningful difference in our local communities. We do so by setting a target of 8 hours per person per year into local community initiatives.





ENVIRONMENT

We prioritise thoughtful sourcing, longevity, and responsible craftsmanship, favouring natural materials, antiques, and sustainably made bespoke pieces wherever possible. By designing spaces that are made to endure, and by working to reduce waste across our projects and operations, we aim to lessen our environmental impact while creating spaces of lasting value.

Target Setting

We have committed to setting and sharing annual environmental performance targets, starting with those included in this report (see 'Future Plans'). By doing this, we aim to motivate our team and inspire collective action, in addition to ensuring transparency and accountability to all our stakeholders.

Energy Efficiency

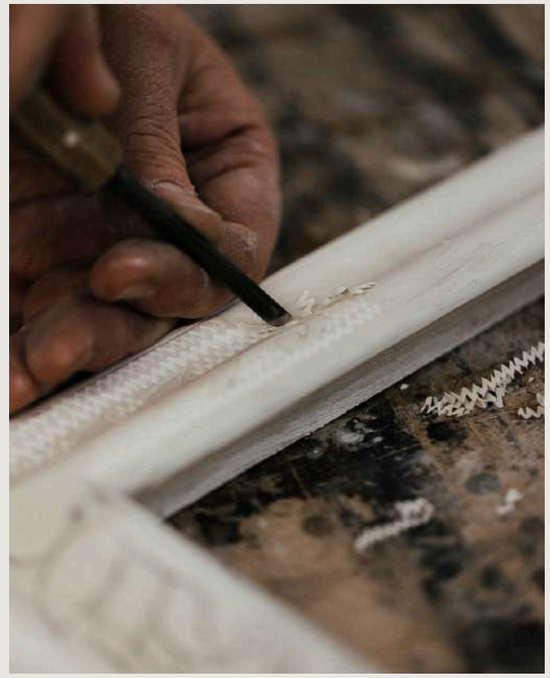
We currently have a number of efficiency measures in place, including energy-efficient lighting and electrical equipment. We regularly monitor and record our energy consumption to better understand our impact and identify opportunities to improve efficiency over time.

Office Stewardship

We encourage greener working habits by sharing practical resources with our team on energy efficiency, recycling, and responsible waste disposal. We also support sustainable commuting through public transport and promote virtual meetings to reduce unnecessary travel. Wherever possible, we choose environmentally friendly suppliers and regularly review our supply chain to ensure they share our values.

Reducing Waste

We strive to minimise waste by promoting recycling of paper, cardboard, plastic, glass and metal, and ensure responsible e-waste disposal. Whenever possible, we ensure that we use low-waste alternatives in our studio and on our project sites.





CUSTOMERS

Our clients are at the heart of every project. We work closely and collaboratively, taking time to understand their vision, operational needs, and the unique context of each space. Whether designing a private residence or a hospitality destination, we approach every project with the same passion and creativity, building long-term relationships founded on trust, shared ambition and a commitment to delivering thoughtful, enduring design.

Service & Quality

We are committed to delivering the highest standards of quality in every project. From initial conception through to final installation, we manage every aspect of a project with care, ensuring that design is executed to the highest standard.

Customer Engagement

We prioritise close collaboration and open dialogue with our clients throughout every stage of a project. Alongside this personal engagement, we use our digital presence to share completed and upcoming work, keeping our followers and online community informed through our **website** and Instagram.



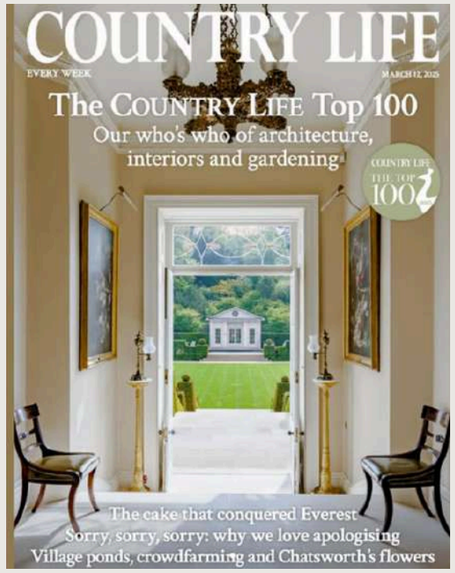
Customer Feedback

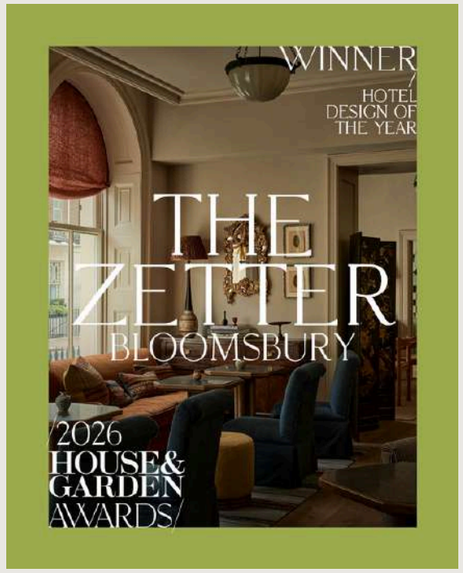
We are grateful for the positive feedback we receive from our clients, who often highlight the care, clarity, and quality of our service. It is an honour to know that our thoughtful designs have helped transform the way that our clients enjoy their spaces.

"James has worked with me on some of our key Soho House projects over the years. He has a unique eye for design, while also having a deep understanding of how the properties operate, a rare and valuable combination."
– Nick Jones

Awards

We were incredibly honoured to be named in House & Garden's 'UK Top 100 Interior Designers & Architects' as well as being awarded their Hotel Design of the Year in 2026 for The Zetter Bloomsbury hotel designed by Thurstan and launched in Spring 2026. We were also very honoured to be chosen by Country Life Magazine for their Top 100 'The who's who of Architecture, Interiors & Gardening'.



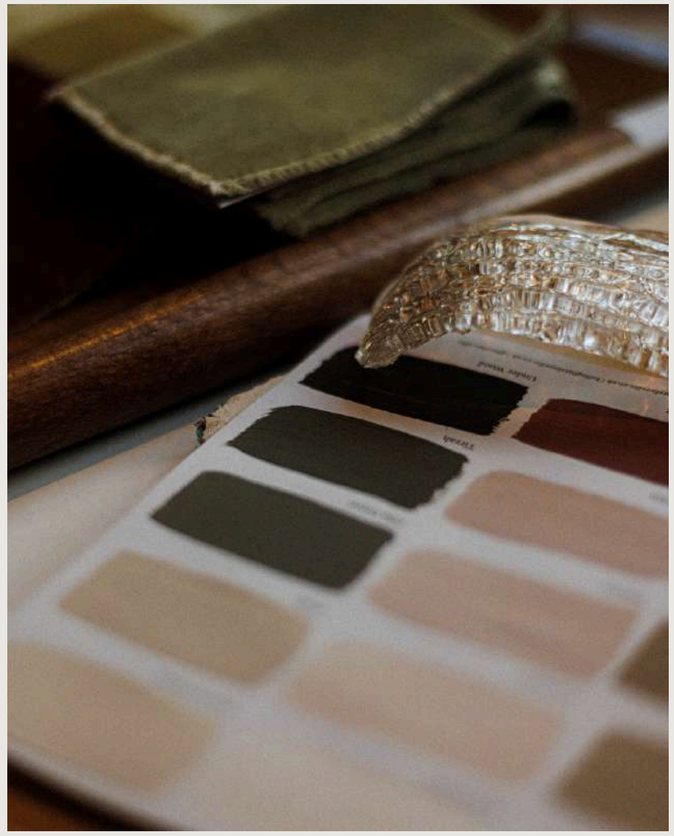




FUTURE PLANS

We are thrilled by the progress we've made so far and are confident that the highlights we've shared in this report are just a small preview of what's to come; there is always more we can do to enhance our social and environmental impact.

Our dedication to continuous improvement drives us to set even higher goals for the year ahead. Below, we outline our key ambitions for the next 12 months:



B Corp Certification

We are currently working towards achieving B Corp certification, further solidifying our commitment to high standards of social and environmental performance, transparency, and accountability.

As part of this process, we have created several new policies and processes and defined significant commitments to improve our operations. Over the next year we will work hard to implement these and monitor our impact, to ensure we achieve the goals we have set.

Social Targets

We have focused our commitments for the next 12 months on achieving quantified social targets outlining our community, customer, and employee-related goals. These include:

1. Social Impact Expansion

Charitable Giving:
– Increase our positive impact on causes we care about, by increasing our annual contribution to impactful organisations.*

Volunteer Days:
– Contribute 8 hours (per person) to our local community.

2. Customer Satisfaction
Obtain comprehensive feedback from our clients at the end of every project, to ensure we maintain our commitment to continuous improvement.

3. Employee Satisfaction
Maintain a high employee satisfaction rating with regular staff check-ins and morale score feedback.**

4. Diversity, Equity and Inclusion
Ensure 100% of employees complete our DEI Training.

* *We are committed, as a company, to increasing our annual donation target to over £300.*
** *The company moral score goal is 70%+ average across all team members*

Environmental Targets

To measure the impact of the policies and processes we have put in place this year, we have set the following environmental targets for the next 12 months:

Environmental Stewardship:

– Ensure 100% of our employees are familiar with our environmental policies and have access to resources regarding environmental stewardship.

– Ensure 100% of employees complete our Sustainability Training.

Responsible Waste Disposal:

– Record and set waste reduction targets.

– Ensure 100% of our hazardous waste is disposed of responsibly, safely and in compliance with environmental standards, in order to minimise any associated negative environmental impacts.

Energy and Water Conservation:

Continue to monitor our energy use and start to monitor our water usage, to create a baseline for future reduction targets.



Impact Reports

We will be creating another Impact Report 12 months from now, which will detail our progress against these targets. We hope to include further improvements in our processes and policies in the next report. We are committed to reporting our updates and progress based on comprehensive third-party standards to ensure that we remain objective and accountable.

By focusing on these priority areas, we aim to continue to lead by example and deliver meaningful outcomes for all our stakeholders over the next year.

THURSTAN

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Created by

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Corporate Sustainability Consultants.