

A black and white photograph of three women standing side-by-side against a dark background. The woman on the left has long dark hair and is wearing a dark top and tall black boots. The woman in the middle has long dark hair in braids and is wearing a dark top and dark pants. The woman on the right has long blonde hair and is wearing a dark top and light-colored pants. They are all smiling at the camera.

Global Sustainability Report

2022

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01

Executive Summary



Executive Summary

GRI 201-1

This is OLIVER's first Global Sustainability Report looking at our key goals, targets and progress across Diversity, Equity, Inclusion and Environmental Sustainability. We also cover key areas in People, Learning and Development, and Rewards to give a fuller update on our initiatives.

DEI and Environmental Sustainability are strategic imperatives for our business.

Therefore, we are beginning a regular, transparent cycle of annual updates to share our progress, our challenges, and the changes in our business as we integrate these key aspects deeper into all areas of our Company.



200+ HAPPY CLIENTS
GLOBALLY



800+ NEW TALENTED
HIRES GLOBALLY



£343,5m TURNOVER



4,242 EMPLOYEES
GLOBALLY



7 ACTIVE ERGS
IN THE UK & NORTH AMERICA,
PLUS CHANGE MAKERS &
AMBASSADOR NETWORKS



ONE OF THE MOST AWARDED
AGENCIES IN THE UK IN 2022

Executive Summary

Diversity, Equity and Inclusion

We launched the Anti-Racism Policy internally as a first in the advertising industry and we made the following progress on our DEI targets:



46% of senior positions held by a woman
(vs target of 50%)



29% of leadership roles held by under-represented ethnic groups (vs 30% target)



7% of our whole workforce is 50+ years old
(vs 8% target)



17% of our workforce identify as neurodiverse
(vs 10% target)



Socio-economic mobility target was not defined in 2022

Environmental Sustainability



We created a dedicated Sustainability Team of three FTEs reporting to a C-Suite sponsor.



We measured our 2019 global carbon footprint baseline for the first time across scopes 1, 2 and 3.



We're a member of Ad Net Zero UK and the Change The Brief Alliance.



Our 2019 global operational carbon footprint was 4,317 tCO₂e. In 2022, following significant growth, this increased to 6,464 tCO₂e, prompting a set of global carbon reduction goals and measurements for 2023.



In the UK, we launched an Environmental Policy, set up our EMS (Environmental Management System) and ran our London office on renewable electricity.



180 people trained on sustainable production. We were named 'AdGreen Super User' as a top 15 agency user of the AdGreen Carbon Calculator in the UK.

Leadership Statements

GRI 2-22

Simon Martin – Chief Executive Officer

"We are on a journey to become a more sustainable, diverse, and equitable company for the benefit of our people, clients, stakeholders, and our planet. The long-term health and wellbeing of all is rooted in our commitment to action to live more sustainable and fair lives. In 2022 we made progress against this ambition by training hundreds of our people; by measuring our impact more effectively; and by collaborating more deeply with experts."



Amina Folarin – Chief Inclusion Officer

"We have made clear, consistent change since establishing Inclusion as an important business focus. When inclusion truly sits at the heart of the business, then diversity happens naturally and we are seeing this change in 2022. Employee training, measurable DEI targets and external partnerships are all contributing to a more diverse workforce and a culture of belonging. There is always more to do, and we look forward to building on the progress here to the benefit of our people, our business and our clients."



About the Report

GRI 2-3

The Sustainability Report 2022 is a summary of the Social and Environmental goals and efforts of OLIVER and the wider Inside Ideas Group (IIG).

This is our first Sustainability Report and we will continue to prepare and publish one on an annual basis.

We have summarised our sustainability strategy in relation to diversity, equity, inclusion and environmental sustainability, internal governance, and our targets, key actions and results in these areas.

The Report shares the key milestones of our sustainability journey from **January 1st to December 31st 2022**, which coincides with our financial reporting year. The carbon footprint information in this Report also contains measurements from 2019 onwards as this is the carbon footprint baseline we have chosen in relation to our net zero goal.

The topics of this report were in part chosen based on a stakeholder survey which identified priority topics for the business, as part of our first materiality assessment. The information included in this Report was prepared by the relevant business units, then collected and consolidated by our Sustainability Team.

This Report has been prepared in accordance with the Global Reporting Initiative for Sustainable Development Standards (**the GRI Standards**) and Sustainability Accounting Standards Board (**SASB**). We aim to improve the quality of our reporting data year on year in accordance with global non-financial reporting standards.

All content refers to our global business, unless it specifically states it relates only to a particular region.

This Report was published on 28.12.2023.

Materiality Matrix

GRI 3-1, GRI 3-2

The process

To ensure Sustainability and DEI aspects are part of our business agenda and how they are prioritised, we carried out a materiality assessment.

1.

Prepare questionnaire with full list of topics provided by SASB for the Advertising & Marketing industries.

2.

Conduct survey with both internal (GLT, SLTs, employees) and external stakeholders (investors, clients, suppliers).

3.

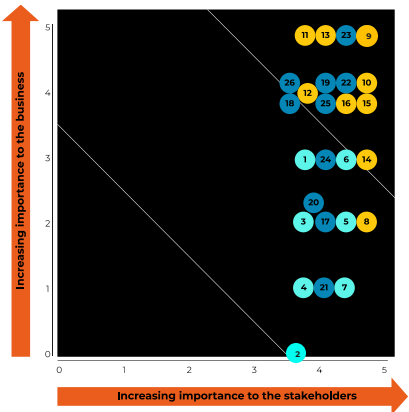
Analyse and understand the importance of the topics to stakeholder's vs current business activities.

4.

Create the materiality matrix.

We are focusing on environmental and social topics, some of which naturally overlap with commercial topics. This is our first materiality assessment. Next time, we will compare the changes to the most and the least important topics to identify changing attitudes over time.

The topics our business put the greatest importance on in 2022 were: access and affordability, customer privacy, customer welfare, management of the legal & regulatory environment, data security, employee engagement, DEI, employee health and safety.



Environment

- GHG emissions
- Air Quality
- Energy Management
- Water and Wastewater management
- Waste and hazardous materials management
- Ecological Impact
- Physical impact of climate change

Social

- Human rights and community relations
- Customer privacy
- Data security
- Access and affordability
- Product quality and safety
- Customer welfare
- Labour practices
- Employee Health and Safety
- Employee engagement, DEI

Commercial

- Selling practices, marketing and product labelling
- Product design and lifecycle management
- Business model resilience
- Supply chain management
- Material sourcing and efficiency
- Business ethics
- Management of the Legal & Regulatory Environment
- Competitive behaviour
- Critical incident risk management
- Systemic risk management

The topics considered least important to the business in 2022 based on actions and investment were: air quality, water and wastewater management, material sourcing and efficiency.

02

About the Company



About OLIVER

GRI 2-1, GRI 2-2

Established in 2004, we are the world's first and only specialist in designing, building, and running bespoke in-house agencies and marketing ecosystems for brands.

We partner with over 200 clients in 40+ countries and counting, simplifying the complexities of modern marketing and giving brands back control. Our work has been shown to drive business growth, earn fame and give brands a more meaningful role in people's lives.

OLIVER is part of the Inside Ideas Group (IIG), which offers specialisms from Adjust Your Set (content and culture), Dare (design, experience, and engineering) and AF OLIVER (property marketing).

IIG joined The Brandtech Group (formerly You & Mr. Jones) in January 2019 to give our clients access to the latest marketing technology solutions. The group includes tech-driven marketing companies, 55, Mofilm, Collectively, Gravity Road, DP6, Mobkoi, Brandtech Media, Brandtech Commerce and Brandtech Consulting, and holds strategic investments in leading technology businesses including Niantic, AI Foundation, VidMob, Jivox, Zapper, EVRYTHNG, Automat, and Blacktag.

DARE

Digital Design Engineering

A digital agency specialising in Digital Design Engineering. Creating, building and optimising digital platforms using behavioural science to increase effectiveness.



National Brands. Delivered Locally.

Helping national brands engage with local audiences. Teams of local marketing specialists unlock the language and personality of an area, supported by full-service creative.

AFAGENCY.CO.UK

MORE

Global Collective Agency

We're a global collective agency who create and maintain world-class content in film, CGI, motion design, digital, print and tech.



From Culture to Commerce

A full-service content agency that delivers ROI. AYS enables brands to engage with audiences through content that entices people along a clear route from culture back to commerce.

ADJUSTYOURSET.COM

Locations



More than 20 offices across 48 countries.

Countries of operations with 50+ employees: Argentina, Brazil, Canada, France, Germany, India, Indonesia, Ireland, Malaysia, Mexico, Netherlands, Philippines, Singapore, South Africa, Turkey, United Kingdom, United States, Vietnam.

Unique operating model and values

Our Mission is to transform our clients' business performance using smarter solutions delivered from the inside.

We are guided by a set of core values that define who we are and how we work. Our values are the compass that directs us in our mission to innovate, learn, inspire, and make a positive impact on the world. We are ambitious and results-driven in everything we do.



Ambition

For our clients, our Company, our colleagues, and ourselves. Always stretching the limits of possibility.



Imagination

Always challenging convention and the status quo. Creating new ideas and new ways of being through the power of imagination.



Inspiration

Leading change through inspiring ideas and leadership.



Inclusion

To be actively pro-inclusive and anti-racist across our community, clients and creations.



Learning

Constantly seeking deep understanding and knowledge through listening and learning.



Results

Setting goals and taking responsibility for them.

Our Capabilities



**Organisational
transformation**



**Performance
marketing**



**Brand building
content & social**



E-commerce



**Total
production**



**Experience planning
& UX design**



**Marketing &
data consulting**



**Digital platforms,
product & build**



SEO



**Integrated
campaigns**

Our unique model is tailored to every client's business through a unique blend of **talent, teamwork and technology**. Our expert and dedicated in-house teams ensure that we instinctively understand your business and treat your brands with the same passion and energy as you do.

We bring transformative creativity, transparent systems, and agile solutions to the heart of our clients' organisation.

We create work that drives business growth, earns fame, and gives brands a meaningful role in people's lives. We've done it for over 200 brands, in 48 countries and counting.

Scores and awards



Our global talent and innovative clients have been recognised with many awards for pushing the industry forward in the areas of creativity, customer engagement, digital innovation and DEI.

We are also committed to being transparent about our Sustainability scores as we progress on our journey.

Global

Campaign Agency of the year 2022, and recognised as:

- In-House Agency of the Year – Gold
- Customer Engagement Agency of the year – Gold
- Digital Innovation Agency of the year – Silver

Carbon Disclosure Project climate change global reporting 'D' score

North America

The Drum Awards #1 agency for Content in 2022

France

EcoVadis Silver medal for CSR performance

UK

- Won 'Best Performing Agency of the Year' at The Drum Agency Business Awards
- Shortlisted for 'Diversity Team of the Year' at the British Diversity Awards
- 75 other shortlists, finalists or wins for our work
- AdGreen Superuser in 2022
- EcoVadis Silver medal for CSR performance

03

Sustainability strategy



What sustainability means at OLIVER

GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-14

At OLIVER in 2022, Sustainability was first defined as environmental sustainability, focussing on developing plans to meet our Net Zero goal. People-centred sustainable goals are termed as 'DEI' and are often closely connected. For details on our DEI strategy, go to page 26.

Our sustainability strategy

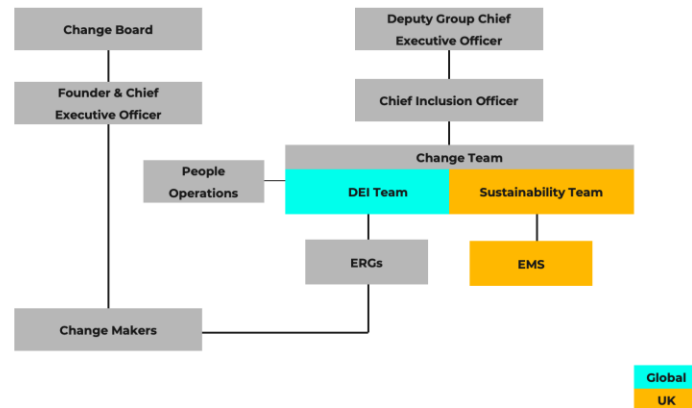
At the end of 2022 we developed a Change Team Strategy and priorities based on four key pillars. Equity, Diversity and Inclusion, Conscious Creativity and Accelerating Net Zero. By using a standardised framework to underpin our work we can emphasise the interconnected environmental, social and economic aspects.

The DEI strategy was a global plan resourced by a global team. The environmental sustainability strategy was a UK plan resourced by a UK team.

Our Chief Inclusion Officer, Amina Folarin, sponsors all OLIVER's Change initiatives and leads the Change Team which combines our global DEI team and our new UK Sustainability team.

Responsibility for our DEI and Sustainability goals is embedded into the business as shown here to encourage understanding and action throughout the organisation.

Change Team structure



Global
UK

Embedding Sustainability and DEI

The Change Team structure includes the dedicated Sustainability and DEI teams working with groups made up of active employees:

Change Board

Our Change Board is made up of global leaders in the business and chaired by OLIVER's founder and Global CEO for transformational change.

These individuals from across the business are passionate about DEI no longer being an agenda item and want to challenge our leadership to be accountable for embedding DEI commitments into their ways of working.

Change Makers

Working simultaneously are our global groups of Change Makers. Change Makers have the support of both the Change Board (including in-market regional leads) and the DEI team to drive change. For more on Change Makers and our Communities, go to page 44.

OLIVER's UK Environmental Management System (EMS)

Since June 2022, our UK environmental responsibilities have been managed through a robust Environmental Management System. For more on how we manage environmental aspects, go to page 34.

Regional Employee Resource Groups (ERGs)

To continually build an inclusive culture, we have Employee Resource Groups which are run by employees for employees in the UK and North America. These groups have their own budget, a dedicated senior leader actively sponsoring the group, and direct support from the DEI team. See page 45 for more.

A black and white photograph of a woman with long blonde hair, smiling and sitting on a dark leather tufted sofa. She is wearing a white long-sleeved shirt, a dark vest, and plaid trousers. Her right leg is crossed over her left, and she is wearing a tall black boot on her right foot. The background is a dark, textured wall.

05

Our People

Our People

GRI 2-23, GRI 3-3

Global

Our People are at the heart of our business and are our trusted partners. We develop our corporate culture by creating and maintain trusting relationships between employees and senior management and by providing a wide range of employee benefits. We understand that the best work happens when our employees are happy.

Our People Team is made up of multiple functions that provide support throughout the employee lifecycle, from the first interview to the job offer to becoming a fully fledged 'Insider' and beyond.

See page 52 for the structure of our People Team.



People policies

GRI 2-23, GRI 3-3

Global

Company actions are guided by the following key internal documents in the field of People Team management:



CODE OF ETHICS



ANTI-RACISM POLICY



HEALTH AND SAFETY POLICY

As we are present in more than 40 countries, needs and regulations differ by location. We create local versions of these policies to accommodate the needs of all employees.

UK

Company actions are also based on the following policies:



EQUAL OPPORTUNITY POLICY



MATERNITY AND PATERNITY POLICY



BULLYING AND HARASSMENT POLICY



ANNUAL LEAVE POLICY



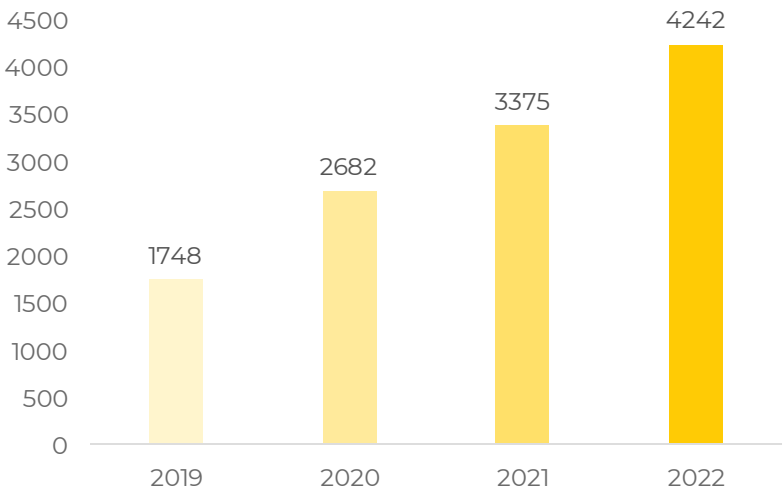
PARENTAL POLICY

We're growing

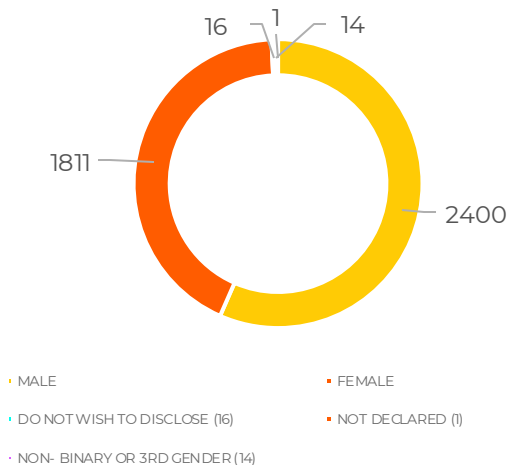
GRI 2-7, GRI 401-1

By the end of 2022, our people had increased by over 25% compared to 2021.

In 2022, 56% of our people were women. We also track non-binary and 3rd gender to help us see how diverse our business is.



TOTAL NUMBER OF EMPLOYEES BY GENDER



Training and development

GRI 2-17, GRI 404-1, GRI 404-2, GRI 404-3

Learning is one of our values. Career development helps our people to realise their potential and capabilities, plan a career, progress in the role, quickly adapt to a changing market, and understand new technologies and tools. We ensure that learning processes adhere to wider Company policies and that content is **inclusive, equitable, diverse, and accessible**.

We have built an internal platform called **'Insiders Academy'** for our people to access 984 varied training courses including sustainably-focused modules such as AdGreen Sustainable Production, Anti-Greenwashing and our Environmental Management System Overview. Learning includes how to spot greenwashing and to follow the Green Claims Code when creating work for clients.

In addition to self-led learning, we develop and offer regular facilitator-led learning sessions globally on people management; communication skills and presentation skills.

Our **Inclusive Leadership Programme** (2021) ensures our leaders have a foundational understanding of DEI, know how to lead with empathy and how to be active allies. Expert led content covers anti racism, LGBTQIA+, accessibility and neurodiversity. 64% rated their understanding of DEI topics to have increased by +1 as a result of attending the training.

Overall, **8755+ hours of training was completed in 2022**, 28% of which by Line Managers and the rest by non-Line Managers.

The average number of training hours per employee globally was 2hrs 6 mins.

UK

We partnered with Cranfield University enrolling 15 employees in their Marketing, Communications and Leadership MSc. Employees with at least 3 years of management experience have the chance to gain an MBA qualification and are supported through their journey with study leave and a mentor.



Wellbeing

GRI 403-5, GRI 403-6, GRI 404-2

We are committed to meeting our obligations under the Health and Safety at Work Act 1974 and all relevant regulations, approved codes of practice and guidance relevant to our operations. We comply with HSG65 - 'Successful Health and Safety Management' by ensuring that an effective **Health and Safety Policy** sets a clear direction for us to follow. We also provide online Health and Safety training for all employees.

We prioritise health and safety practices to protect our employees and clients, as well as business partners and any visitors to our offices.

We offer either private healthcare or a Company-paid health cash plan for all our employees. Cover differs depending on role and country but aims to look after the general wellbeing of all employees throughout their time with us.

We also provide medical insurance for all employees globally, varying by region. Additionally, we provide an income protection scheme globally, in case an employee is absent from work due to illness or injury for the long term. We also provide life insurance and accident insurance for all our people.

North America and Canada

As a part of our transition assistance programme to facilitate management of career endings resulting from retirement or termination of employment in NA, we provide separation pay at our discretion, which is tenure-based, not age. In Canada, we provide separation pay in line with the ESAs of each individual province.

UK

Mental Health ERG

Our employees formed a new ERG of about 40 people to advocate for Mental Health and Wellbeing in the workplace, and to help remove any stigma that comes with it.

They have budget to host panels and educate more people on the many layers of Mental Health, to plan social and educational events, and invite all employees who feel passionately about this topic to join them.

Rewards and remuneration

GRI 2-19, GRI 2-20, GRI 405-2

In 2021, we started to create a global Rewards team by consolidating all rewards and remuneration processes. All our processes are based on benchmark analysis, we identify gaps and improvement areas for the future. Throughout the benchmark analysis process, we partner with consultants to gather data, improve current processes, meet higher standards and stay competitive in the industry. Currently we are developing our long-term goals and targets and creating incentives for senior leadership to motivate positive change within the business.

We offer two types of remuneration: fixed and non-fixed. Fixed remuneration is not related to performance, but to the role and the amount of work an employee does every day. Non-fixed remuneration is more flexible and based directly on the performance and efficiency.

To ensure all our employees receive a fair remuneration, we conduct a salary review twice a year. To determine remuneration we use benchmark analysis rather than external consultants.

UK

We have been measuring our Gender Pay Gap since 2017.

The results show when comparing mean hourly rates, women earn 95.2p for every £1 men earn. **When comparing median hourly rates, women earn the same as men.**

We pay our employees a living wage, and a goal for 2023 is to become an accredited Living Wage Employer.

Social benefits

GRI 401-2

Our benefits programme is offered globally and differs by region. We continually look for ways to improve value and equity in our offerings.

Firsts

How we support our employees through life's firsts: specifics vary by market.



£100 gift voucher when you get married.



£100 gift voucher when you buy your first home.



£50 gift voucher when you have your first baby.



1-day doggy day care for the first dog that becomes part of your family



£25 gift voucher when you have your first grandchild.



Young Persons Railcard (16-25 years old) if you are under the age of 23 and if your annual salary is less than **£25,000**.

Social benefits

GRI 401-2

Regional differences

Family support

To support all our employees, we developed benefits for all people who will become a parent. Maternity and Paternity pay is based on length of service at the Company. In the UK, US, India, China and Mexico the benefits are covered either in Maternity and Paternity Policies, or Parental Policy or Leave Policy. In other countries all the benefits are described in the local Employee Handbook.

2022	India	SA	UK, EME	NA	APAC	Global
Total number of employees that took parental leave (Maternity and Paternity)	12	4	61	13	do not record	90
Total number of employees that returned to work in the reporting period after parental leave ended.	11	4	do not record	13	do not record	28
Total number of employees that returned to work after parental leave ended and were still employed 12 months after their return to work.	9	4	do not record	13	do not record	26

Flexibility

In 2022, we created the **Work from Abroad Policy**. We believe in building a progressive workplace that responds to the changing needs of our workforce. The needs of our business and our clients must come first, but as part of our commitment to agile working, we want to enable employees to temporarily work from abroad where possible. This policy covers employees in the UK and EMEA only, we are looking to expand its scope in the future.

To ensure that every employee has a right to request flexible working, we have developed a **Flexible Working Policy** in the UK. Flexible working can incorporate a number of changes to working arrangements such as reduction or variation in working hours, reducing the number of days an employee works each week, and/or working from a different locations i.e. from home. This scheme has supported many employees.



Diversity, Equity and Inclusion strategy

Following the 2020 murder of George Floyd, the BLM movement helped raise awareness about inequality and systemic racism around the world. The marketing and advertising industries often fall short on DEI, and our leaders are keen to become authentically active. They worked hard on engagement and learning with all staff and especially the C-suite.

"Our vision is to build the most inclusive and diverse teams in the world. Where everyone belongs, differences are celebrated, creativity reigns and ultimately where DEI is no longer an agenda item but simply our way of being"

Inclusion is one of our Company values and we aim to be actively pro-inclusive and anti-racist across our community, clients and creations. We invest in providing education and events to upskill employees and help reduce inequalities in the business.

Our DEI strategy is built on 5 key pillars:



We are actively **anti-racist**.



We are **building a culture** based on empathy and understanding.



We hire, develop and retain employees who are **visibly and non-visibly diverse**.



We support our networks by investing in **local charities** and social enterprises.

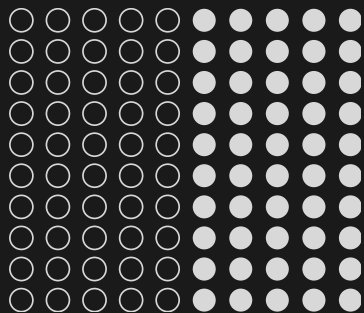


We ensure **equitable policies** & practices for all employees and suppliers.

Diversity, Equity and Inclusion targets

In 2020, we developed our global DEI targets to reach by 2025.

Regional differences: These targets are covering our focus markets – UK, NA, LATAM & SA. APAC region is planning to develop its own targets in 2023.



50%

OF SENIOR POSITIONS TO BE HELD BY A WOMAN

30%

OF LEADERSHIP ROLES TO BE HELD BY UNDER-REPRESENTED ETHNIC GROUPS



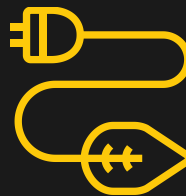
8%

OF ALL WORKFORCE TO BE 50+ YEARS



10%

OF OUR BUSINESS TO IDENTIFY AS NEURODIVERSE



SOCIO-ECONOMIC MOBILITY

Diversity, Equity and Inclusion results

GRI 405-1

In January, we launched a voluntary Global Inclusion Survey open to all employees. Its bespoke DEI questions identify key demographics and underrepresented groups and will help us to track monthly progress against our global DEI targets.

Our response rate was 50%.

Target / 2022 Response Metrics	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Senior roles to be held by under-represented ethnic groups – 30%	28%	29%	30%	33%	30%	29%	30%	30%	30%	29%
Senior roles to be held by Women – 50%	47%	47%	46%	47%	47%	48%	47%	47%	46%	46%
All workforce to be 50+ years – 8%	6%	6%	6%	6%	6%	7%	7%	7%	7%	7%
Employees who identify as neurodiverse = 10%	75%	75%	75%	85%	9%	10%	12%	15%	15%	17%

In ethnicity and age, we are different and diverse.

Ethnicity	Under 30	30-50	Over 50	Not declared	Grand Total
Asian	4.85%	11.05%	0.7%	0.0%	16.6%
Black	1.35%	3.7%	0.5%	0.05%	5.6%
Hispanic	0.6%	3.05%	0.3%	0.05%	4%
Other	0.1%	0.5%	0.0%	0.0%	0.6%
Prefer not to say	0.7%	2.6%	0.4%	0.1%	3.8%
White	5%	18.4%	3.9%	0.7%	28%
Not declared	14%	25.4%	1.8%	0.2%	41.4%
Grand Total	26.6%	67.3%	7.6%	1.1%	100.0%

43.9% of our senior management positions are held by women. We aim to keep our leadership teams diverse in sex and age.

Sex	< 30 y.o	30-50	> 50 y.o	All
Female	0	9	9	18
Male	0	15	8	23

The statistics show that we are consistently maintaining or improving our DEI targets since setting them and having a dedicated DEI team to drive their agenda:

- Increase from **21% to 33%** people of colour in senior roles.
- **Over 15%** of the organisation identifies as neurodiverse.
- **Tenure for POC** increased from 1 year to 1 year and 3 months.

In the ethnicity and age breakdown of all employees, we are different and diverse.

Key DEI events

Throughout the year, we hosted over 40 events to advance our DEI goals, engaging underrepresented groups in our key markets all over the world. Collectively, they aimed to educate, celebrate, and inspire our diverse workforce while promoting a culture of inclusivity and awareness.

Our most attended events were:

DEI Holocaust Memorial Day (Global) 447 attendees

Dr. Agnes Kaposi, a Holocaust survivor, shared her story of survival during 1940s fascism in Europe. We explored perspectives on immigration, sexism, and society today.

There's no LGB without the TIAPQ (Global) 211 attendees

We celebrated Pride 2022 with LGBTQIA activists Ben Pechey and Yasmin Benoit, shedding light on lesser-known aspects of the LGBTQIA flag.

Positive Voices (UK) 165 attendees

Supporting the Terrence Higgins Trust's mission to eliminate HIV transmission by 2030. Two individuals living with HIV discussed life before and after diagnosis. We donated based on attendees to contribute to sexual health education.

Dope Oliver Dad's (UK) 126 attendees

Addressing stigma around masculinity, fatherhood and acknowledging challenges faced by new fathers. We explored personal and professional impacts of the global pandemic and societal challenges.



benpechey.com

Anti-racism and non-discrimination

GRI 406-1

In 2022, we launched our Anti-Racism Policy in support of being an actively anti-racist business. This helps ensure our employees are educated on anti-discrimination behaviors and are aware of the steps that should be followed in the event an employee experiences any form of discrimination while working here. Discrimination is unacceptable and we do not tolerate it under any circumstances.

If an employee is a witness to, or experiences discrimination at work, we have created an additional communication channel, Safe to Say, where employees can anonymously submit their concerns about actual or suspected misconduct that can affect people working here. All concerns are treated seriously, confidentially and respectfully.

In 2022, four cases were recorded through the Safe to Say platform and all were resolved.

Ethics and human rights

GRI 2-23

We recognise the importance of adhering to standards of ethical business conduct.

In 2018, we created our global **Group Code of Ethics**. It is important to ensure that all employees understand our values. We do not tolerate unethical or corrupt practices and strictly forbid bribery or any other forms of corruption. We have a zero-tolerance approach to fraud and bribery. We are committed to fair competition and honest, straightforward business dealings. Our reputation is crucial to our continued success, and we all have a responsibility to ensure we strive to always do the right thing.

UK and India

In addition to operating according to the Global Code of Ethics, we created a **Whistleblowing Policy** and procedures to ensure that all concerns and issues can be effectively raised by employees.



05

Climate and Environment

Our approach

GRI 3-3

Impact from our operations.

Our primary goal is to reduce CO2e emissions from global operations to Net Zero by 2030 vs a 2019 baseline. We aim to measure, reduce and report the environmental impacts of operations across all our markets. To begin, this year we measured our global operational carbon footprint to set our baseline and identify our largest areas of impact.

Impact from the work we make.

From production shoots and digital asset emissions, to the behaviours we influence through our creative and advertised emissions, we know our work has an impact on the environment and wider society. We are collaborating with key partners and industry peers to find genuinely sustainable solutions faster.

Accelerating our clients' sustainability journeys.

The greatest impact we can have is accelerating sustainable business with like-minded clients. We offer sustainable productions for all our clients to measure, report and reduce the environmental impacts of productions. Who we work with and help to grow also has an impact, which we have begun to analyse with our first Client Disclosure Report.

When we made our Net Zero commitment, we made it globally. The climate crisis impacts people and business on a global scale, and so our approach must also cover all regions we operate in.

We expect the climate crisis to increasingly impact our business and the lives of people we work with. In turn, our work can impact the environment, and we are developing our understanding and action plans for how we measure and reduce environmental impacts, and contribute to the long-term wellbeing of all.

Our approach has been active in the UK this year, and we plan to expand this to more regions next year until we have a complete global approach in action.

Our commitments

Global

In November 2021, we **committed to reaching Net Zero by 2030** in our global business operations.
In December 2022, we committed to **develop and submit science-based targets** to the SBTi by November 2024.



UK

Ad Net Zero member

We signed up to Ad Net Zero in June 2021, joining the industry momentum to reach Net Zero by 2030.



AdGreen Sustainable Production

We committed to using AdGreen best practice in our productions to measure and reduce our environmental impact.

AdGreen provides training and a carbon calculator so we can understand, measure and reduce the environmental impact from our productions.

We were named an AdGreen SuperUser in 2022 as a top 15 agency user of the carbon calculator.



Change The Brief Alliance member

We committed to accelerating our clients' sustainability journeys by joining the Change The Brief Alliance. This is a partnership between agencies of every size and type - media, creative, design, PR - and their clients, learning and acting together to directly address the challenge of the climate crisis by promoting sustainable living and behaviours via every channel.

Through Change The Brief, we commit to creating work which answers the 'future' brief – the one which encourages the attitudes, lifestyles and behaviours which are consistent with the transition to a Net Zero world:



Change the image

Change perceptions and normalise sustainable behaviours through the visual content we create.

Change the behaviour

Actively encourage sustainable behaviours through the campaign idea and messaging.

Change the business

Accelerate a brand's transition to a future-fit business model.

Environmental management

GRI 3-3

UK

Environmental Management System (EMS)

Our group of 15+ EMS representatives are accountable for taking action to reduce the environmental impact of their departments. We follow a continuous improvement framework encouraging cross collaboration for successful change. We have seen great engagement in our EMS reps and expect to pass ISO 14001 certification in 2023.

Environmental Policy

We developed our first Environmental Policy in 2022. We aim to review it annually and create regional versions as we progress our approach globally. The purpose of the policy is to ensure we manage, control and influence significant environmental impacts, risks and opportunities.

Energy Assessments

We complete the energy assessments scheme ESOS (Energy Savings Opportunity Scheme) every 4 years, next due in 2023. We also report our UK carbon emissions through SECR (Streamline Energy & Carbon Reporting) annually.

We follow international best practices and standards including:

Standards:

- GRI (Global Reporting Initiative)
- SASB (Sustainability)
- Accountings Standards Board)
- International standards ISO 14001:2015 and ISO 27001:2013

Methodologies and guidelines:

- Greenhouse Gas Protocol
- IPCC (Intergovernmental Panel on Climate Change)

Business risks and opportunities

GRI 201-2

Part of the ISO14001 standard and the implementation of our EMS was to analyse risks and opportunities to our business which might impact the targets set through our EMS.

The analysis was completed by the EMS Manager, guided by an external environmental consultant and reviewed by the CIO. Operational controls and actions were then planned through the EMS to address these risks and opportunities.

Risks	Opportunities
Business disruption from extreme weather events.	We can grow revenue by expanding our offering to include sustainable products and services which accelerate our clients' sustainability journeys.
Increasing energy prices increase operating costs for business.	We can reduce costs and emissions from business travel by implementing robust controls on business travel.
Concerns about global environmental issues and impact will have a negative effect on staff wellbeing, reducing productivity, increasing costs for support provision and increased PTO.	We can improve the strength of our proposition to clients by embedding sustainability into operations, production and creative work, and including our credentials clearly in our pitches.
Greater scrutiny of environmental claims made in adverts will lead to greater litigation, reputational and financial risk if found to contravene ASA standards on green claims.	We can better attract and retain talent by demonstrating good environmental credentials to existing and prospective staff and provide anti-greenwashing training to employees.
We won't win new work if clients' increasing expectations around environmental management and performance are not met and reported on.	We can change consumer behaviour, wants and needs by engaging with our clients to embed sustainable behaviours into campaigns (e.g. using Change The Brief) and by seeking impact-led clients to work with.
Harder to attract and retain staff if we don't successfully demonstrate sustainability credentials that are deemed our responsibility.	We can reduce our environmental impacts and carbon emissions by embedding sustainability principles into our production planning and operations (e.g. using AdGreen).
Carbon taxes will increase the cost of digital and physical marketing channels, changing the cost of services offered to clients.	We can provide our team with new knowledge and skills by partnering with impact-led organisations, delivering marketing and advertising services and offering our staff placements within our impact partners.

Impact from our operations

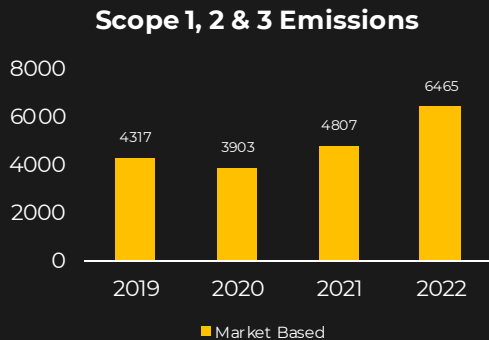
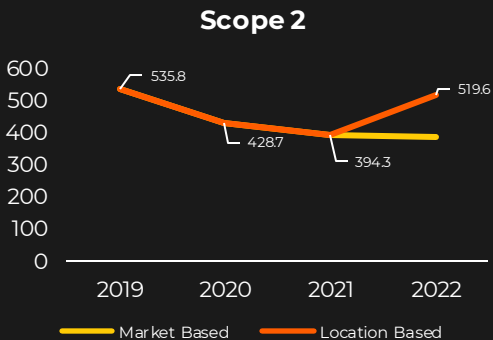
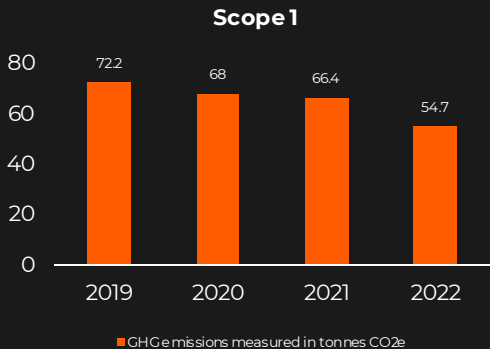
GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4

Setting a baseline for our global carbon footprint

We calculated our carbon emissions in accordance with the GHG Reporting Protocol Corporate Standard. We used primary data where possible and, in some cases, we used estimates based on historical data or similar offices adjusted for office floor area and occupancy. We included office locations where we have direct control over operations. In this way, emissions have been calculated for each location, or part location that is used by our people worldwide. It also covers any activities undertaken by staff that are associated directly with their work for the organisation.

We chose 2019 as our baseline year as the nearest 'typical' year to the start of the decade, pre-pandemic. We will use this as a benchmark to set targets and measure progress towards our Net Zero by 2030 goal.

Both Scope 1 and Scope 2 emissions (market-based) are decreasing. Office energy use increased from 2021-2022, however due to a switch to renewable energy providers in UK offices our emissions continued to decrease.



Impact from our operations

2022 global operational carbon footprint results

93% of our 2022 Global Carbon Footprint came from Scope 3 emissions.

Of our scope 3 emissions, the highest impact areas were:

37% - purchased goods and services

20% - homeworking

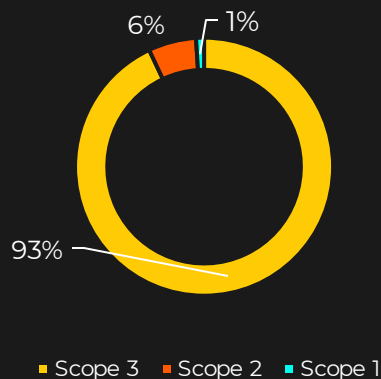
13% - employee commuting

In regional breakdowns, **58%** of our emissions came from the UK.

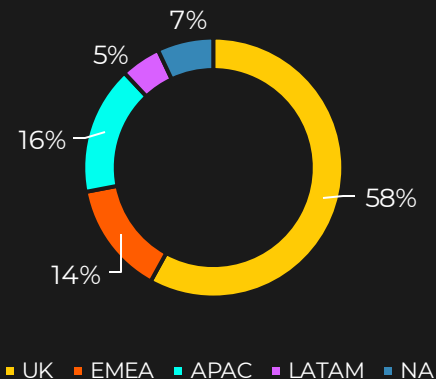
- Scope 1 & 2 intensity ratio = 0.0000013.
- Scope 1, 2 & 3 intensity ratio = 0.00001882.

We chose total revenue as the metric denominator to calculate the ratios.

Global Carbon Footprint



GHG Emissions by Region



Impact from our operations

GRI 302-1, GRI 302-4

Energy consumption and energy efficiency

We use electricity, fuel, gas and natural gas in our offices and for owned or leased vehicles. In 2022, the total consumption of fuel and energy resources came to approximately 6,224.5872 GJ, which is equivalent to 1,729,052 kWh.

To convert kWh into GJ, a conversion coefficient of 0.0036 was used, respectively. The consumption values are provided by the gas and electricity suppliers.

2022	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel	0	294.44	294.44
Consumption of purchased or acquired electricity	790.92	643.68	1434.6
Total consumption	790.92	938.12	1729.04

We are responsible for energy use in our offices, and we aim to create energy efficient spaces for all employees. To optimise energy consumption, we took the following steps:



Switched to LED on the ground and first floors in our London office.



Switched to 100% renewable electricity in our London office.

Impact from our operations

Waste management

GRI 306-2

UK

We adhere to 'zero waste to landfill' principles and we manage waste from offices with the assistance of recycling companies Recorra, Veolia and Hurn Recycling. We plan to expand this in other regions in future years.

Other regions

We have offices in more than 20 countries and waste management methods varies. We manage waste from offices with the assistance of recycling companies in North America (Action Carting Environmental Services). In Argentina, Turkey and UAE, we dispose of waste via public waste containers, with 3 waste disposal options (general, recyclables and compostable). The landlord of some offices recycles e-waste, batteries and printer cartridges. In Argentina, they bring it to local green points, part of the local government recycling initiatives. For the printer cartridges, the landlord works with a vendor to recycle. In India, waste is disposed to Local Municipal Authorities who further dispose and recycle as per government regulation. In Singapore, we primarily use incineration as a method of waste disposal. In Germany, we follow the governmental recycling system (paper, glass, organic, household and recyclable).

Water management

GRI 303-1

Global

Our offices collect water for domestic needs from third-party providers. We don't collect water from surface water bodies or underground sources or collect water from water-scarce areas. We do not discharge wastewater into natural surface and underground water bodies, as well as discharge wastewater in water-scarce areas.



Impact from the work we make

UK

Creative Productions

To measure impact from our creative productions, we partner with AdGreen. They work to unite the advertising industry to eliminate the negative environmental impacts of production. By calculating the carbon footprint of our productions, we can understand which activities have the biggest impact and take action to reduce these with our clients.

The collaboration with AdGreen includes 3 steps:



Training. For all relevant groups of employees, from Producers to Client Services. This helps us gain crucial sustainability knowledge and build a carbon literate workforce.



Calculate and measure. We use the AdGreen Carbon Calculator to log all production activities and provide a project's carbon footprint. We analyse the data stored in the tool to see trends and share the results with our clients.



Reduce. We collaborate with clients and follow AdGreen best practice to agree on practical changes to reduce the project's carbon footprint.

Advertised Emissions

Advertised emissions are the greenhouse gases that result from the uplift in sales generated by advertising.

In 2022, the UK advertising industry was responsible for 208 million tonnes of CO₂e, according to Purpose Disruptors' [report](#).

Since 2021, our UK Sustainability Lead and Chief Strategy Officer have been part of Purpose Disruptors' working group to help develop a scalable framework for measuring Advertised Emissions alongside peers from brands and agencies.

Climate-related disclosures are increasing, which may extend to measuring and reporting advertised emissions in the future.

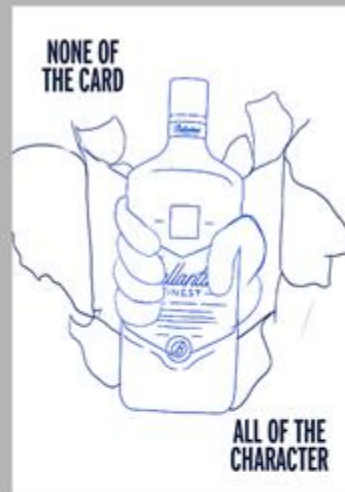
Accelerating our clients' journeys

UK

We create in-house teams to ensure that we understand our clients' business and treat brands with the same passion and energy as our clients do. We are building an inclusive and sustainable business and we drive societal change towards Net Zero by supporting our clients to turn their sustainability ambitions into action.

We use **Change The Brief** learnings to respond to briefs with strategy and creative that includes sustainable thinking from the beginning, not as an afterthought. We support clients through their journey to build sustainable ecosystems. We are creating products and services which accelerate our clients' sustainability journeys.

We expect client needs for support in sustainable ways of working and communications to increase as societal expectations of responsible business and regulations increase. We will continue to upskill our people, develop our processes and evolve our tech to be the partner our clients need in making impactful, inclusive work which aligns with a low-carbon economy.



Client disclosure report

The type of clients we work for also has an impact as we support their businesses to grow. To understand the potential impact of our clients, we used Futerra's Client Disclosure Report template to analyse our 2022 income in relation to high carbon industries. This does not consider the whole environmental impact of these industries, but it gives us an indication based on carbon intensity as well as a view on controversial industries.

By conducting this analysis, we have a 2022 benchmark showing that **6%** of our income came from high carbon industries globally.

Results:

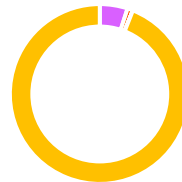
- **Consumer products sector (20%)** and **Finance & Banking (20%)** account for the joint highest proportion.
- **The Fashion sector** was the second largest industry (12%).
- **6%** came from high carbon industries (we do not work with energy clients who major in fossil fuel production).
- **Private cars** (i.e. automotive companies) were our largest high carbon industry clients.
- **The rest (94%)** came from non-high carbon industries.

% INCOME BY
SECTOR OVERALL



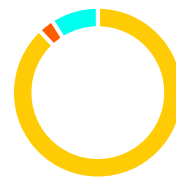
- Consumer products (20%)
- Fashion (12%)
- Pharma (7%)
- Food (4%)
- Other (3%)
- Built Environment (2%)
- Consultancy (1%)
- Retail (1%)
- Public Transport (0%)
- Finance & Banking (20%)
- Alcohol (11%)
- Automotive (5%)
- Media /Entertainment (4%)
- Insurance (3%)
- Hotel (2%)
- Aviation (1%)
- Technology (1%)

% INCOME BY HIGH
CARBON
INDUSTRIES



- Private Cars (5%)
- Concrete & Cement (1%)
- Iron, Aluminium & Steel manufacture (0%)
- Aviation
- Timber, Pulp & Paper (0%)
- Trucking & Shipping (0%)
- Other (non-high carbon) (94%)

BREAKDOWN OF
FASHION % INCOME



- Other (88%)
- Fast-fashion (3%)
- Non fast-fashion (9%)

06

Communities



Communities



Internal communities

We want all our employees to belong and to be heard. To achieve this, we support the creation of internal communities within the business. By the end of 2022, we had multiple active communities in our Change Makers, ERGs and Ambassador Network.

Change Makers

In 2020, OLIVER created a diverse group from our teams around the globe that were unified by one ambition: to ensure inclusivity is at the heart of our business. This focus means diversity and equity are essential to everything we do across our community, clients, and creations. Currently consisting of over 40 Change Makers and Board members, we are continuing to grow & expand to help push forward in our battle for inclusivity and equality.

"Our Mission as Change Makers is that we are here to disrupt the current narrative, develop specific actionable solutions and hold our leadership to account in order to build a more inclusive and equitable culture."

Once established, the Change Makers went on a learning journey with Utopia training to dive into what makes a workforce inclusive, how to foster an anti-racist culture, and how to create space for difficult conversation. This further inspired how they worked going forward, identifying focus areas and being supported by our Global Leadership Team (GLT) to ensure that the changes the group planned to make were actionable.

In 2022, Change Makers continued to involve key voices and spark conversations to communicate with and listen to minority demographics.

Communities



Employee Resource Groups (ERG)

UK and North America

In 2022, the **UK ERG network** was established. ERGs are run by the people, for the people so that representation and inclusion are community-led. ERGs differ to the Change Makers as they focus on employee-driven ideas rather than business-focused results.

These groups have a committed budget, Senior Leadership sponsorship, and a platform to highlight issues impacting their communities. They drive change and ensure their needs are met through our policies and practices. The groups delivered mentoring opportunities, mental health safe spaces, and social events.

Our Company has seven ERGs:

- **Mental Wellbeing**
- **Women**
- **Latiné** (North America only)
- **Parents and Caregivers** (North America only)
- **LGBTQIAP+**
- **Black**
- **Neurodiversity**

Ambassador Network

UK and EMEA

Our Ambassadors are our trusted confidantes for employees to share ideas, issues or concerns they may want to raise with leadership. They are a supportive pillar within the wider business, who can effectively voice ideas and concerns to the Senior Leadership Team. Ambassadors are the passionate guardians and promoters of the OLIVER culture.

Each Ambassador can bring to the group any ideas from their teams on how to improve our Company and how as a network we can support them in doing so.

Partnerships

GRI 2-208

We want to support our internal DEI goals, unlock new growth opportunities and foster innovation amongst our people. To achieve this, we partner with the following non-profit organisations and charities in the UK.



Hidden Disabilities (Sunflower)

Launched in September 2022, the Sunflower project strives to raise awareness of hidden disabilities and neurodiversity. It includes training sessions, the "sunflower" lanyard, and discussions on office accessibility. Membership at £500/year offers webinars and an online portal. Presentations and webinars have empowered employees to disclose their disabilities and support needs. The program is open to growth, exploring opportunities like office accessibility audits and educational sessions to expand its impact.



INSPIRE! This London-based education charity enhances young people's access to work, achievement, and career prospects in multiple boroughs. It organises work experience days and career sessions in local schools through a voluntary, no-financial-input approach, fostering direct, meaningful impact.



The Women's Association partnership started in July 2021, this organisation unveils and removes barriers limiting women's aspirations. Collaborating with women, girls, and institutional leaders, it ensures concrete support for women's dreams. This partnership, spanning two years, included photographing women for the impactful 'For The Women' Campaign and showcasing their images on prominent London billboards. Sharon Whale's mentorship in the Executive Challenge also substantiates the commitment to fostering leadership and empowerment within the organisation.



Brixton Finishing School was a partner from March 2021 to June 2023, this initiative includes mentoring sessions, collaborative curriculum development, expert seminars, and the hiring of three graduates in junior roles. With a £10,000 fee, evenly distributed between marketing and DEI initiatives, the program secures its sustainability while producing real, industry-relevant results.

Suppliers

GRI 2-6

We aim to integrate the principles of sustainable development into our procurement system and interactions with suppliers and contractors. We expect ethical behaviour from our suppliers and aim to promote an environmentally and socially responsible approach among all stakeholders. We understand the importance of a centralised procurement team in meeting these ambitions and plan to expand this in 2023.

We have a **Code of Ethics for Suppliers** that shows commitment to ethical and environmental standards globally. It is based on statutory requirements and internationally recognised standards.

Our supply chain consists of thousands of companies that support various areas of our activities and facilitate the implementation of business processes in the fields of I.T., administrative support, public relations, and personnel management.

Calculating our 2022 global carbon footprint, we found the largest area of impact is from our supply chain emissions. 93% of our global carbon footprint came from Scope 3, and 37% came from our purchased goods and services. To improve supplier data quality for our carbon footprint, we aim to improve our understanding of our suppliers' environmental impact as well as requesting DEI-related information from key suppliers.



07

Contact information

Contact information

GRI 2-3

OLIVER Marketing Limited

151 Rosebery Avenue,
London, EC1R 4AB, UK

+44 0203 142 3500

sayhello@oliver.agency

www.oliver.agency

Contact for ESG and non-financial reporting: sustainability@insideideas.agency

08

Appendix

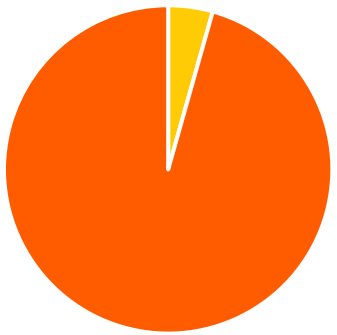
Additional information to support GRI standards

Employee types

GRI 2-7, GRI 2-8, GRI 401-1

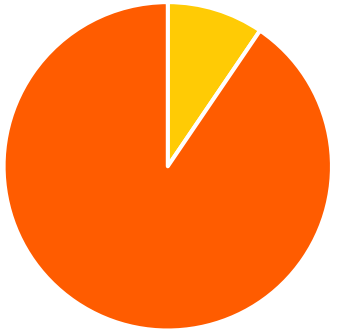
In 2022, 90% of all our employees work on permanent contracts and 10% work on a fixed term contract. 95% of our employees work full time.

Total number of employees by employment type



- Part time (186)
- Full time (4057)

Total number of employees by employment contract



- Fixed term contract (403)
- Permanent (3839)

The structure of our people is wide ranging in age.

Sex	< 30 y.o	30-50 y.o	> 50 y.o	Not declared
Female	727	1525	132	16
Male	386	1208	189	28
Not declared	10	4		
Do not wish to disclose	7	9		
Non-Binary or 3rd Gender	1			

Staff turnover rate by gender globally, %

Female	27
Male	24

The People Team structure

GRI 2-9

The Chief People Officer (CPO) is responsible for considering and making decisions on issues of our activities, processes, and procedures for working with people, and organising an effective people management system. The key responsibility of the CPO also includes optimisation of the organisational and functional structure, ensuring staff development and training processes, regulation of personnel motivation and incentive systems.

Regional People Directors are responsible for processes and procedures for working with people and organising an effective personnel management system in a particular region.

People Operations Team deals with administrative requests, onboarding and registration of labour relations with candidates and hiring.

Talent Team is responsible for attracting and selecting candidates and accompanying candidates to the hiring stage.

The People Team are responsible for creating a safe workplace that attracts, engages, supports and develops talent.



Rewards team is responsible for defining a strategy for all employees' incentives, developing and managing employees' remuneration, and developing, implementing, and updating the benefits and recognition programmes provided to employees.

Payroll Team oversees all payroll procedures, ensuring compliance with laws and tax obligations and maintaining accurate payroll records.

Learning and development team is engaged in the development and implementation of programmes for adaptation and mentoring for new employees, creating trainings for existing employees, conducting events and improving engagement over time.

Systems team is responsible for proper functioning of all internal systems and resources we use.

How we engage with stakeholders

GRI 2-29

Our stakeholders are those who have an interest in the business, its operations or are affected by the negative environmental impacts of our activities or are involved in the active reduction of said impact.

Key topics include progress on sustainability goals, blockers and business risks, change management, environmental training, compliance and legal requirements. These are communicated through various channels and frequencies.



UK

As part of the ISO14001:2015 management system OLIVER undertook interviews with internal key stakeholder groups to understand their needs and expectations in relation to environmental issues and the broader CSR agenda for the UK business.

Internal stakeholder groups

- New Business
- HR / Rewards / L&D (People)
- Compliance
- Delivery
- Client Services
- Creative
- Legal
- I.T.
- Planning & Strategy
- Implementation
- Production
- Finance Procurement
- Strategy and Leadership
- Facilitates

GRI Content Index

GRI indicator	Indicator	Report section and page number	Comment
GRI 1: Foundation 2021 (used)			
GRI 2: General Disclosures			
2-1	Organisational details	About the Company, p. 9	
2-2	Entities included in the organisation's sustainability reporting	About the Company, p. 9	
2-3	Reporting period, frequency and contact point	About the Report, p. 7	
2-4	Restatements of information	There were no restatements of information in 2022.	
2-5	External assurance	IIG has not conducted assurance report for this Sustainability Report.	
2-6	Activities, value chain and other business relationships	About the Company, p. 9	
2-7	Employees	Our People, p. 17 Appendix, p. 50	
2-8	Workers who are not employees	Appendix, p. 50	
2-9	Governance structure and composition	Sustainability strategy, p. 14 Appendix, p. 50	
2-10	Nomination and selection of the highest governance body	Sustainability strategy, p. 14	
2-11	Chair of the highest governance body	Sustainability strategy, p. 14	
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability strategy, p. 14	

GRI indicator	Indicator	Report section and page number	Comment
GRI 2: General Disclosures			
2-13	Delegation of responsibility for managing impacts	Sustainability strategy, p. 14	
2-14	Role of the highest governance body in sustainability reporting	Sustainability strategy, p. 14	
2-17	Collective knowledge of the highest governance body	Our People, p. 17	
2-19	Remuneration policies	Our People, p. 17	
2-20	Process to determine remuneration	Our People, p. 17	
2-22	Statement on sustainable development strategy	Statement from Chief Executive Officer, p.6	We also included statement from Chief Inclusion Officer
2-23	Policy commitments	Our People, p. 17	
2-24	Embedding policy commitments	Our People, p. 17	
2-28	Membership associations	Communities, p. 43	
2-29	Approach to stakeholder engagement	Appendix, p. 50	
2-30	Collective bargaining agreements	There were no collective bargaining agreements in 2022.	

GRI indicator	Indicator	Report section and page number	Comment
GRI 3: Material topics			
3-1	Process to determine material topics	Materiality Matrix, p. 8	
3-2	List of material topics	Materiality Matrix, p. 8	
3-3	Management of material topics		The management approach of material topics is presented in the Report before the disclosure of information on each material issue.
GRI 200: Economic			
GRI 201: Economic performance			
201-1	Direct economic value generated and distributed	About the Company, p. 9	
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability strategy, p. 14	
GRI 205: Anti-corruption			
205-1	Operations assessed for risks related to corruption		We are continually assessing our operations for risks related to corruption.
205-2	Communication and training about anti-corruption policies and procedures		Anti-corruption training is pushed out to all our employees. 82% of employees completed the training globally.
205-3	Confirmed incidents of corruption and actions taken		We do not currently report this data publicly.

GRI indicator	Indicator	Report section and page number	Comment
GRI 200: Economic			
GRI 206: Anti-competitive behaviour			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		We do not currently report this data publicly.
GRI 300 Environmental			
GRI 302: Energy			
302-1	Energy consumption within the organisation	Climate and environment, p. 31	
302-3	Energy intensity	Climate and environment, p. 31	
302-4	Reduction of energy consumption	Climate and environment, p. 31	
GRI 303: Water and effluents			
303-1	Interactions with water as a shared resource	Climate and environment, p. 31	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	Climate and environment, p. 31	
305-2	Energy indirect (Scope 2) GHG emissions	Climate and environment, p. 31	
305-3	Other indirect (Scope 3) GHG emissions	Climate and environment, p. 31	
305-4	GHG emissions intensity	Climate and environment, p. 31	
GRI 306: Waste			
306-2	Management of significant waste-related impacts	Climate and environment, p. 31	
GRI 307: Environmental compliance			
GRI 307-1	Non-compliance with environmental laws and regulations		0 non-compliance cases were identified in 2023.

GRI indicator	Indicator	Report section and page number	Comment
GRI 400: Social			
GRI 401: Employment			
401-1	New employee hires and employee turnover	Our People, p. 17 Appendix, p. 50	The creative industry attracts freelancers which we sometimes use, except where it is prohibited by law (e.g. Mexico).
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People, p. 17	
401-3	Parental leave	Our People, p. 17	
GRI 403: Occupational Health and Safety			
403-5	Worker training on occupational health and safety	Our People, p. 17	
403-6	Promotion of worker health	Our People, p. 17	
GRI 404: Training and education			
404-1	Average hours of training per year per employee	Our People, p. 17	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Our People, p. 17	
404-3	Percentage of employees receiving regular performance and career development reviews	Our People, p. 17	
GRI 405: Diversity and equal opportunities			
405-1	Diversity of governance bodies and employees	Our People, p. 17	
405-2	Ratio of basic salary and remuneration of women to men	Our People, p. 17	
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	Our People, p. 17	

SASB Index

Activity metric	SASB Code	Response (or Report section and page number)
Data security		
Description of approach to identifying and addressing data security risks	SV-PS-230a.1	We have a multi-level approach to this including internal risk reviews, risk threat notifications from various external sources etc. We address risks based upon their threat level.
Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	We have a full suite of GDPR compliant policies in relation to PII. We manage non-PII client data in accordance with the relevant contract.
(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	We do not currently report this data publicly.
Workforce Diversity and Engagement		
% of gender and racial/ethnic group representation for executive management and all other employees	SV-PS-330a.1	Our People, p. 17
Voluntary and involuntary turnover rate for employees	SV-PS-330a.2	Our People, p. 17 We do not track involuntary turnover rate
Employee engagement as a percentage	SV-PS-330a.3	We're using Workday Peakon Employee Voice to gather feedback on what's working and where we could improve your experience at work.
Professional integrity		
Description of approach to ensuring professional integrity	SV-PS-510a.1	Our People, p. 17
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	We do not currently report this data publicly.
Activity Metrics		
Number of employees: full-time and part-time, temporary and contract	SV-PS-000.A	Our People, p. 17
Employee hours worked, percentage billable	SV-PS-000.B	