

Sustainability Report

2024

OLIVER

Contents:

01 Executive summary

04 A word from our leaders

07 How we do it

02 About this Report

05 About our business

08 Contact info

03 Materiality matters

06 Our vision for change

09 Appendix

01

Executive summary

Executive summary

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

DEI and Sustainability are strategic

imperatives for our business. Therefore, we are on a regular transparent cycle of annual updates to share our progress, our challenges, and the changes in our business as we integrate these key areas deeper into the inner workings of all parts of our organisation. For the benefit of our business, our people and our clients.



240+ HAPPY CLIENTS
GLOBALLY



£370.2m TURNOVER



4,200+ EMPLOYEES
GLOBALLY



22 ACTIVE ERGS
IN UK, NORTH AMERICA & BRAZIL,
PLUS AMBASSADOR NETWORKS



ONE OF THE MOST AWARDED
AGENCIES IN THE UK IN 2024

Executive summary

Diversity, Equity and Inclusion

In 2022, we launched the Anti-Racism Policy internally as a first in the advertising industry and we made the following progress on our DEI targets:



52% of senior positions held by a woman (meets our target of 50%)



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



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



12% of our workforce identify as neurodiverse (vs target of 10%)

Environmental Sustainability



We partner with Ad Net Zero, the Change The Brief Alliance and Purpose Disruptors.



We have submitted our science-based targets to the SBTi in 2024. And we aim to get the decision by Q1 2025.



In 2024, our global operational carbon footprint was 5,610.8 tCO₂e, which is 8% higher than in 2023. However, **our UK carbon footprint reduction in 2024 vs 2019 is 8%.**



All 3 UK offices and Turkiyë office ran on **renewable electricity.**



1018 people trained on AdGreen Sustainable Production globally, named #6 'AdGreen Super User' agency of the AdGreen Carbon Calculator.

02

About this Report

About this Report

Welcome to the IIG Sustainability Report 2024.

This document is here to guide you through the social and environmental achievements and goals of **OLIVER** and the **Inside Ideas Group (IIG)**.

Our sustainability strategy covers **diversity, equity, inclusion and environmental** sustainability and internal governance. And this report summarises the key milestones from **1 January to 31 December 2024** to coincide with our financial reporting year.

Each topic was chosen based on a stakeholder survey to identify key priorities for the business, was prepared by the relevant business units and consolidated by our Sustainability Team.

This report is produced in accordance with:

- Global Reporting Initiative for Sustainable Development Standards (**the GRI Standards**)
- Sustainability Accounting Standards Board (**SASB**)

All content refers to our global business, unless specifically stated.

Published on 08.08.2025.



03

Materiality matters

Creating our materiality matrix

The process

We carried out a materiality assessment to guarantee and prioritise Sustainability and DEI in our business agenda.

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 stakeholders vs current business activities.

4.

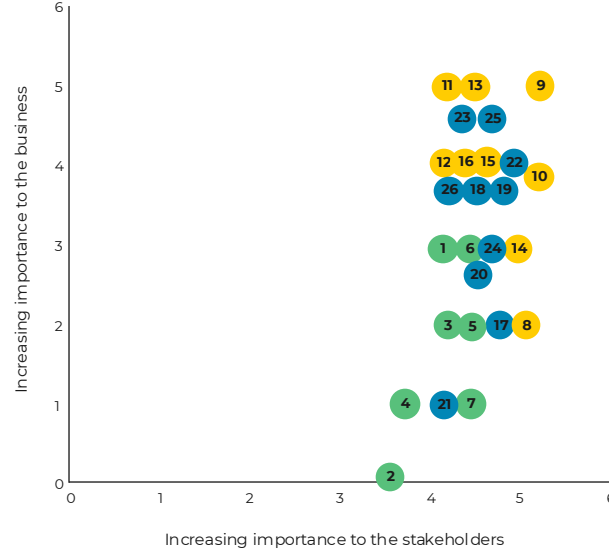
Create the materiality matrix.

We're focused on environmental and social topics, some of which overlap with commercial topics.

Compared to 2023, results are similar with a slight decrease of importance for social and environmental topics.

Our most important topics in 2024 were:

Customer data, customer privacy, employee health and safety, human rights and community relations, labor practices, product quality and safety, business model resilience and business ethics.



Environment

1. GHG emissions
2. Air Quality
3. Energy Management
4. Water and Wastewater management
5. Waste and hazardous materials management
6. Ecological Impact
7. Physical impact of climate change

Social

8. Human rights and community relations
9. Customer privacy
10. Data security
11. Access and affordability
12. Product quality and safety
13. Customer welfare
14. Labour practices
15. Employee Health and Safety
16. Employee engagement, DEI

Commercial

17. Selling practices, marketing and product labelling
18. Product design and lifecycle management
19. Business model resilience
20. Supply chain management
21. Material sourcing and efficiency
22. Business ethics
23. Management of the Legal & Regulatory Environment
24. Competitive behaviour
25. Critical incident risk management
26. Systemic risk management

Topics considered less important to the business in 2024 based on actions and investment were:

Air quality, water and wastewater management, systemic risk management and access and affordability.

04

A word from our leaders

What our leaders have to say

"We're on a journey to become a more sustainable, diverse, and equitable company for the benefit of our people, clients, stakeholders, and the planet. In a rapidly changing world, we are leveraging advanced AI technologies alongside sustainable practices across our operations to reduce our environmental footprint and create long-term value. As we continue to evolve, we are embracing new challenges with a conscious approach, ensuring that technology serves our sustainability goals. We remain steadfast in maintaining accountability and transparency as we navigate our path toward a more responsible and sustainable business."



Rachel Hatton
Global Chief Strategy Officer

"In 2024, we made significant strides towards our five-year plan, with global leaders driving change in their regions. Looking ahead, we are committed to supporting brands in their journey, providing them with essential tools and resources for success. A core element of our strategy is integrating Sustainability and DEI through technology, pivotal for our next growth phase. We are also conscious of the partners we collaborate with, ensuring they share our values and vision. Our focus remains on listening, learning, and adapting to cultivate a workplace where everyone thrives and excels."



Amina Folarin
Chief Inclusion Officer

05

About our business

A bit about OLIVER

Established in 2004, we're the world's **first** and **only** specialists in designing, building, and running bespoke in-house agencies and marketing ecosystems.

And our work to simplify modern marketing is proven to drive business growth, earn fame and give brands like yours a more meaningful role in people's lives.

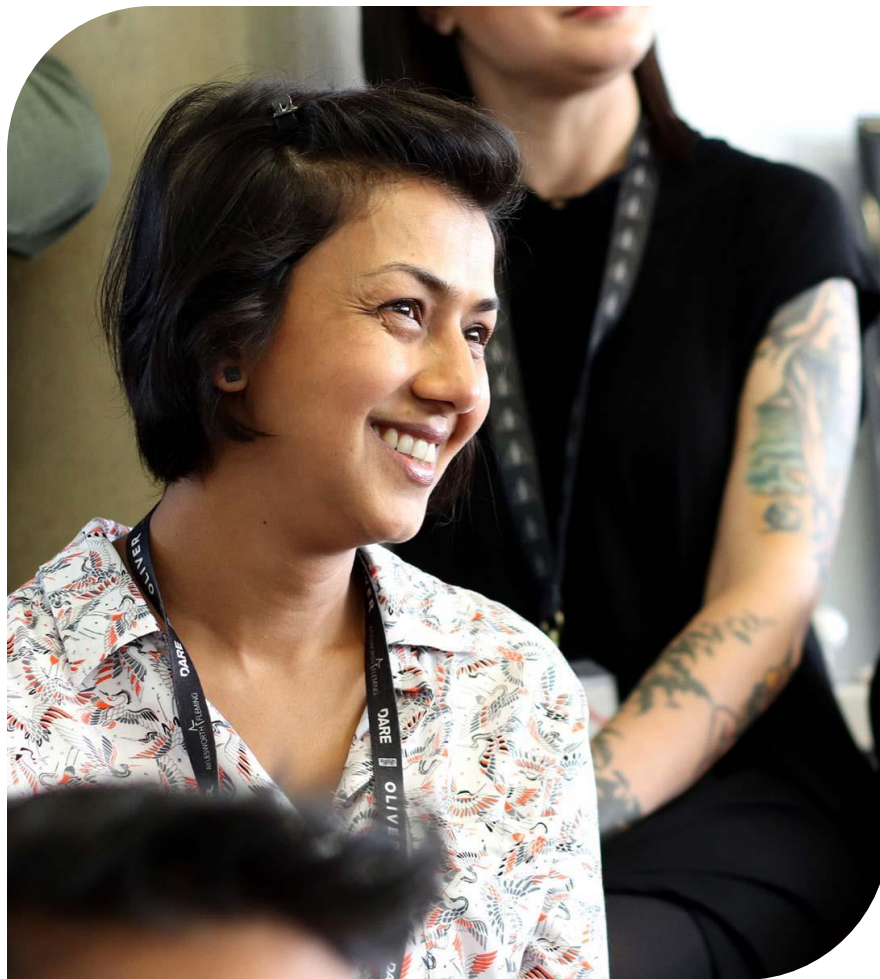
So far, we've partnered with over **240 clients in 40+ countries** in the UK, Europe, EMEA, APAC and LATAM.

And you could be next.

OLIVER is an in-house agency specialist part of the **Inside Ideas Group (IIG)**. Which is made up of **several specialist agencies** primed to boost your brand.

We also offer expertise from **Adjust Your Set** (content and culture), **Dare** (design, experience, and engineering) and **AF OLIVER** (property marketing).

In 2019, IIG joined **The Brandtech Group** (formerly You & Mr Jones) to offer the latest marketing technology. The Group includes tech-driven marketing companies and holds strategic investments in leading technology businesses.



The Inside Ideas Group

Inside Ideas Group

The Inside Ideas Group includes leading in-house specialist OLIVER, global content agency Adjust Your Set, experience and engineering company Dare and property marketing specialists Aylesworth Fleming. We exist to transform your brand performance through smarter solutions, delivered from the inside.



OLIVER Agency

The world's first company to design, build and run bespoke in-house agencies and marketing ecosystems.

OLIVER

OLIVER+

A global collective agency (formerly known as MORE) who create and maintain world-class content in film, CGI, motion design, digital, print and tech.

OLIVER +

DARE

A digital agency specialising in digital design engineering. Who create, build and optimise digital platforms that harness behavioural science to amplify their effectiveness.

DARE

Adjust Your Set

A full-service content agency that delivers ROI. AYS enables your brand to engage audiences through the power of culture to drive commerce.

**ADJUST
YOUR
SET**

Aylesworth Fleming

Here to help national property brands engage with local audiences. Through regional marketing specialists who unlock local language and personality, supported by full-service creative.

A F OLIVER

Executive
summary

About the Report

Materiality

Leadership
message

About our
business

Our vision for
change

How we do it

Contact info

Appendix

The stats speak for themselves

240+

Happy clients

One of the
Most Awarded

agencies in UK &
EMEA in 2024

OLIVER were
**#6 AdGreen
Superuser**

in 2024

22 Active ERGs

In UK, EMEA, North America &
Brazil, plus Ambassador
Networks

4200+

Employees Globally

370.2m

2024 global revenue

OLIVER's gone global

With more than 20 offices
in 48 countries.

Countries with 50+ employees:

- Argentina
- Brazil
- Canada
- Germany
- India
- Indonesia
- Ireland
- Malaysia
- Mexico
- Netherlands
- Philippines
- Singapore
- South Africa
- Spain
- Türkiye
- United Kingdom
- United States





Thanks to our capabilities



Organisational
transformation



Experience planning
& UX design



Performance
marketing



Marketing & data
consulting



Brand-building
content & social



Digital platforms,
product & build



eCommerce



SEO



Total production



Integrated
campaigns

- Our unique model is expertly tailored to your business needs through a blend of **talent, teamwork and technology**.
- A **dedicated in-house team** means we instinctively understand your business and treat your brands with the same passion and energy as you do by being closer to you.
- We bring transformative creativity, transparent systems and agile solutions to the heart of your organisation.

And unique model and values

We're on a mission to transform our clients' business performance using smarter solutions from the inside.

We're guided by core values that define who we are and how we work. They're our compass that directs us in our mission to innovate, learn, inspire, and make a positive mark on the world.



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.

Plus, we have over 270 other accolades for our work around the world.

And we've got awards to show for it

Our global talent and innovative clients have been healthily awarded for pushing the industry in creativity, customer engagement, digital innovation and DEI.

We're also fully committed to transparency on our sustainability scores as we progress on our journey.

Global

- Silver for Global Customer Engagement Agency of the Year at the Campaign Global Agency of the Year Awards
- Bronze for Global Digital Innovation Agency of the Year at the Campaign Global Agency of the Year Awards
- Carbon Disclosure Project (CDP) climate change global reporting 'B' score and 'A-' in Supplier Engagement Assessment
- Pencil - Fast Company's Most Innovative Companies in Advertising and Marketing Category #13

EMEA

- People's Choice for OLIVER + as a Best Agency to work for Creativpool Annual 2024
- Gold, Silver, 2x Bronze at New Gen Awards, South Africa
- Gold, 2x Silver, 2x Bronze and Winner at Assegai Awards, South Africa
- Gold, Silver at Effie Best of Europe Awards
- Gold at Strategies Awards, France
- EcoVadis Bronze medal for CSR performance

UK

- Bronze for Digital Innovation Agency of the Year at Campaign Agency of the Year UK 2024
- Highly Commended as Outstanding Employee Network of the Year At British Diversity Awards
- 2x Gold, 1 Silver for Marmite campaign at FAB Awards
- Shortlisted for DEI Team of the year at Diversity Network Awards
- Shortlisted for Customer Engagement Agency of the Year at Campaign UK 2024
- Shortlisted for Best Business Transformation at the Ad Net Zero Awards by Campaign UK
- AdGreen #6 Superuser in 2024
- EcoVadis "Committed" badge for CSR performance

APAC

- SILVER at DMAP Young Creators Competition, PH
- Shortlisted at One Show (Sorry For Your Inconvenience, VN)

North America

- 1 Winner at New York Festivals for Immigrant Campaign
- Grand Prize Winner in Integrated Campaign with small budget and Winner at Best Collaborative effort category at ANA Awards

LATAM

- Winner of PEMCC Awards S
- Silver for Better World Social Responsibility at Wina Festival 2024

Executive summary

About the Report

Materiality

Leadership message

About our business

Our vision for change

How we do it

Contact info

Appendix

Sustainability and DEI initiatives



Committed to validate our science-based targets in 2025 Q1.



To make sure our Neurodiversity & Family Leave Policy truly meet the needs of employees, we have established an ongoing feedback loop in close consultation with our Employee Resource Groups (ERGs).



Created and delivered 9 DEI learning sessions and 2 Group Coaching sessions.



All 3 UK offices and Turkiyë office ran on **renewable electricity**.



1018 people trained on AdGreen Sustainable Production globally, named **#6** 'AdGreen Super User' agency of the AdGreen **Carbon Calculator**.



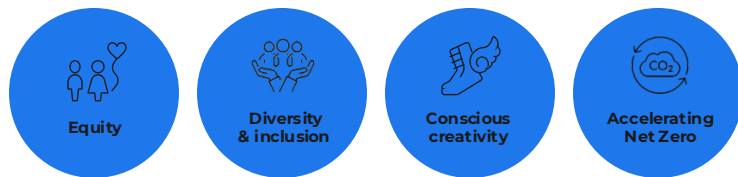
In 2024, our global operational carbon footprint was 5,610.8 tCO₂e, which is 8% higher than in 2023. However, **our UK carbon footprint reduction in 2024 vs 2019 is 8%**.

06

Our vision for change

We're changing things up

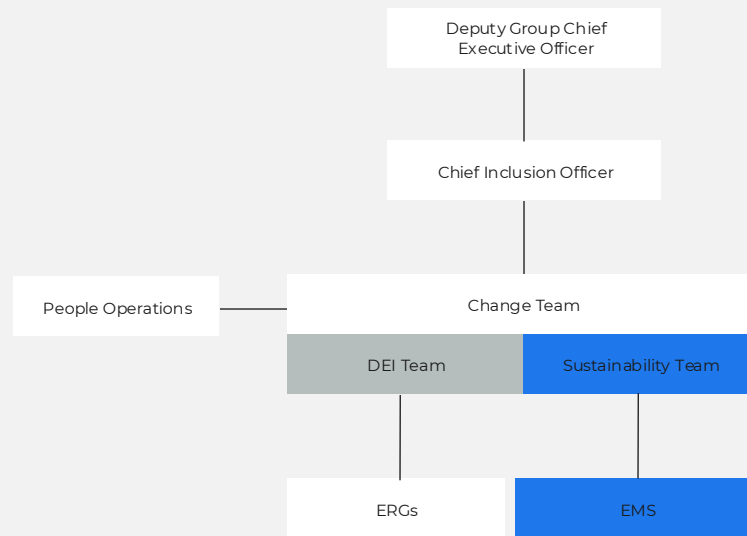
Change comes from within. And our Change Team is instrumental in integrating sustainability and DEI into our business. Our strategy is based on four key pillars:



By using a standardised framework to underpin our work, we emphasise the interconnected environmental, social and economic aspects.

Amina Folarin – our Chief Inclusion Officer and UK CEO – sponsors every OLIVER Change initiative and leads the Change Team comprised of our Global DEI and Sustainability teams. As a part of Amina's role, she annually reviews the content of this Report in the best interest of the Change Team.

Change Team structure



“

Our vision is to embed diverse, equitable, inclusive and sustainable practices into our business through our people, processes and technology
and to extend these benefits to our clients

”

Our Change Commitments



We strive to ensure that we are actively inclusive of all diversity demographics



We're creating a culture based on empathy and understanding.



We hire, develop and retain employees who are underrepresented or historically marginalised across all diversity demographics



We create and continuously improve equitable policies and practices for all employees and suppliers.



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



We're working towards Net Zero global emissions by 2040.



We upskill our people to normalise and promote sustainable and inclusive behaviours in developing clients' work and our output.



We scale our impact by creating sustainable and inclusive commercial solutions with our clients.



We're transitioning our client portfolio to align with our Sustainability and DEI commitments.

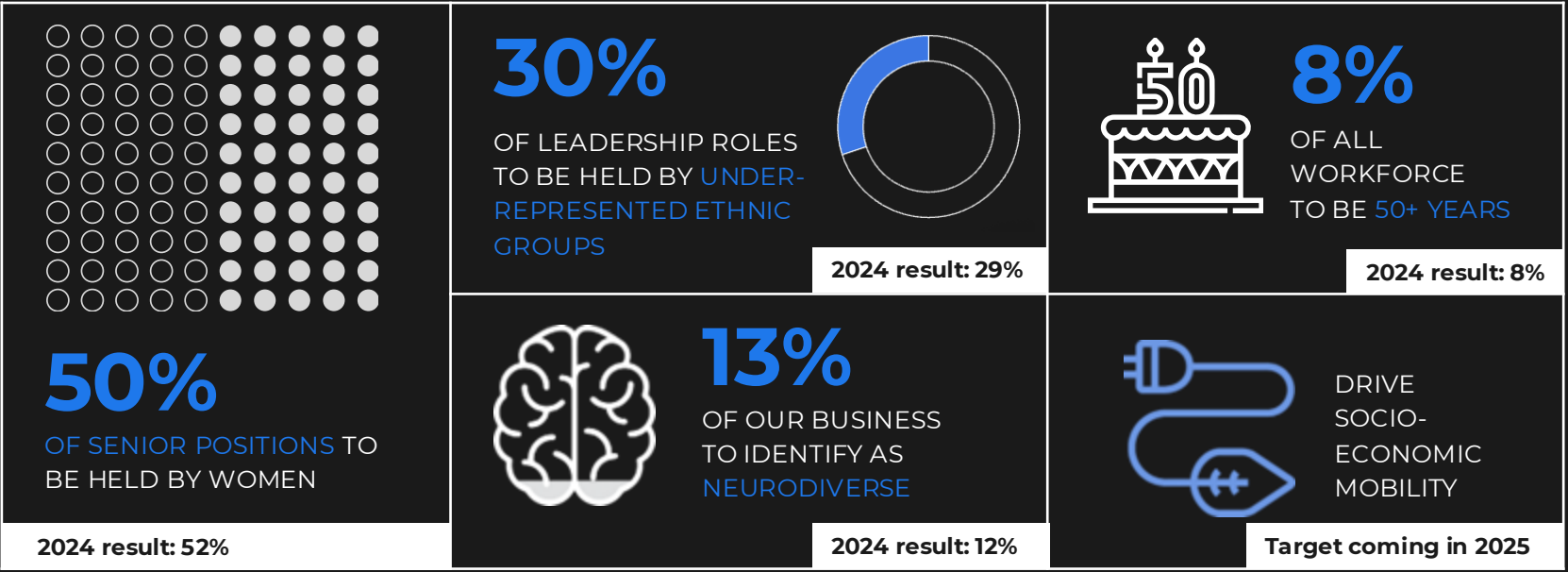


We share sustainable and inclusive best practice to accelerate progress in the industry.

DEI Strategy

In 2020, we developed ambitious global DEI targets we're committed to hit by EOY 2025.
Regional differences: These targets cover our focus markets in the UK, NA, LATAM and SA.

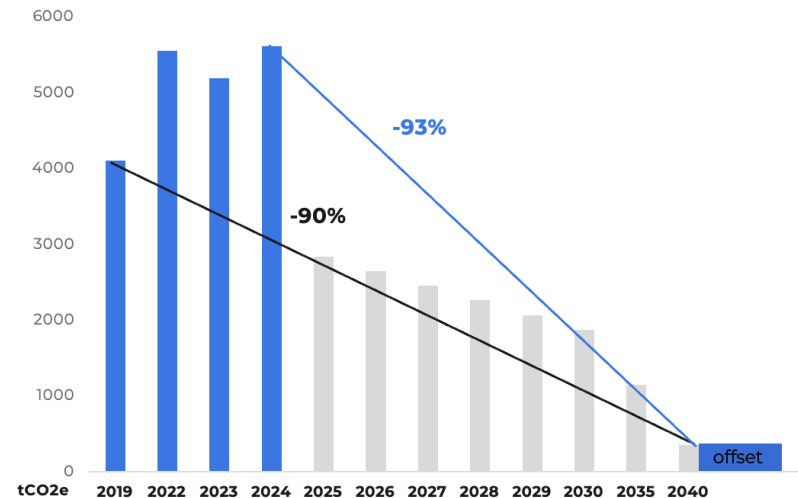
2 out of 4 targets are complete. The other two are 1% shy of targets by EOY2024



Sustainability strategy



Receive the validation results of our science-based targets by Q1 2025



Reduce our global carbon footprint by 7% vs 2023 by EOY 2025

1. Supplier management: top 20% of global suppliers (by spend) data captured by 1 March 2025
2. Reduce travel emissions by 5% vs 2023 by EOY 2025
3. Fully switch our offices to renewable energy by 2025
4. Exec Leaders role-modelling change
5. Drive employee behaviour change via awareness communications, learning and development

07

How we do it

Equity

Building an inclusive workplace

In 2022, we launched our Anti-Racism Policy to foster **an anti-racist culture** and inspire others to take concrete action in promoting equity and inclusion. This policy is designed to empower our employees by:

- **Fostering a culture of respect and allyship:** We are committed to building **an environment where everyone feels welcome, respected, and supported.** We encourage open dialogue and invite everyone to participate in this ongoing learning journey.
- **Engaging with our people:** We value diverse perspectives in shaping our policies. **In 2024 we worked in close partnership with our employees and ERGs' networks** to address their needs and experiences effectively. The have provided input on Neurodiversity Policy, Family Leave Policy, Respect at Work Policy, Flexible Working Policy etc.
- **Providing safe and confidential reporting channels:** Our "Safe to Say" communication channel enables anonymous reporting of misconduct, including discrimination, treating each case with confidentiality and respect. In 2024, there were recorded **14 cases, where 4 were closed and 10 are currently in progress.**
- **Masculinity in the workplace: workshops for Global Male Leaders:** DEI partner delivered 6 mandatory Male Leader workshops, providing group coaching sessions and safe spaces, to build cultural awareness and empathy, and better equip Male Leaders with the skills required to create meaningful change within their diverse teams.



Equitable policies

Global



CODE OF
ETHICS



ANTI-RACISM
POLICY



INDIVIDUAL RIGHTS
MANAGEMENT
POLICY



HEALTH AND
SAFETY POLICY



FAMILY LEAVE
POLICY



ANTI
DISCRIMINATION
POLICY

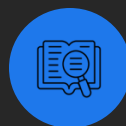
UK



EQUAL
OPPORTUNITY
POLICY



RESPECT AT
WORK POLICY



INVESTIGATION
& DISCIPLINARY
POLICY



NEURODIVERSITY
POLICY



FLEXIBLE
WORKING
POLICY

EMEA



EQUAL
OPPORTUNITY
POLICY



HOMEWORKING
POLICY

LATAM

NA



BEHAVIOUR &
CONDUCT POLICY



EQUAL
OPPORTUNITY
EMPLOYMENT
POLICY

Pay, promotion and progression

We offer two types of payment: **fixed and non-fixed**.

Fixed remuneration directly relates to the role and non-fixed remuneration is more flexible and based on performance.

To ensure all our employees receive a fair pay, we conduct annual salary reviews using benchmark analysis.

We also elevated and levelled the playing field even further back in 2023 by introducing check points to mitigate bias within the employee life cycle.

North America

Our Executive Leadership in NA set individual DEI KPIs to embrace shared accountability to create a safe, fair and equitable company for all.

We developed comprehensive dashboards to analyse performance review outcomes and pay adjustments across demographic groups. This data-driven approach enabled us to identify potential parities by gender and race. Our Executive Leadership Team formed dedicated task force to investigate findings and strategize solutions.

UK

We are an accredited **Living Wage Employer** since 2023.

We've also measured the **Gender Pay Gap** in UK since 2017.

2024 showed **women's median hourly rate is 0.9% lower than men's when comparing median hourly rates**. And 93.2p for every £1 men earn when comparing mean hourly rates, which are the same vs 2023.





Keeping our suppliers sustainable

We demand a high standard of ethical behaviour from suppliers. And promote an environmental and socially responsible approach.

In 2023, we assembled the Internal Procurement Team to implement a **Code of Ethics for Suppliers** inspired by statutory requirements and globally recognised standards. Plus, we've got an improved procurement management system in the pipeline for 2025.

In the meantime, we've **started to implement DEI and sustainable principles into procurement documents and processes with suppliers and contractors.**

Last year our biggest environmental impact came from supply chain emissions.

90% of our global carbon footprint came from Scope 3 (1% more than 2023), with purchased goods and services accounting for 36%, which is 6% less vs 2023 but still our largest carbon hotspot.

We're improving our carbon footprint with suppliers by auditing their environmental impact, as well as requesting DEI information to improve socially too.

[Executive summary](#)
[About the Report](#)
[Materiality](#)
[Leadership message](#)
[About our business](#)
[Our vision for change](#)
[How we do it](#)
[Contact info](#)
[Appendix](#)

Accessibility

UK

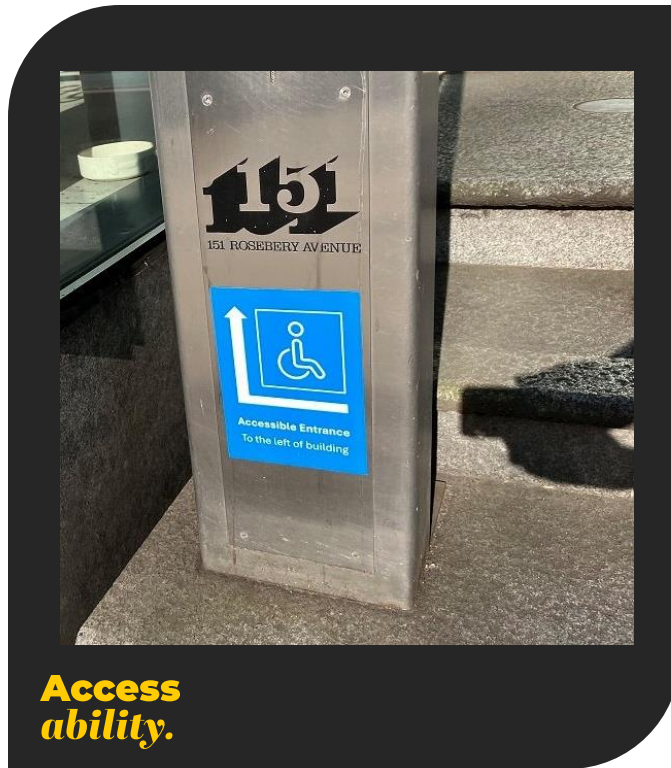
In 2024, we had an **Accessibility audit to enhance our compliance with the Equality Act 2010** and established a clear roadmap for further upgrades pending approval.

32 out of 48 action points have been addressed so far, significantly improving accessibility across key areas in our UK offices.

We increased visibility and awareness of accessibility needs among staff due to training and improved communications. And we have also demonstrated commitment to continuous improvement by establishing regular review and feedback loops.

Therefore, we have created a more welcoming and inclusive workspace, supporting diversity and employee wellbeing.

Access *ability.*



**Access
ability.**

Diversity & Inclusion

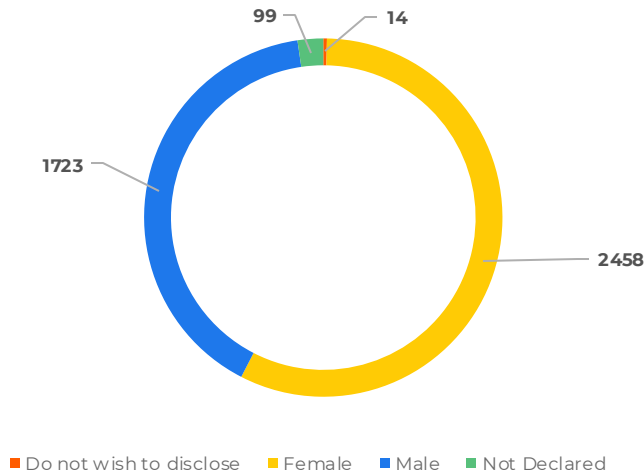
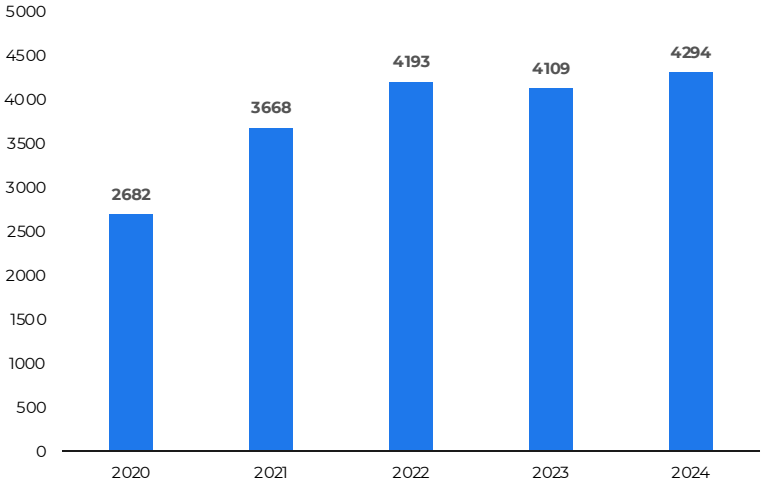
Our people

By EOY 2024, employee numbers increased by 4.5% globally vs 2023. With a 23% turnover rate (split equally between female and male).

In 2024, **57% of all our employees globally are women**, which is the same as last year. We also track data along lines of diverse gender identities, in order to better understand our workforce demographics and create strategies to ensure ongoing inclusion

57% of employees are women

Total number of employees by gender



Enhancing workforce diversity in advertising

Global

The advertising and marketing industries typically have an age and diversity issue.

But we're different and diverse.

51.6% of our senior management positions are held by women, exceeding our 50% senior female leadership goal by EOY 2025.

To monitor monthly progress against global DEI targets, we launched the Global Inclusion Survey in 2023.

It's not mandatory, but we will be improving the data collection in 2025 to better understand the diversity of our employees.

52% of senior management positions are held by women (target of 50% by 2025)

Ethnicity	Under 30	30-50	Over 50	Not declared	Grand Total
Asian	3%	9.9%	0.6%	0.1%	13.6%
Black	0.8%	2.9%	0.6%	0.0%	4.3%
Hispanic	0.4%	2.4%	0.2%	0.1%	3%
Other	0.1%	0.5%	0.1%	0.0%	0.7%
Prefer not to say	0.4%	2.7%	0.4%	0.1%	3.6%
White	3.7%	17.7%	3.6%	0.7%	25.7%
Not Declared	17.8%	28.8%	2.3%	0.2%	49.1%
Grand Total	26.2%	64.9%	7.8%	1.2%	100%

Senior management positions by sex:

Sex	Grand Total
Female	233
Male	218
Grand Total	451

Inclusive hiring + community crafting

In 2024 we embed D&I best practice into regional talent pipelines

as planned. We have shared best practice Inclusive recruitment Toolkits with the Head of Global Talent and Head of UK Talent and Talent Team NA to attract and select more diverse teams and foster an inclusive hiring culture. This will address systemic barriers, enhance representation, and establish metrics to track progress.

We have reviewed the Demographic form in our Applicant Tracking System in the UK and NA and plan to do the same for the rest of the regions in 2025. We have expanded our recruitment reach through partnerships with diverse job boards and professional networks.

We have also participated in conferences focused on Black marketing professionals to enhance our employer brand and build relationships with diverse talent.

- **In the UK**, we have improved ERGs engagement and raised awareness on key inclusion topics (e.g. Mental Health First Aider ratio improved to 1:40).
- **In NA**, we've invested in our ERG co-leads with leadership coaching and annual workshops on community building and leadership skills.





22 ERGs
globally

Employee Resource Groups (ERGs) UK, NA & Brazil

Our ERGs are run by the people, for the people.

Every group has a committed budget, Senior Leadership sponsorship and a platform to highlight issues impacting their communities. With all ERGs, the leads are financially rewarded for their work.

In the NA and Canada we added 1 additional ERG in 2024 – Asian ERG. In 2025 we plan to expand ERGs to other regions. Currently our business has 22 ERGs globally:

- **Black** (Brazil, NA, UK)
- **LGBTQIA+** (Brazil, NA, UK)
- **Mental Wellbeing** (NA, UK)
- **Neurodiversity** (Brazil, NA, UK)
- **Women** (Brazil, NA, UK)
- **Asian** (North America only)
- **GenZ** (North America only)
- **Latiné** (North America only)
- **Parents and Caregivers** (North America only)
- **People with disabilities (Brazil only)**
- **Transversal Group and Directors Group (ERGs' management in Brazil only)**

Executive
summary

About the Report

Materiality

Leadership
message

About our
business

Our vision for
change

How we do it

Contact info

Appendix

Employee Resource Groups (ERGs) Brazil, NA, and UK

- In 2024, **ERGs directly work with People team to improve our internal policies and be heard. Their feedback has been implemented into** Neurodiversity Policy, Family Leave Policy, Respect at Work Policy, Flexible Working Policy, Reproductive Loss Policy etc.

Plus, hosted and contributed to multiple events focused on causes that impact their communities.

ERGs hosted more than 20 events in 2024, including:

- Juneteenth Lunch & Learn
- Black History Month: Cocktails & Canvases, Allyship Workshop
- Financial Wellness Webinar
- History of Pride lunch and learn
- IWD Panel and Menopause Seminar
- IWD: Bloody Good Period Workshop
- Mental Health Awareness week - Journalling Workshop
- Asian ERG: Laughing Yoga, Storytelling and cooking demos by colleagues
- Neurodiversity Week – Panel & Neurodiversity 101 Session
- Parents & Caregivers: Anxiety, what to know.
- Gay History Hour and LGBTQIA+ Friendsgiving celebration
- Hispanic Heritage Month Party and cooking around Latin America

Employee Resource Groups (ERGs) are expanding and offering genuine support, safe spaces, and meaningful friendships.



Conscious creativity

Conscious creativity

In 2023, we began developing the **OLIVER Creative Scale**.

A tool for everyone – creative, production, delivery, client services, strategy, and business leaders – to supercharge our creativity and send our work soaring.

We want to create award-winning ideas, in an equitable inclusive and sustainable way.

We are very proud that **Agency for Nature has been recognised as Campaign UK's Number One collaboration in 2024**, led by Purpose Disruptors. To know more about it, see p. 53.

Additionally, **we have embedded DEI principles into Production.**

DEI Team has delivered a series of workshops with our UK Producers and Creative, given the Production team the tools to embed change, providing Workstreams with clear roles and responsibilities set for Producers and Creatives to embed learnings and evangelise best practices back to their wider teams in 2025.



AI at OLIVER

As we expand our AI capabilities, it's essential that everyone understands the environmental impact and risk associated with AI use. To position ourselves as leaders in responsible tech, we all need a base-level understanding of these issues and how to manage them responsibly. This enhances our sustainability actions and clients' relationship.

In May 2024, we had a global **special keynote talk "AI will save the world (if we build it right)"**, featuring renowned sustainability expert, Ben Keene on the intersection of AI and sustainability, and how they can be leveraged to drive positive change in business for both people and the planet.

We have discussed how AI can be harnessed for positive environmental and social impact and explored the opportunities for personal and professional growth in the AI and sustainability space.

Our team co-developed comprehensive responsible AI training with the The Brandtech Group L&D team in alignment with our Responsible AI Addendum, preparing our organization to address emerging ethical considerations in technology

In 2025 we plan to **train more people on how to use AI tools and how to do it responsibly.**

We have closely worked with The Brandtech Group to create a **blueprint for a Responsible Gen AI policy**, and proprietary technology that tackles bias in foundation models called **"Bias Breaker."** The package represents Brandtech's commitment to **delivering Gen AI responsibly and ethically.**

The Brandtech Group was chosen for "leading the fight against AI bias in marketing" with the creation of Bias Breaker and the Responsible Gen AI package, setting a new standard in the use of AI in the industry.

Bias Breaker - a tool integrated into our Gen AI marketing platform

Pencil - mitigates bias inherent in AI models to align AI-generated content with brand values and inclusive practices. Pencil featured on FastCo's 2024 list of most innovative companies after creating 235,000 pieces of content for three of the world's largest global advertisers, which were, on average, made 55% faster, 62% cheaper, and created a 40% media uplift against baselines.

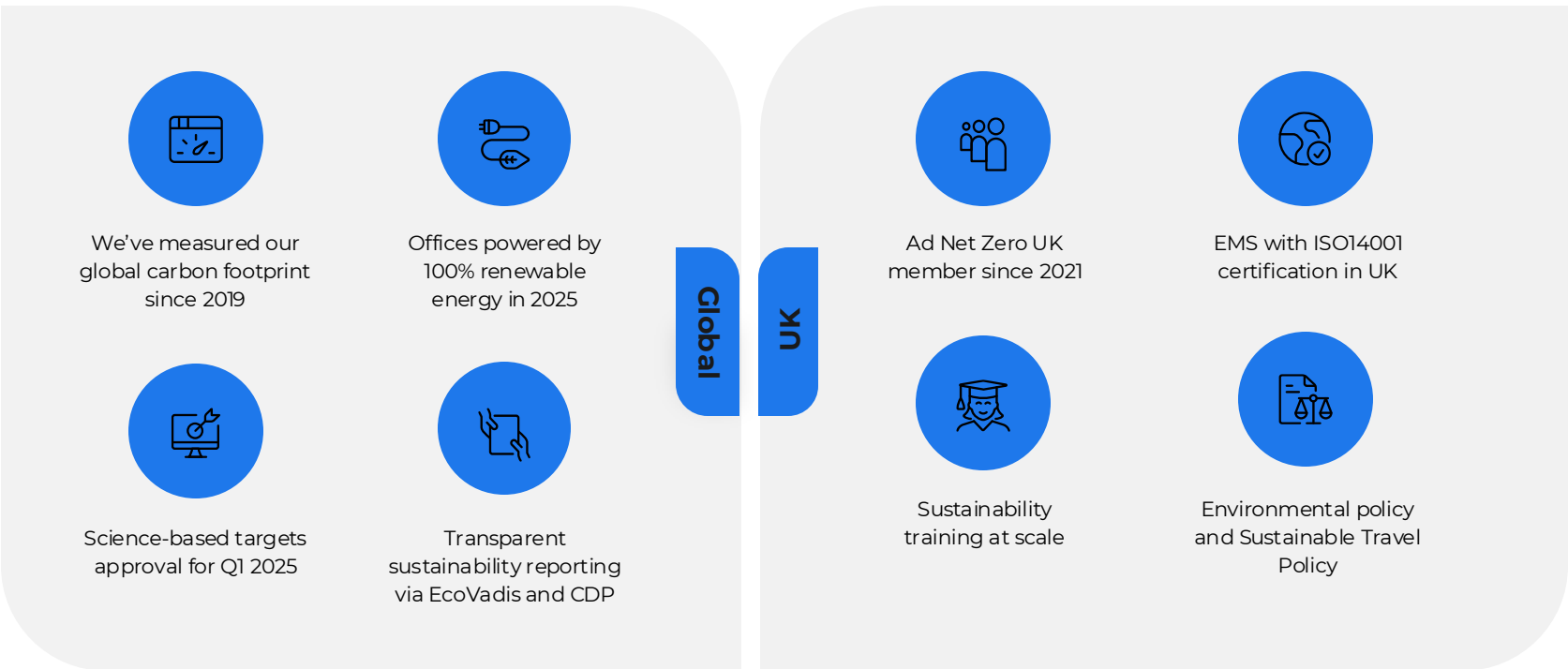


How to use AI
ethically and
responsibly?

Accelerating Net Zero

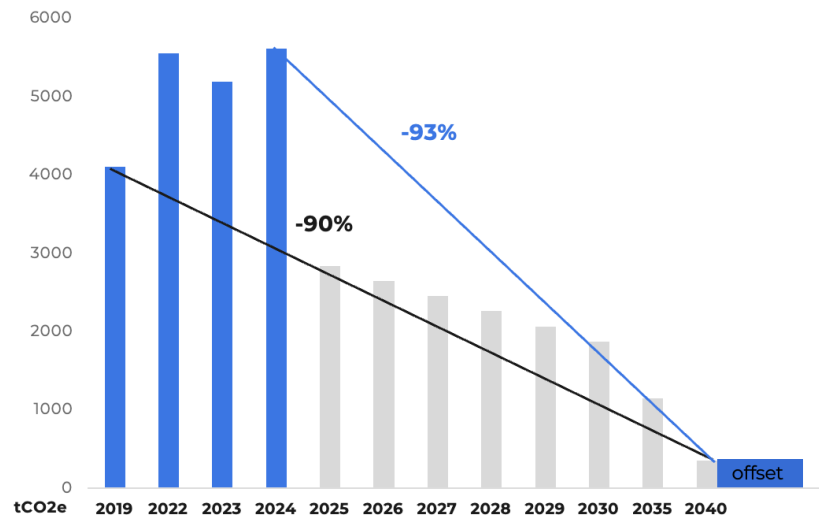
Getting our house in order

Sustainability starts with what we can control 'at home'. So, we're taking control of our carbon impacts to make Net Zero happen by 2040.



Net Zero by 2040: SBTi

- We have previously reported our Net Zero targets as “Net Zero by 2030”. When we were calculating our Science-Based Targets in accordance with SBTi, we realistically had to adjust our **Net Zero by 2040**.
- We still have a 90% reduction target in Scope 1 and 2 to be achieved by 2030, and a 90% reduction in Scope 3 by 2040. Hence, in accordance with SBTi standards, our overall Net Zero is to be achieved by 2040.
- This change has also been communicated to the business internally. All the interim **results and progress will be reported through our Annual Sustainability Report and CDP**.
- **We aim to get our Science-Based Targets validated by the SBTi in Q1 2025.** The updates status will appear at SBTi website.



Everywhere we're embedding more sustainable approaches



Upstream

Talent acquisition

- Recruitment

Marketing and new business

- Marketing
- Potential client identification
- Pitching

Procurement

- Production supply chain
- Operational supply chain

Operations

People management

- Training & development

Agency operations

- Facilities and property management
- Shared services (IT, finance, HR functions)
- Leadership and innovation
- Business travel, commuting and working from home

Client services

- Account management
- Campaign design and briefing
- Creative
- Operations and on-site delivery

Production

- Production planning
- Content creation
- Post-production

Corporate functions

- Governance
- Strategy
- Risk management
- Performance management

Downstream

People

- Cycle to work scheme
- Heat Scheme in UK

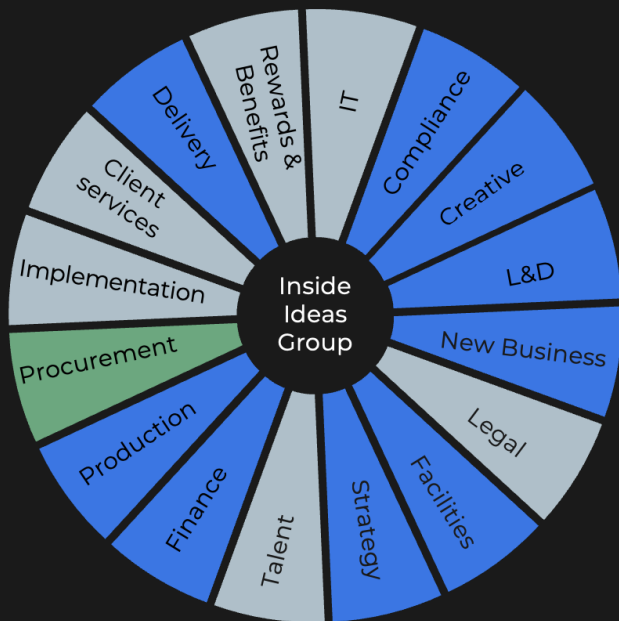
Delivering campaigns

- Production emissions reporting

Engagement with industry and consumers

- Environmental initiatives and advocacy

Our UK Environmental Management System



- **Delivery, Compliance, Creative, Facilities, Finance, L&D, New Business, Strategy, Production** – advanced collaboration
 - Set quarterly and annual objectives
 - Most objectives achieved
 - Always creating new opportunities
 - Independently driving change
- **Rewards & Benefits, Legal, Talent, Implementation, Client Services, IT** – medium level of collaboration
 - Set quarterly and annual objectives
 - Some objectives achieved
 - Partnered Sustainability Team
- **Procurement** – beginning the journey
 - Set quarterly and annual objectives
 - Most objectives not achieved
 - Sustainability Team leading change

Progress and engagement from highest to lowest



Making an operational impact

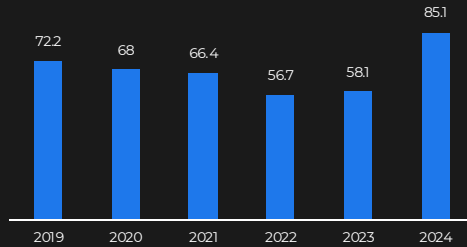
We calculate our annual carbon emissions according to the GHG Reporting Protocol Corporate Standard using primary data and – in some cases – estimates based on historical data or similar offices adjusted for office floor area and occupancy.

This includes office locations where we have direct control over operations to calculate emissions for each location, or part location, used by our people. It also covers any activities associated directly with our staff's work for the organisation.

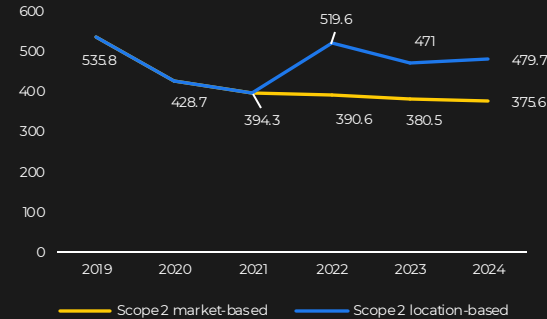
Both Scope 1 and Scope 2 emissions (market-based) have continually decreased since 2019. Office energy use decreased again in 2024 with all three UK offices and Türkiye office operating on renewable energy.

However, in Scope 3 we saw an increase in emissions globally compared to both 2023 (+42%) and 2019 (+44%). This is largely due to: lack of robust supplier data, increase in spend on purchases, increase in business travel. We are re-looking at our priority actions for 2025.

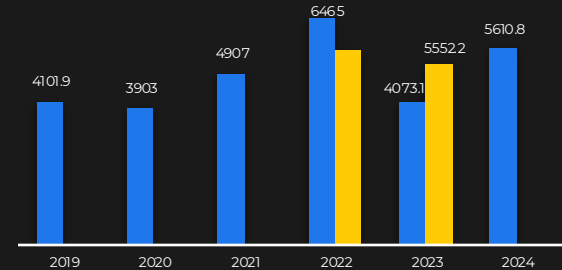
Scope 1



Scope 2



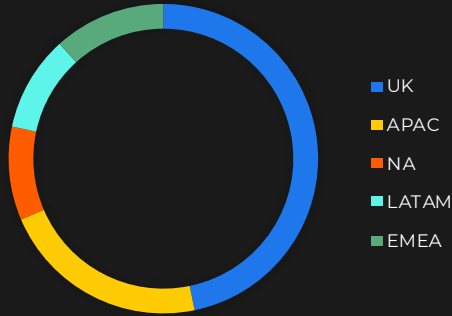
Scope 1, 2 and 3 emissions



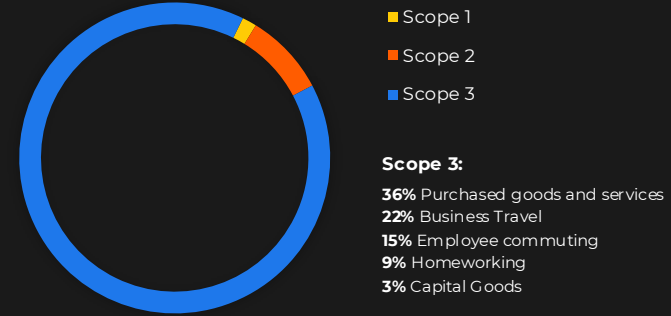
We changed and improved the methodology of calculating Scope 3 emissions, thus, had to recalculate 2022 data. We also have had to recalculate 2023 data to include WTT data and commuting to client offices.

Making an operational impact

2024 GHG Emissions By Region



2024 Global Carbon Footprint



In a regional breakdown, 46.8% of our Global Carbon Footprint came from the UK – which is 2% less than in 2023.

90% of our 2024 global Carbon Footprint came from Scope 3: 36% - *purchased goods and services*, 22% - *business travel*, 15% - *employee commuting*.

- Scope 1 & 2 intensity ratio = 0.14 tCO₂e/FTE
- Scope 1, 2 & 3 intensity ratio = 1.38 tCO₂e/FTE

FTE was used as the metric denominator to calculate the ratios.
Our intensity ratios are reducing in 2024 vs 2019.

**The UK is the only region that is reducing GHG emissions, and in 2024 vs 2019 the UK reduced emissions by 8%.
The UK is the biggest market for our operations, and we roll out our initiatives first in the UK.**

Making an operational impact

Energy consumption and energy efficiency

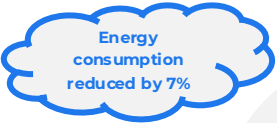
We use electricity, fuel, gas and natural gas in our offices and for owned or leased vehicles.

In 2024, our total fuel and energy consumption came to approximately 5,069.1852 GJ – equivalent to 1,408,107 kWh.

To convert kWh into GJ, we used a conversion coefficient of 0.0036. With the consumption values provided by the gas and electricity suppliers.

Our total energy consumption has decreased by 7% vs 2023.

2024	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel	0	329.015	329.015
Consumption of purchased or acquired electricity	490.635	588.457	1,079.1
Total consumption	490.635	917.472	1,408.1



We aim to create energy efficient spaces for everyone. So, we took action to optimise our energy consumption:



Switched to LED lighting in all UK offices, with some final renovations at London office in Q1 2025.



Switched to 100% renewable electricity in our UK offices and Türkiye office.



Introduced **Heat Scheme in the UK** to improve employee working-from-home energy efficiency



Installed **solar films on London office windows**

Making an operational impact



Water management

Global

Our offices use domestic water needs from third-party providers, rather than surface water bodies, underground sources or water from water-scarce areas. We do not discharge wastewater into natural surface and underground water bodies or water-scarce areas.

We have reduced our water usage by 36% vs 2023
due to better pipe maintenance work in UK offices.

Total water consumption	6.9 ML
Total weight of waste	23.2 tonnes



Waste management

Global

We have reduced our waste by 8% vs 2023.

UK

We adhere to 'zero waste to landfill' principles and manage waste from offices with suppliers such as Recorra, Veolia and Hurn Recycling. We plan to expand this into other regions.

Other regions

We have offices in more than 20 countries with varying waste management methods. In North America, we manage waste from offices with the assistance of recycling companies (Action Carting Environmental Services). In Argentina, Türkiye and UAE, we dispose of waste via public waste containers, with 3 waste disposal options (general, recyclables and compostable). While the landlord for offices in Türkiye and UAE recycles e-waste, batteries and printer cartridges, in Argentina, they take it to local green points, part of the local government recycling initiatives and the landlord works with a vendor to recycle our used ink cartridges. In India, waste is disposed via the Local Municipal Authorities. In Singapore, we mostly use incineration and in Germany, we follow the governmental recycling system (paper, glass, organic, household and recyclable).

Making an impact with our work

We make it our business to understand the impact of the work we make, from productions to creative messaging. And we're integrating sustainable practices into our creative and production processes, so it's easier for our people and clients to work in more sustainable ways.



AdGreen Sustainable Production Practices

- Helps reduce carbon footprint
- Production teams trained on sustainable best practice
- Carbon reports specific to your projects
- Expanded to EMEA in 2024

We were awarded **#6 AdGreen Superuser** status in 2024 for people we trained and carbon reports we measured in the industry. This is the second year in a row for Superuser status.



Change The Brief, Sustainable Creative Process

- Leadership training on sustainable marketing
- For in-house marketing teams, agencies and brands
- To promote more sustainable choices and behaviours
- Learning how to highlight sustainable living that's accessible to all while avoiding greenwashing
- Creates engaged, informed teams driving sustainable behaviours through your campaigns

Case study: Agency for Nature

At the start of 2024, we were one of 5 top creative agencies selected for an experimental project: Imagine Nature itself hired an Ad Agency to promote spending time amongst 'Nature' to young urbanites. What would you do? We didn't just create the advertising, we created it in a way Nature would approve of - with the minimum possible carbon footprint.

Nature, the original trip. Positioning the feeling of wellbeing, enlightenment, stress relief and indeed pure joy that you get from time spent with nature, almost like a drug in itself. Instead of a predictable walk in the park, we represented Nature as a vibrant, mind-blowing experience, visualised in full psychedelic splendour.

PRODUCING THE WORK WITH THE SMALLEST CARBON FOOTPRINT

We created a 30-second commercial and poster series without leaving the studio. Using a giant LCD studio with AI-generated backgrounds and props, we simulated outdoor locations while eliminating the carbon footprint of traditional location shoots.

DRIVING LONGER TERM BEHAVIOUR CHANGE

The potential long-term effects of this pro-bono initiative are huge. Encouraging young people to enjoy nature as an activity itself has two massive positive outcomes. The carbon footprint of simply spending time in nature is drastically reduced compared to almost every other energy consuming past-time. But more than this, it allows people to experience and empathise with nature, and come to realise just what it is we all need to protect.



Making an impact with client support

In 2023, we first introduced a sustainable strategy solution for our clients: the Sustainable Marketing Compass.

We continue to work with clients using this framework.

- Clear direction and priorities for teams to set sustainable marketing goals
- Face-to-face training workshop to deep-dive into the role of marketing in sustainability
- Marketing-specific content, examples, exercises and best practice
- Includes reps from key marketing teams, internal and external partners to develop alignment across the marketing ecosystem
- We work with clients on operationalising next steps, or offer templates and resources for clients to plan independently



OLIVER partnering with the Sustainable Marketing Compass

The Sustainable Marketing Compass

A strategic approach to embedding sustainable principles into marketing systems.

Leading from strategy to implementation



UN SDG Alignment

Align your marketing with your company's and the world's most important sustainability goals.



Strategic Foundations

Embed core sustainability-based principles at the heart of your marketing.



Activation Pillars

Go to market sustainably and avoid greenwashing pitfalls.

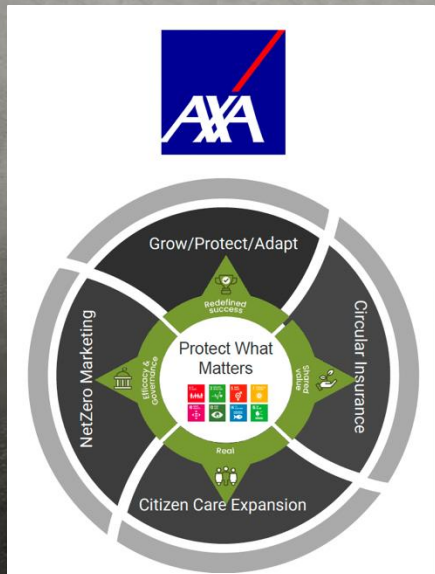
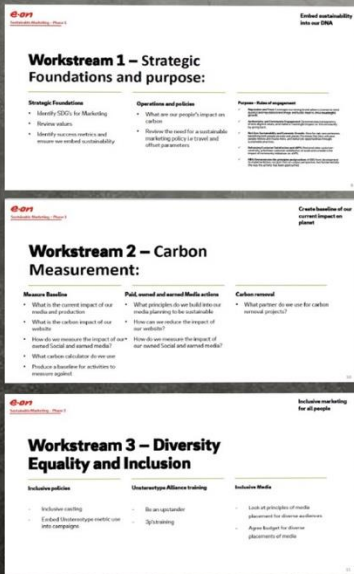
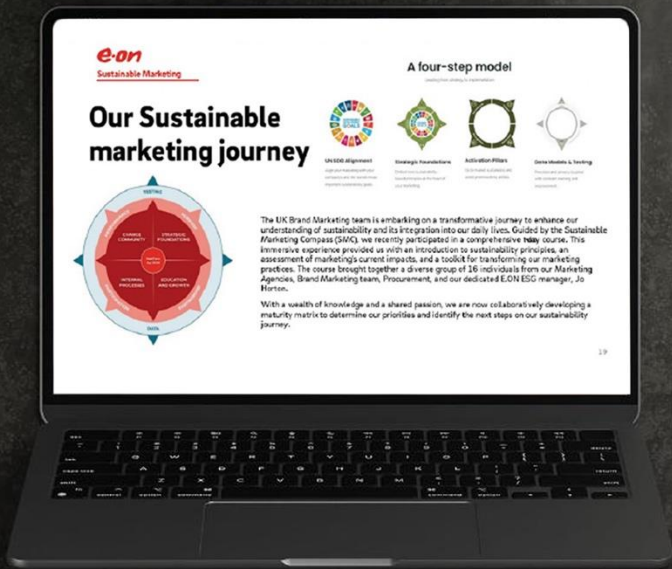


Data Models & Testing

Precision and privacy coupled with constant learning and improvement.

OLIVER partnering with the Sustainable Marketing Compass

Case studies: Sustainable Marketing Compass



Measuring our consumer impact

Advertised Emissions

Advertised Emissions are greenhouse gases resulting from the uplift in sales generated by advertising.

Since 2022, our Head of Sustainability and Chief Strategy Officer have been part of the Advertised Emissions Working Group to develop a scalable framework to measure Advertised Emissions.

We calculated our Advertised Emissions for the first time in 2023. We used the Purpose Disruptors methodology using our top 20 clients to calculate that **our advertised emissions are approximately 42x higher than our operational emissions** for the same year.

In October 2024, Purpose Disruptors created the whitepaper “Advertising’s Evolutionary Moment”, where OLIVER shared our journey in adopting the ‘Serviced Emissions Action Areas’ (inspired by Advertised Emissions) created by Race to Zero & Oxford Net Zero.

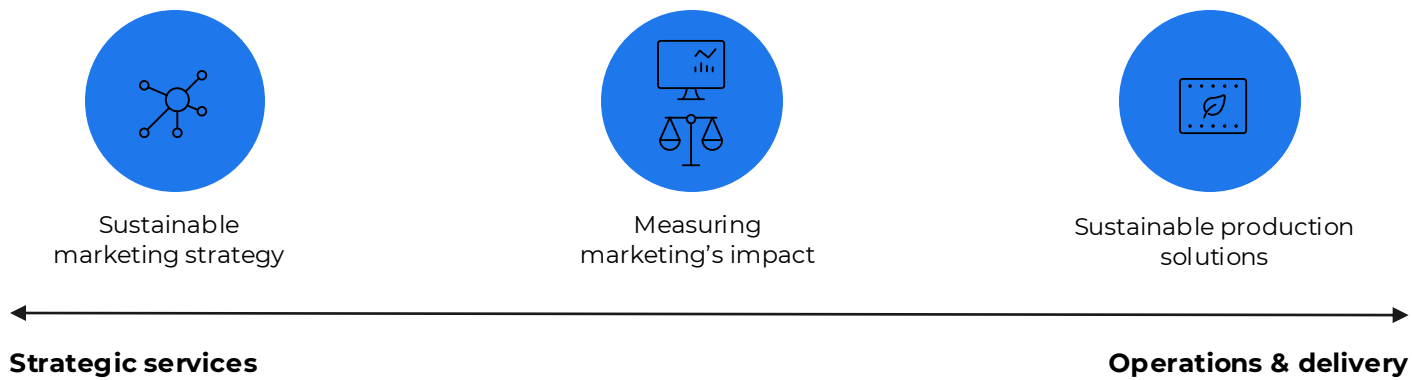
Industry-first
case study
[here](#)



Accelerating clients' sustainability

We believe marketing plays a crucial role in helping businesses achieve their sustainability goals, stay relevant to consumers' environmental expectations, and make measurable impacts that stay ahead of increasingly demanding regulations.

Wherever you are on your sustainability journey, we can make it easier for you to go further, faster.
We can build the people skills, processes and tech to integrate your sustainability strategy and operationalise change.

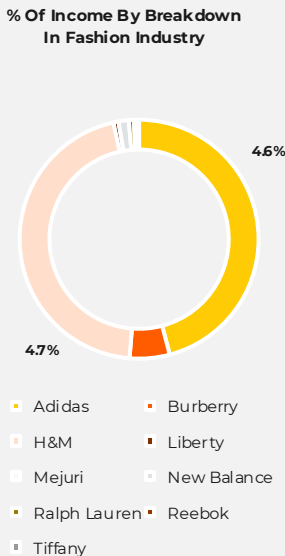
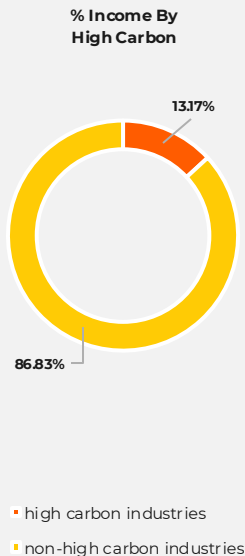
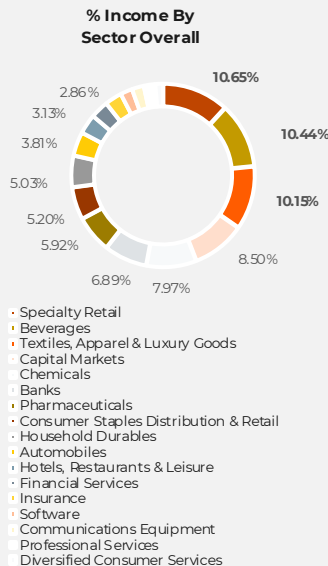


Client Disclosure Report

We have been analysing our income in relation to high carbon industries since 2022. This year we used the same Futerra's Client Disclosure Report template to analyse our client portfolio for a second year running. The methodology has changed to a more detailed industry breakdown. This analysis gives us a top-line picture of the carbon related impacts of our clients. With 13% coming from high carbon industries, which is twice higher than in 2023 (6%) due to these improvements in methodology. 0% revenue comes from fossil-fuel companies.

87% of revenue came from non-high carbon clients in 2024

- **Specialty retail sector accounts for the highest proportion** of our revenue.
- **Beverages and Textiles, Apparel and Luxury Goods** were our second and third largest industry in our revenue breakdown.
- **13% of our revenue came from high-carbon industries.** Our largest high-carbon industry clients are from the Commodity chemicals (8%) industry.
- The rest **(87%) came from non-high carbon industries**





In the UK, **we don't work with energy clients who major in fossil** fuel production. We never have. In 2023, we declined to pitch for a fossil fuel client.

While all industries have some carbon impact, the fossil fuel industry has historically and still today a disproportionate impact on increasing carbon emissions and working with clients in this industry does not align with our own carbon reduction ambitions.”

Campaign School Report 2023, Jan 2024

Change awareness

Training change

Learning is a huge part of our commitment to change. Career development helps our people realise their potential, plan a career, progress in their role and understand new technologies and tools, so they can adapt to our fast-changing world.

Global

We constantly upgrade our **internal learning platform, the 'Insiders Academy'**.

The Academy included **2,160** pieces of training – with 164 pieces of Sustainability and DEI tagged content – which totals **1,110 hours** of training open to all employees.

Our employees completed 22,480 hours of training in 2024 which is 6% higher than in 2023. **With 5.23 hours of training completed** by employees on average globally.

The DEI Team collaborated with the Learning & Development to create a powerful **"Bias in Feedback"** training module that complements our SBII framework, equipping managers with **tools to deliver more equitable performance assessments**.

Additionally, we have delivered 6 mandatory **Male Leader workshops**, providing group coaching sessions and safe spaces, to build cultural awareness and empathy, and better equip Male Leaders with the skills required to create meaningful change within their diverse teams.

NA

We have co-developed comprehensive **responsible AI training** with the The Brandtech Group L&D team in alignment with our Responsible AI Addendum, preparing our organization to address emerging ethical considerations in technology. We have also participated in AI Council to support inclusion and ethical use of AI.

UK

In 2024, we trained production and creative delegates on building truly inclusive productions, from improving accessibility to fostering authentic representation. In 2025, we'll concentrate on making these inclusive practices a fundamental and sustained part of our processes.

EMEA

DEI Team trained, coached and developed senior leaders through 9 learning sessions covering key DEI topics and 2 Group coaching sessions to better equip them with the skills needed to actively practice and embed Inclusive leadership within their teams. Region has committed to training next layer of workforce in 2025 and is actively discussing with recommended DEI Training providers.



Environmental management

UK



Environmental Management System (EMS)

Our EMS committee consists of 18+ senior leaders across the business who are responsible for reducing negative environmental impacts in their departments.

We follow a Plan-Do-Check-Act (PDCA) cycle for continuous improvement encouraging cross collaboration for successful change. In March 2023, we gained ISO 14001 certification for our London and Bournemouth offices and added Nottingham office to the scope of certification in October 2024.



Environmental Policy

We developed our first Environmental Policy in 2022 and revise it annually (both in 2023 and 2024) by adding objectives that we can scale globally by setting regional objectives.

This ensures that we're aligned with stakeholders on our commitment to environmental laws, policies and internal mechanisms so we can manage, control and reduce significant environmental impacts and risks while making the most out of opportunities.



Energy Assessments

We complete the energy assessment scheme ESOS (Energy Savings Opportunity Scheme) every 4 years.

In 2024 we have submitted our Action Plans. We also report UK carbon emissions through SECR (Streamlined Energy & Carbon Reporting) as part of our annual Finance Report.

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)



08

Contact info



Let's talk

If you want to learn more about sustainability or working with us, we'd love to hear from you.

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sayhello@oliver.agency
www.oliver.agency

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

Executive
summary

About the Report

Materiality

Leadership
message

About our
business

Our vision for
change

How we do it

Contact info

Appendix

09

Appendix

UN SDGs that correlate with our strategy



Business risks and opportunities

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

Business disruption from extreme weather events.

Increasing energy prices increase operating costs for business.

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.

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 won't win new work if clients' increasing expectations around environmental management and performance are not met and reported on.

Harder to attract and retain staff if we don't successfully demonstrate sustainability credentials that are deemed our responsibility.

Carbon taxes will increase the cost of digital and physical marketing channels, changing the cost of services offered to clients.

Opportunities

We can grow revenue by expanding our offering to include sustainable products and services which accelerate our clients' sustainability journeys.

We can reduce costs and emissions from business travel by implementing robust controls on business travel.

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.

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 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.

We can reduce our environmental impacts and carbon emissions by embedding sustainability principles into our production planning and operations (e.g. using AdGreen).

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.

How we engage with stakeholders

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 ESG agenda for the UK business.

Internal stakeholder groups

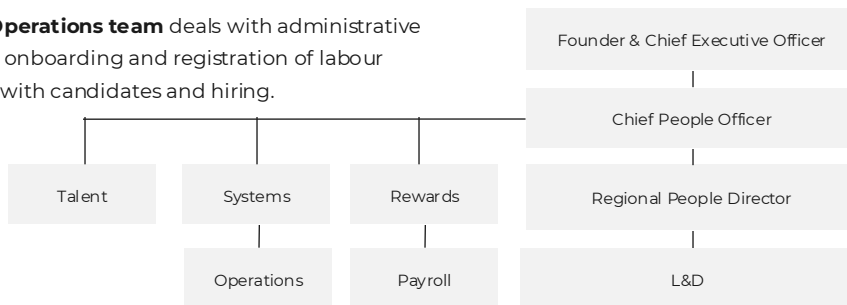
- New Business
- HR / Rewards / L&D (People)
- Compliance
- Delivery
- Client Services
- Creative
- Legal
- I.T.
- Planning & Strategy
- Implementation
- Production
- Finance Procurement
- Strategy and Leadership
- Facilities

The People Team structure

- **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.

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

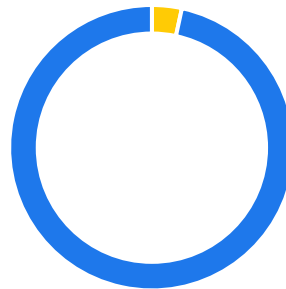
- **Talent team** is responsible for attracting and selecting candidates and accompanying candidates to the hiring stage.
- **Systems team** is responsible for proper functioning of all internal systems and resources we use.
- **Rewards team** is responsible for defining a strategy for all employees' 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.



Employees

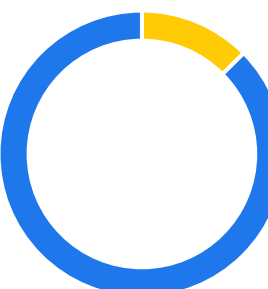
In 2024, 87% of all our employees work on permanent contracts and 13% work on a fixed term contract. The creative industry attracts freelancers which we sometimes use, except where it is prohibited by law (e.g. Mexico). 97% of our employees work full time.

Total number of employees
by employment type



■ Part Time (145) ■ Full Time (4149)

Total number of employees
by employment contract



■ Fixed term contract (540)
■ Permanent (3754)

The structure of our personnel is wide ranging in age.

Sex	< 30 y.o	30-50 y.o	> 50 y.o	Not declared
Female	684	1616	141	17
Male	344	1153	193	33
Not declared	90	9		
Do not wish to disclose	2	11	1	

Staff turnover rate by gender globally, %

Female	24
Male	22

Social benefits

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

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.



Flexibility

At IIG, we implemented 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.

Wellbeing

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 and NA

Mental Health ERG

Our employees formed two Mental Health ERGs of about 160 people together to advocate for Mental Health and Wellbeing in the workplace, and to help remove any stigma that comes with it. There are 2 separates ERGs in NA and UK.

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.

Accessibility in UK

In 2024, we enhanced our compliance with the **Equality Act 2010**. We have created a **more welcoming and inclusive workspace**, supporting diversity and employee well-being. To know more, see p.33.



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 our business, p. 13-16	We had to recalculate our 2019 baseline emissions due to changes in methodology. IIG has not conducted assurance report for this Sustainability Report.
2-2	Entities included in the organisation's sustainability reporting	About our business, p. 14-15	
2-3	Reporting period, frequency and contact point	About this Report, p. 7 Contact info, p. 64-65	
2-4	Restatements of information	Accelerating Net Zero, p.43-49	
2-5	External assurance		
2-6	Activities, value chain and other business relationships	About our business, p. 13-17	
2-7	Employees	Our People, p. 34-36 Appendix, p. 65-79	
2-9	Governance structure and composition	Our vision for change, p. 21-26 Appendix, p. 66-80	
2-10	Nomination and selection of the highest governance body	Our vision for change, p. 21-26 Appendix, p. 66-80	
2-11	Chair of the highest governance body	Our vision for change, p. 21-26	
2-12	Role of the highest governance body in overseeing the management of impacts	Our vision for change, p. 21-26	
Executive summary About the Report Materiality Leadership message About our business Our vision for change How we do it Contact info Appendix			



GRI indicator	Indicator	Report section and page number	Comment
GRI 2: General Disclosures			
2-13	Delegation of responsibility for managing impacts	Our vision for change, p. 21-26	
2-14	Role of the highest governance body in sustainability reporting	Our vision for change, p. 21-26	
2-19	Remuneration policies	Pay, promotion and progression, p. 31	
2-20	Process to determine remuneration	Pay, promotion and progression, p. 31	
2-22	Statement on sustainable development strategy	A word from our leaders, p. 11	
2-23	Policy commitments	Equitable practices, p. 29-30	
2-24	Embedding policy commitments	Equitable practices, p. 30	
2-25	Processes to remediate negative impacts	Equitable practices, p. 30	
2-26	Mechanisms for seeking advice and raising concerns	Equitable practices, p. 30	
2-29	Approach to stakeholder engagement	Appendix, p. 66-80	
2-30	Collective bargaining agreements		There were no collective bargaining agreements in 2024.

GRI indicator	Indicator	Report section and page number	Comment
GRI 3: Material topics			
3-1	Process to determine material topics	Materiality matters, p. 9	
3-2	List of material topics	Materiality matters, p. 9	
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 our business, p. 13-20	
201-2	Financial implications and other risks and opportunities due to climate change	Appendix, p. 66-80	
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. 99.8% of employees completed the training globally in 2024.
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	Accelerating Net Zero, p. 50	
302-4	Reduction of energy consumption	Accelerating Net Zero, p. 50	
GRI 303: Water and effluents			
303-1	Interactions with water as a shared resource	Accelerating Net Zero, p. 51	
303-5	Water consumption	Accelerating Net Zero, p. 10	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	Accelerating Net Zero, p. 48-49	
305-2	Energy indirect (Scope 2) GHG emissions	Accelerating Net Zero, p. 48-49	
305-3	Other indirect (Scope 3) GHG emissions	Accelerating Net Zero, p. 48-49	
305-4	GHG emissions intensity	Accelerating Net Zero, p. 48-49	
305-5	Reduction of GHG Emissions	Accelerating Net Zero, p. 48-49	
GRI 306: Waste			
306-2	Management of significant waste-related impacts	Accelerating Net Zero, p. 51	
306-3	Waste generated	Accelerating Net Zero, p. 51	

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. 34-36 Appendix, p. 66-80	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix, p. 66-80	
GRI 403: Occupational Health and Safety			
403-5	Worker training on occupational health and safety	Appendix, p. 66-80	
403-6	Promotion of worker health	Appendix, p. 66-80	
GRI 404: Training and education			
404-1	Average hours of training per year per employee	Change awareness, p. 61-63	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Change awareness, p. 61-63	
404-3	Percentage of employees receiving regular performance and career development reviews	Change awareness, p. 61-63	
GRI 405: Diversity and equal opportunities			
405-1	Diversity of governance bodies and employees	Our people, p. 34-36	
405-2	Ratio of basic salary and remuneration of women to men	Pay, promotion and progression, p. 31	
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	Building an inclusive workplace, p.29	

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. 35-36
Voluntary and involuntary turnover rate for employees	SV-PS-330a.2	Our People, p. 36; Appendix, p.71 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. 35-37
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. 35; Appendix, p.71
Employee hours worked, percentage billable	SV-PS-000.B	We do not currently report this data publicly.