Sustainability Report

2023

OLIVER

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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.

230+ HAPPY CLIENTS GLOBALLY

£358.4m TURNOVER

4,100+ EMPLOYEES GLOBALLY

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

ONE OF THE MOST AWARDED
AGENCIES IN THE UK IN 2023

Executive summary

Diversity, Equity and Inclusion

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

48% of senior positions held by a woman (vs target of 50%)

30% of leadership roles held by under-represented ethnic groups

7% of our whole workforce is 50+ years old

19% of our workforce identify as neurodiverse

Environmental Sustainability

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

We're committed to set science-based targets with SBTi in 2024.

In 2022, our global operational carbon footprint was 5,522.2 tCO2e, igniting carbon reduction goals and measurements for 2023. Our carbon footprint in 2023 was 4,073.1 tCO2e – a **27% reduction**.

All 3 UK offices ran on **renewable electricity**.

610 people trained on AdGreen Sustainable Production globally, named #1 'AdGreen Super User' agency of the AdGreen **Carbon Calculator**.

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About this Report

OLIVER

About this Report

Welcome to the IIG Sustainability Report 2023.

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 2023** to coincides 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 30.09.2024.

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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 2022, results are similar with a slight decrease of importance for social and environmental topics.

Our most important topics in 2023 were:

Access and affordability, customer privacy, customer welfare, management of the legal and regulatory environment, employee health and safety, business model resilience and business ethics.

Increasing importance to the stakeholders
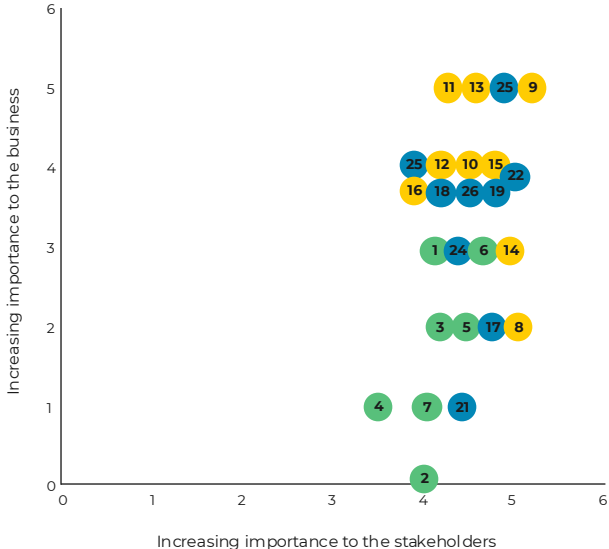
Topics considered less important to the business in 2023 based on actions and investment were:

Air quality, water and wastewater management, physical impact of climate change and material sourcing and efficiency.

● 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

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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. We're navigating a rapidly changing world by integrating sustainable practices across our operations which reduces our environmental footprint and creates long-term value. The dedication and innovation of our people drives our progress. We'll keep evolving, embracing new challenges, and maintaining accountability and transparency on our path to a more sustainable business. "

Simon Martin
Chief Executive Officer

"In 2023, we made strong progress towards our five-year plan, with leaders all over the world playing a key role in driving change within their regions. Moving forward, we are focused on supporting brands in their journey, ensuring they have the tools and resources to succeed. A major part of our strategy is connecting Sustainability and DEI through technology, which will be essential to the next phase of our growth. We'll keep listening, learning, and adapting to create a workplace where everyone thrives and delivers their best."

Amina Folarin
Chief Inclusion Officer

OLIVER

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About our business

OLIVER

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 **230 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.
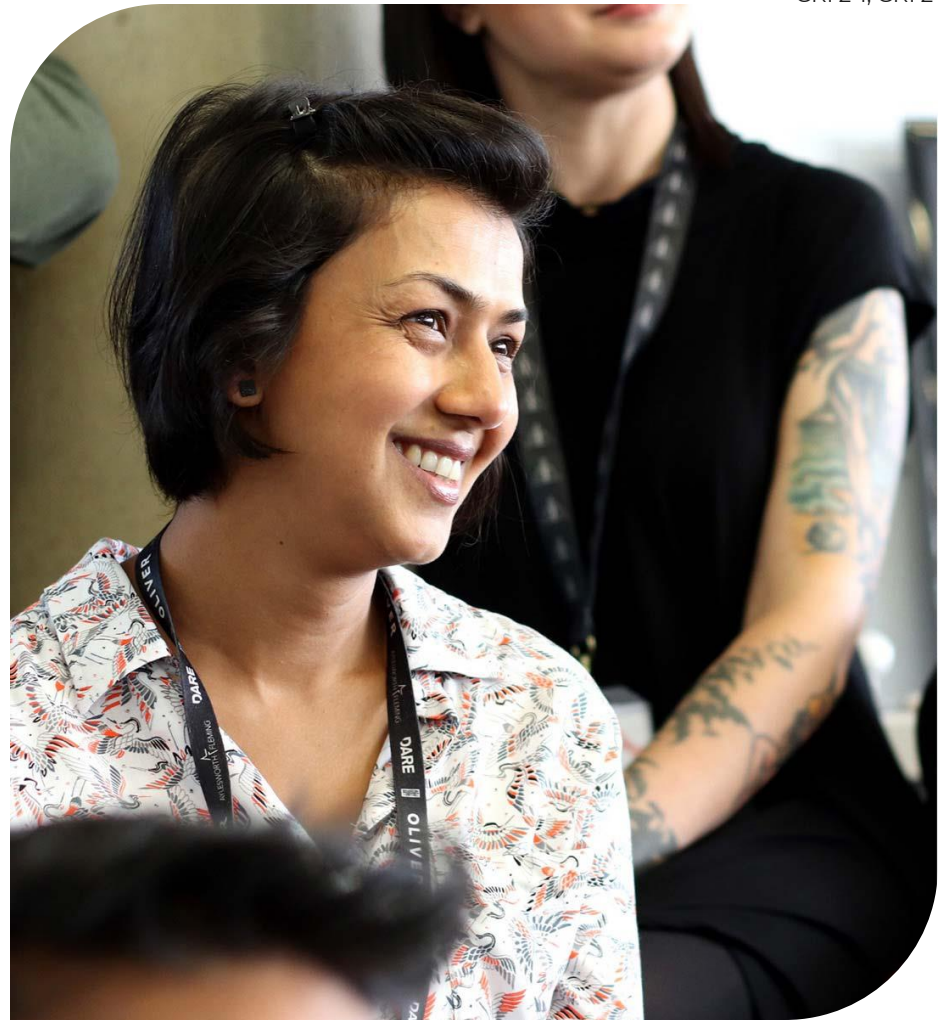
OLIVER

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.

Insideideas

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.

AF OLIVER

The stats speak for themselves

230+

Happy clients

8 Active ERGs

In UK & North America, plus
Change Makers &
Ambassador Networks

One of the

Most Awarded

agencies in UK &
EMEA in 2023

4100+

Employees Globally

OLIVER were

**#1 AdGreen
Superuser**

in 2023

358.4m

2023 global revenue

15

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
- Philippines
- Singapore
- South Africa
- Türkiye
- United Kingdom
- United States
- Vietnam

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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 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.

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.

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 **'C'** score

North America

- 4 Gold, 2 Silver and 5 Bronze for US Effie Awards

- 3x Winners of the ANA in-house Awards

- Grand Prize of the ANA In-house Awards

UK

- Silver for Customer Engagement Agency Of The Year at Campaign UK Agency of the Year 2023

- Bronze for Digital Innovation Agency of the Year and In-House Agency at Campaign UK Agency of the Year 2023

- Shortlisted for Customer Engagement Agency of the Year at Campaign UK Agency of the Year 2023

- Shortlisted for DEI Team of the year at Diversity Network

- Winner of New York Festivals

- AdGreen #1 Superuser in 2023

- EcoVadis SILVER medal for CSR performance

APAC

- Shortlisted for the One Show Awards

- Shortlisted for the Campaign BIG Global Awards

EMEA

- EcoVadis SILVER medal for CSR performance

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

Sustainability and DEI initiatives

Committed to set science-based targets in 2024.

Held roundtables with our ERGs to help shape the anti-racism policy and trained our leadership to implement it effectively.

Created and delivered 7-weeks DEI training for the Global People Team.

All 3 UK offices ran on **renewable electricity**.

610 people trained on AdGreen Sustainable Production globally, named #1 'AdGreen Super User' agency of the AdGreen **Carbon Calculator**.

In 2022, our global operational carbon footprint was 5,522.2 tCO2e, igniting carbon reduction goals and measurements for 2023.
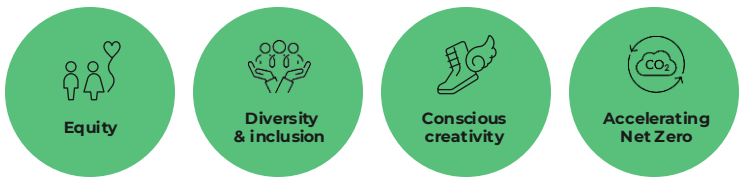
Our carbon footprint in 2023 was 4,073.1 tCO2e – a 27% reduction.

06

Our vision for change
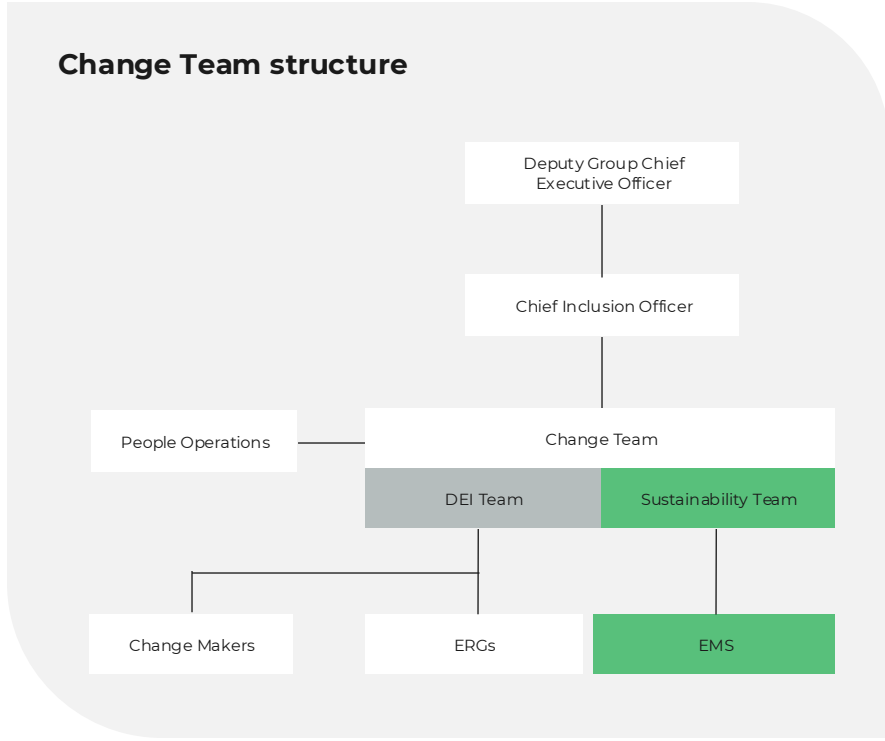
We're changing things up

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:

Equity

Diversity & inclusion

Conscious creativity

Accelerating Net Zero

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

Deputy Group Chief Executive Officer

Chief Inclusion Officer

People Operations — Change Team

DEI Team | Sustainability Team

Change Makers | ERGs | EMS

"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 be actively inclusive of all diversity demographics.

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

We hire, develop and retain employees from underrepresented or historically marginalised groups.

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 operational emissions by 2030.

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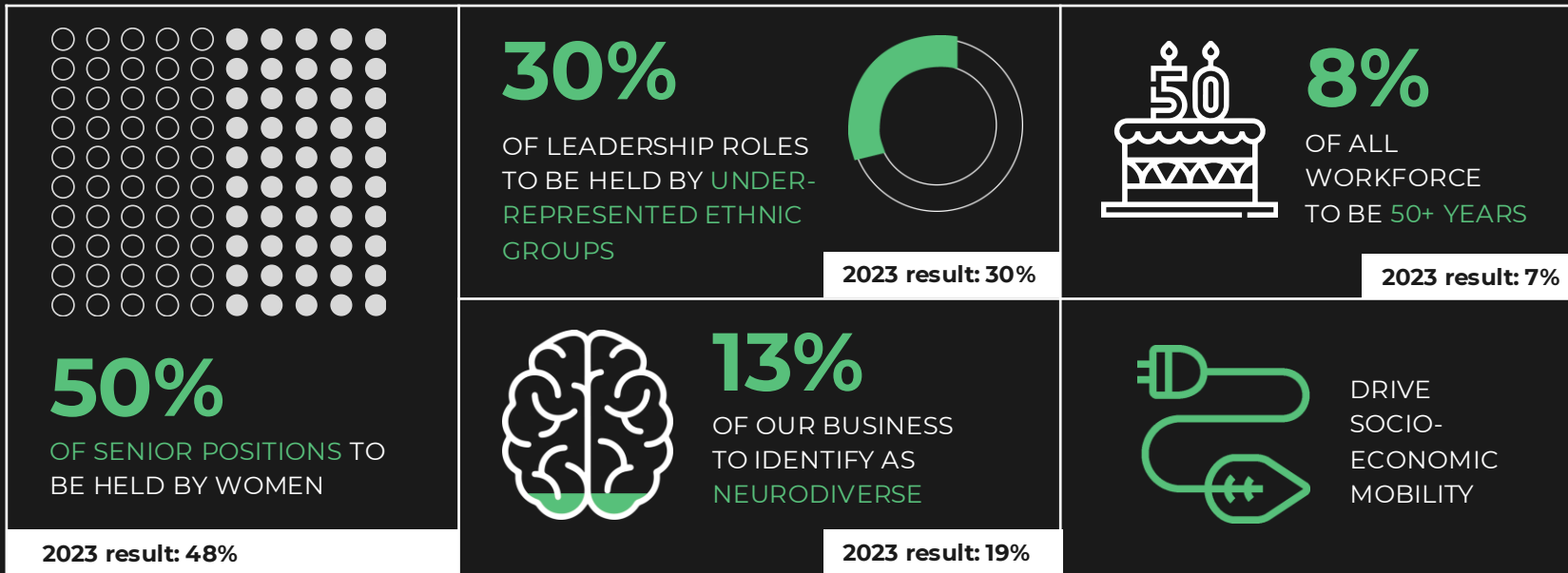
We promote sustainable and inclusive best practice to accelerate progress in the industry.

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.

30%

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

2023 result: 30%

8%

OF ALL WORKFORCE TO BE 50+ YEARS

2023 result: 7%

50%

OF SENIOR POSITIONS TO BE HELD BY WOMEN

2023 result: 48%

13%

OF OUR BUSINESS TO IDENTIFY AS NEURODIVERSE

2023 result: 19%

DRIVE SOCIO-ECONOMIC MOBILITY

Sustainability strategy

Complete and publish our science-based targets
by Nov 2024

Setting **Science-Based Targets** is next for clear year-on-year targets

offset

^ **Tonnes of CO2e**
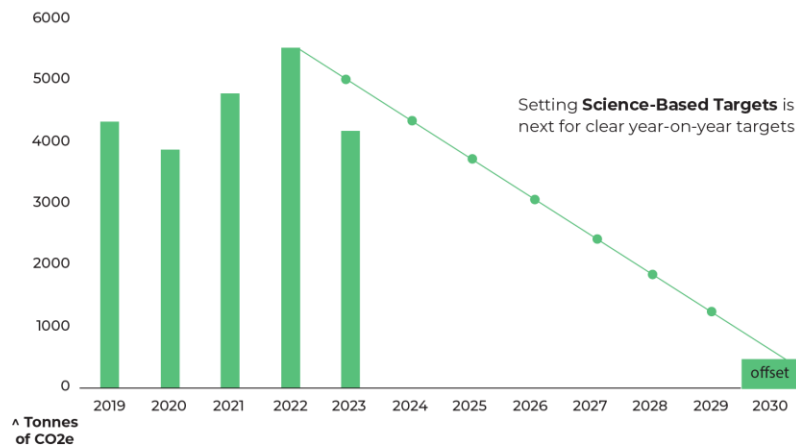
Reduce our global carbon footprint by 5% vs 2022
by EOY 2024

1. Supplier management: top 20% of global suppliers (by spend) data captured by 1 March 2024

2. Reduce travel emissions by 5% vs 2022 by EOY 2024

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

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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:

- **Providing comprehensive education on anti-discrimination:** Our Global Leadership Team has completed anti-racism and allyship training, setting an example from the top for more equitable team management. In 2023, we implemented mandatory **Anti-Racism training with a completion rate of over 82%**.

- **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. We 'call people in' (not out).

- **Engaging with our people:** We value diverse perspectives in shaping our policies. **Our Anti-Racism Policy is being developed in close partnership with our employees and networks** to address their needs and experiences effectively.

- **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 2023, **12 cases were recorded** and are in progress.

Our journey towards an inclusive workplace continues, focusing on continuous learning for an environment where everyone can thrive.

Equitable policies

Global

CODE OF
ETHICS

ANTI-RACISM
POLICY

INDIVIDUAL RIGHTS
MANAGEMENT
POLICY

HEALTH AND
SAFETY POLICY

UK

EQUAL
OPPORTUNITY
POLICY

BULLYING AND
HARASSMENT
POLICY

ANNUAL
LEAVE POLICY

MATERNITY
AND PATERNITY
POLICY

PARENTAL
POLICY

EMEA

EQUAL
OPPORTUNITY
POLICY

HOMEWORKING
POLICY

OLIVER

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OLIVER

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 in 2023 by introducing check points to mitigate bias within the employee life cycle.

This resulted in a 7-week DEI programme to upskill Global People Team leaders on our Anti-Racism Policy. As well as a toolkit for managers on how to mitigate bias in performance reviews.

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.

UK

In 2023, we became an accredited **Living Wage Employer.** So, employees have fewer money worries and can focus on their career and personal development.

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

2023 showed **women earn the same as men when comparing median hourly rates.** And 93.2p for every £1 men earn when comparing mean hourly rates, which means we're starting to make a real difference.

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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 a procurement management system in the pipeline for 2024.

In the meantime, we've **integrated DEI and sustainable principles into procurement with suppliers and contractors.**

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

89% of our global carbon footprint came from Scope 3 (4% less than 2022), with purchased goods and services accounting for 42%. But we can do better.
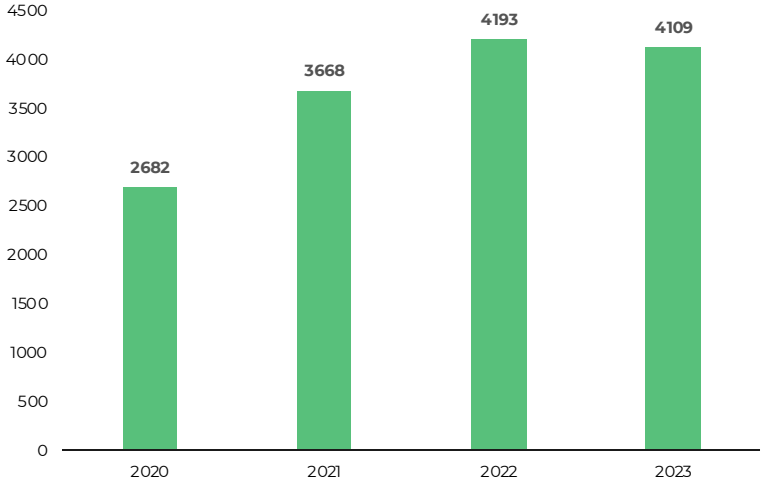
We're improving our carbon footprint with suppliers by auditing their environmental impact, as well as requesting DEI information to improve socially too.
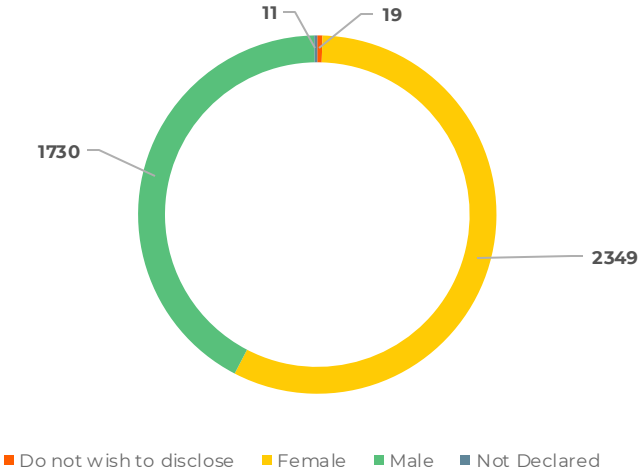
Diversity + inclusion

OLIVER

Our people

By EOY 2023, employee numbers decreased by 2% globally vs 2022. With a 30% turnover rate (split equally between female and male).

In 2023, **57% of all our employees globally are women**, which is 1% higher than last year. We also track Non-Binary and Transgender employees to track diversity in our business.

Total number of employees by gender

2020	2682		
2021	3668		
2022	4193		
2023	4109		

Donut chart values: 11, 19, 1730, 2349

■ Do not wish to disclose ■ Female ■ Male ■ Not Declared

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Enhancing workforce diversity in advertising

Advertising and marketing has an age and diversity issue.

But we're different and diverse.

48.3% of our senior management positions are held by women – just shy of our 50% senior female leadership goal.

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

It's not mandatory, but we're improving the data collection in 2024 to understand the diversity of our employees even better.

Ethnicity	Under 30	30-50	Over 50	Not declared	Grand Total
Asian	3.9%	10.9%	0.6%	0.1%	**15.5%**
Black	1%	3.4%	0.6%	0.1%	**5%**
Hispanic	0.5%	2.9%	0.2%	0.1%	**3.7%**
Other	0.1%	0.6%	0.1%	0.0%	**0.7%**
Prefer not to say	0.6%	2.7%	0.4%	0.1%	**3.8%**
White	4.6%	18.3%	3.7%	0.8%	**27.4%**
Not Declared	15.6%	26.2%	2%	0.0%	**43.8%**
Grand Total	**26.3%**	**64.9%**	**7.6%**	**1.2%**	**100%**

Senior management positions by sex:

Sex	Grand Total
Female	**204**
Male	**217**
Do not wish to disclose	**1**
Grand Total	**422**

Inclusive hiring + community crafting

We planned to embed DEI best practice into global talent acquisition in 2023. But due to resource changes, we're working with the Talent Team in 2024 to craft job descriptions, sourcing strategy and hiring metrics with the Talent Team.

Community and collaboration is a cornerstone of our business. Our Employee Resource Groups (ERGs) define our culture – creating safe spaces, fostering inclusivity and empowering underrepresented voices.

In NA, we've invested in our ERG co-leads with leadership coaching and annual workshops on community building and leadership skills.

All ERGs receive a budget to build community.

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Employee Resource Groups (ERGs)

UK and NA

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 leads financially rewarded for their work.

In the US and Canada we added two additional ERGs in 2023 – Latiné and GenZ. And our business has 8 ERGs globally:

- **Mental Wellbeing**

- **Women**

- **LGBTQIAP+**

- **Black**

- **Neurodiversity**

- **Latiné** (North America only)

- **GenZ** (North America only)

- **Parents and Caregivers** (North America only)

Employee Resource Groups (ERGs)

UK and NA

In 2023, **ERGs directly improved our Global Anti-Racism Policy for 2024 by providing their feedback and lived experience to inform.**

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

ERGs hosted more than 20 events in 2023, including:

- Black Resistance in Marketing
- IWD: Embracing Equity and Intersectionality
- Women's Hour: Navigating a pay rise and advocating for yourself
- Mental Health Awareness sessions (incl. Men's Mental Health and Suicide Prevention)
- Mental Health through an Intersectional Lens
- Neurodiversity Week
- Trans Joy Panel
- LGBTQIAP+ History
- Hispanic Heritage Month Block Party and Salsa Dancing
- Happy Parents Happy Kids Holiday Treats

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 **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.

The Change Team collaborated with InKroud, (OLIVER's first internal multicultural agency), to embed DEI and sustainability principles into the tool.

In Kroud are a diverse team of culturally immersed marketing experts dedicated to embedding inclusion at all stages of the marketing process.

By amplifying and advancing Black and Latiné talent in the US and Canada – with a mission to expand into other global markets.
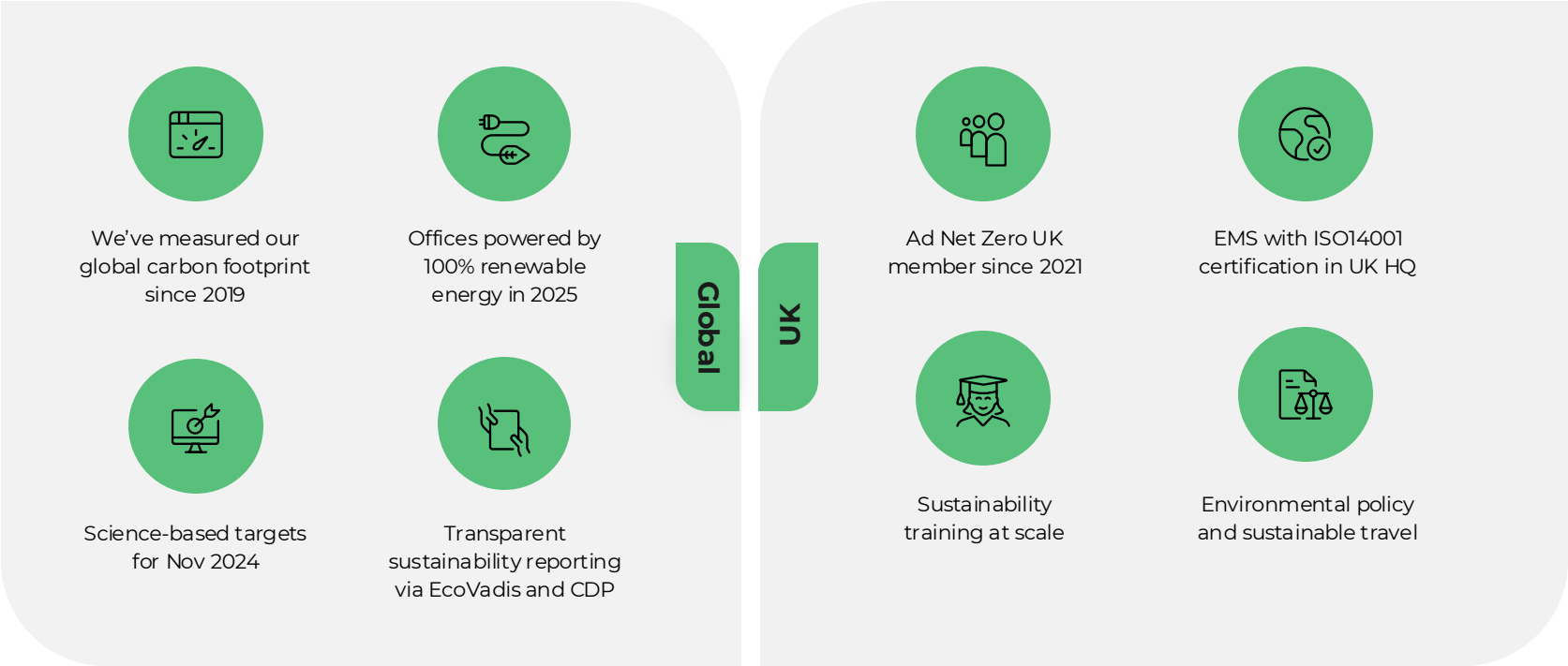

THE
OLIVER
SCALE

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 2030.

Global

We've measured our global carbon footprint since 2019

Offices powered by 100% renewable energy in 2025

Science-based targets for Nov 2024

Transparent sustainability reporting via EcoVadis and CDP

UK

Ad Net Zero UK member since 2021

EMS with ISO14001 certification in UK HQ

Sustainability training at scale

Environmental policy and sustainable travel

Everywhere we're sustainable

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

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

Higher complexity to implement changes within the business

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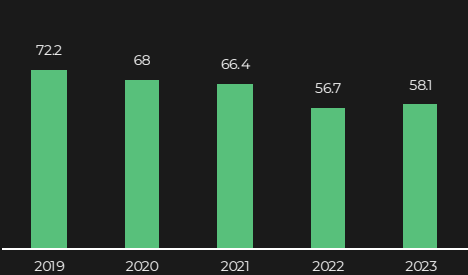
44

Making an operational impact

We calculate our annual carbon emissions according to 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.
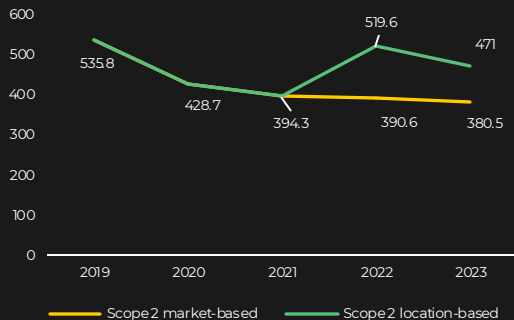
Both Scope 1 and Scope 2 emissions (market-based) have continually decreased since 2019. Office energy use decreased again in 2023 with all three UK offices operating on renewable energy.

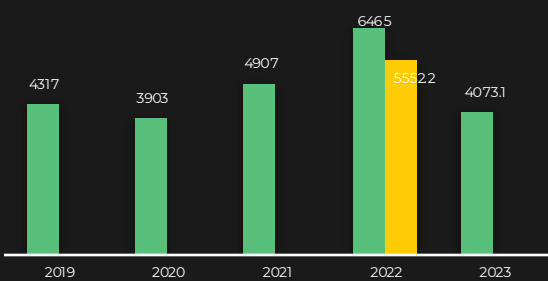**There was a 26.6% reduction 2023 vs 2022 due largely to data improvements in Scope 3.**
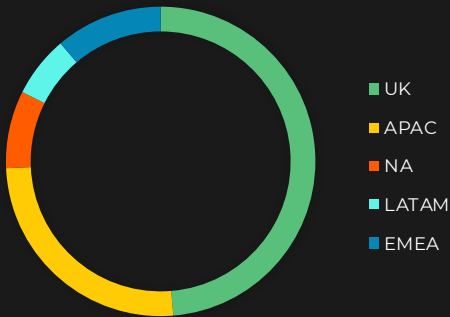
Scope 1

Year	Value
2019	72.2
2020	68
2021	66.4
2022	56.7
2023	58.1

Scope 2

Year	Scope 2 market-based	Scope 2 location-based
2019		535.8
2020		428.7
2021	394.3	394.3
2022	390.6	519.6
2023	380.5	471

— Scope 2 market-based   — Scope 2 location-based

Scope 1, 2 and 3 emissions

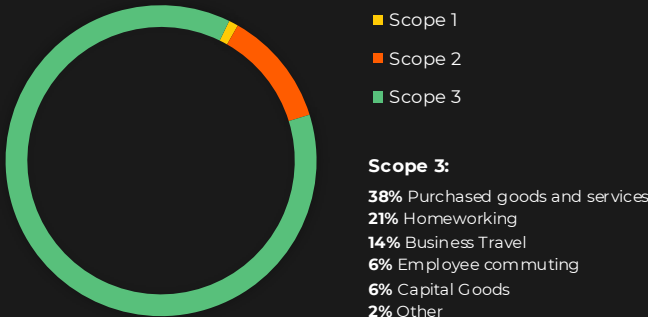| Year	Value
2019	4317
2020	3903
2021	4907
2022	6465 / 5592.2
2023	4073.1

We changed and improved the methodology of calculating Scope 3 emissions, thus, had to recalculate 2022 data.

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Making an operational impact

2023 GHG Emissions By Region

- UK
- APAC
- NA
- LATAM
- EMEA

2023 Global Carbon Footprint

- Scope 1
- Scope 2
- Scope 3

Scope 3:

38% Purchased goods and services
21% Homeworking
14% Business Travel
6% Employee commuting
6% Capital Goods
2% Other

In a regional breakdown, 49% of our Global Carbon Footprint came from the UK – which is 9% less than in 2022.

87% of our 2023 global Carbon Footprint came from Scope 3: *38% - purchased goods and services, 21% - homeworking, 14% - business travel.*

However, there was a 29% reduction in Scope 3 from 2022 vs 2023.

- Scope 1 & 2 intensity ratio = 0.13.
- Scope 1, 2 & 3 intensity ratio = 0.99.

FTE was used as the metric denominator to calculate the ratios.

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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 2023, our total fuel and energy consumption came to approximately 5,480.0856 GJ – equivalent to 1,522,246 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 12% vs 2022.

2023	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel	0	292.946	292.946
Consumption of purchased or acquired electricity	487.441	741.859	1,229.3
Total consumption	487.441	974.805	1,522.246

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

Switched to LED lighting on the ground floor and first floor of our London office.

Switched to 100% renewable electricity in our UK offices.

OLIVER

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.

Total water consumption	21.7 litres
Total weight of waste	50.6 tonnes

Waste management

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).

OLIVER

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 sustainable ways.

AdGreen Sustainable Production Practices

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

We were awarded **AdGreen No.1 Superuser** status in 2023 for most people trained and most carbon reports in the industry.

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

Making an impact with client support

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

- 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.
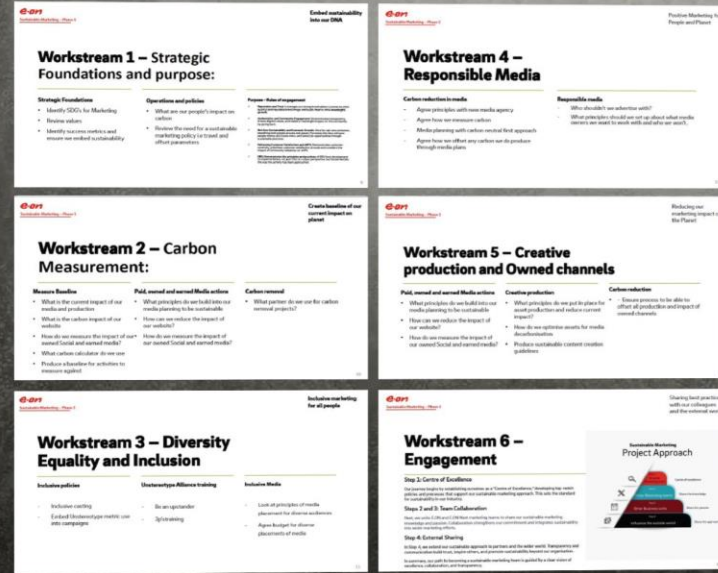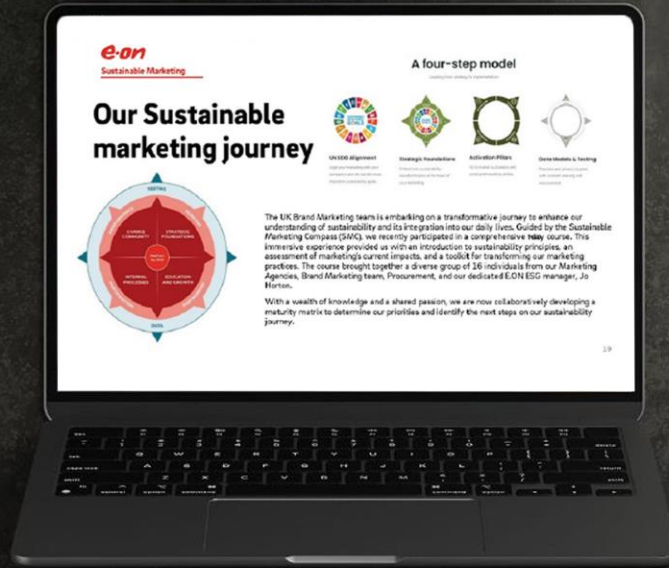
Activation Pillars

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 study: Sustainable Marketing Compass

Measuring our consumer impact

Advertised Emissions

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

In 2022, the UK advertising industry was responsible for 208 million tonnes of CO_2e, according to Purpose Disruptors' report.

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

Climate-related disclosures are increasing. And that's why 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**.

This shows we need to understand and manage impacts across our value chain even better.

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.
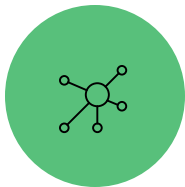
Sustainable
marketing strategy

Measuring
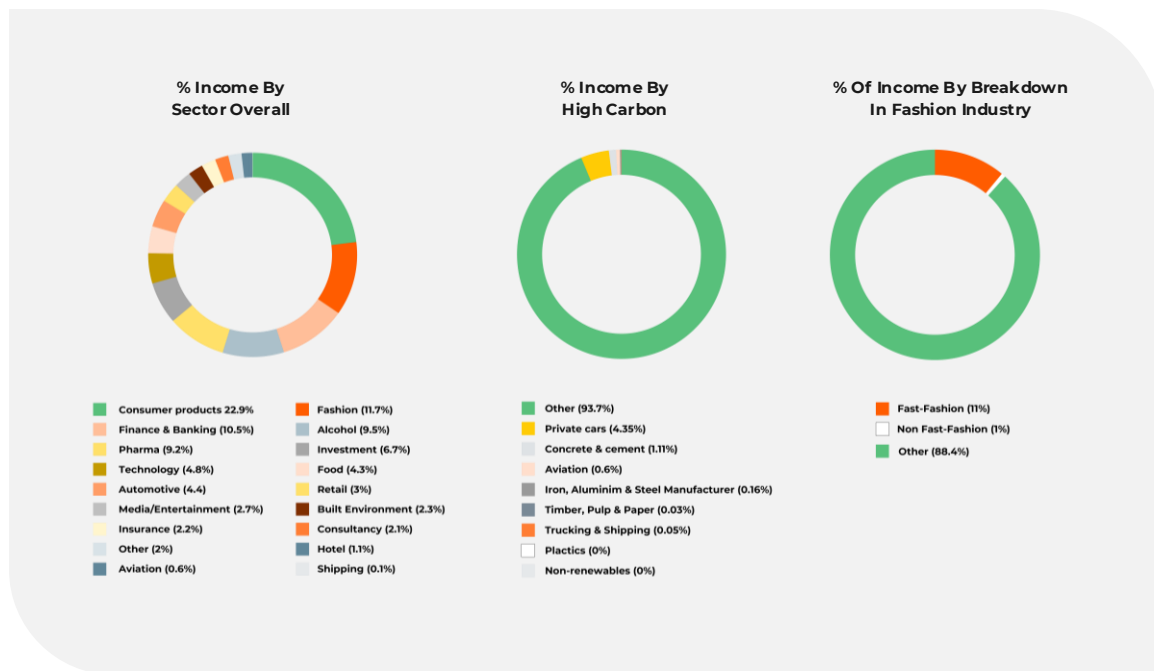marketing's impact

Sustainable production
solutions

Strategic services

Operations & delivery

Client Disclosure Report

In 2022, we started to analyse our income in relation to high carbon industries. This year we used the sameFuterra's Client Disclosure Report template to analyse our client portfolio for a second year running. This analysis gives us a top-line picture of the carbon related impacts of our clients. With 6% coming from high carbon industries, which is the same proportion as 2022.

% Income By Sector Overall

- Consumer products 22.9%
- Finance & Banking (10.5%)
- Pharma (9.2%)
- Technology (4.8%)
- Automotive (4.4)
- Media/Entertainment (2.7%)
- Insurance (2.2%)
- Other (2%)
- Aviation (0.6%)
- Fashion (11.7%)
- Alcohol (9.5%)
- Investment (6.7%)
- Food (4.3%)
- Retail (3%)
- Built Environment (2.3%)
- Consultancy (2.1%)
- Hotel (1.1%)
- Shipping (0.1%)

% Income By High Carbon

- Other (93.7%)
- Private cars (4.35%)
- Concrete & cement (1.11%)
- Aviation (0.6%)
- Iron, Aluminim & Steel Manufacturer (0.16%)
- Timber, Pulp & Paper (0.03%)
- Trucking & Shipping (0.05%)
- Plactics (0%)
- Non-renewables (0%)

% Of Income By Breakdown In Fashion Industry

- Fast-Fashion (11%)
- Non Fast-Fashion (1%)
- Other (88.4%)

Results:

- **Consumer products** (23%) account for the **highest proportion of our income**

- **Fashion was the second largest** industry (12%)

- **6% came from high carbon industries** (we don't work with 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**

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

In 2023, we upgraded our **internal learning platform the Insiders Academy.**

The Academy included **1,228** pieces of training – with 106 pieces of Sustainability and DEI tagged content – which totals **1,200 hours** of training open to all employees.

Our employees completed 21,167 hours of training in 2023 which is 3 times higher than in 2022. **With 5.15 hours of training completed** by employees on average globally.

We also created a 7-week bespoke DEI program for our Global People Team and hosted an engaging climate justice event titled "It's Not That Radical" with Mikaela Loach.

NA

We held offsite workshops with our Executive Leadership Team in NA to integrate anti-racism into our everyday work. Additionally, our senior leadership team engaged in roundtable discussions to understand, implement, and lead our anti-racism policy. This resulted in shared accountability and clear, actionable KPIs for 2024.

UK

In 2023, we continued our partnership with **Cranfield University** with employees studying for the Marketing, Communication and Leadership MSc. Employees with at least 3+ years of management experience had a chance to gain an MBA qualification. Four female employees enrolled in the "Women in Leadership" Apprenticeship.

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.

Environmental Policy

We developed our first Environmental Policy in 2022 and revised it in 2023 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.

The 2023 ESOS was postponed by the government and will be submitted in 2024. 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

OLIVER

Let's talk

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

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

09

Appendix

UN SDGs that correlates with our strategy

Global

UK

OLIVER

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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	**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.

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 CSR agenda for the UK business.
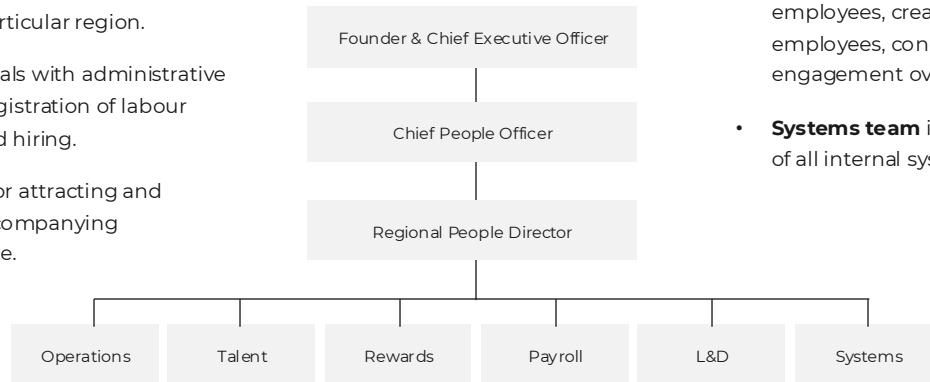
Internal stakeholder groups

- 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

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.

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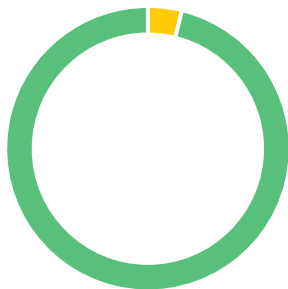
- **Rewards team** is responsible for defining a strategy for all employees' incentives, developing and managing employees' remuneration, and developing, implementing, and updating the benefits and recognition programmes provided to employees.

- **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.

Founder & Chief Executive Officer

Chief People Officer

Regional People Director

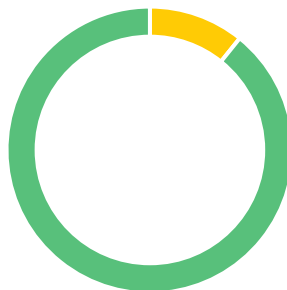| Operations | Talent | Rewards | Payroll | L&D | Systems |

Employees

In 2023, 89% of all our employees work on permanent contracts and only 11% 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). 96% of our employees work full time.

The structure of our personnel is wide ranging in age.

Sex	< 30 y.o	30-50 y.o	> 50 y.o	Not declared
Female	691	1508	130	20
Male	372	1146	183	29
Not declared	10	1		
Do not wish to disclose	8	10	1	

Staff turnover rate by gender globally, %	
Female	29
Male	29

**Total number of employees
by employment type**

**Total number of employees
by employment contract**

■ Part Time (158) ■ Full Time (3951)

■ Fixed term contract
(443)

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 **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 40 people each 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.

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	
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. 60	
2-4	Restatements of information		There were no restatements of information in 2023. IIG has not conducted assurance report for this Sustainability Report.
2-5	External assurance		
2-6	Activities, value chain and other business relationships	About our business, p. 13-20	
2-7	Employees	Our People, p. 34-36 Appendix, p. 61-75	
2-9	Governance structure and composition	Our vision for change, p. 22 Appendix, p. 61-75	
2-10	Nomination and selection of the highest governance body	Our vision for change, p. 22 Appendix, p. 61-75	
2-11	Chair of the highest governance body	Our vision for change, p. 22	
2-12	Role of the highest governance body in overseeing the management of impacts	Our vision for change, p. 22	

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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. 22	
2-14	Role of the highest governance body in sustainability reporting	Our vision for change, p. 22	
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. 29	
2-25	Processes to remediate negative impacts	Equitable practices, p. 29	
2-26	Mechanisms for seeking advice and raising concerns	Equitable practices, p. 29	
2-29	Approach to stakeholder engagement	Appendix, p. 61-75	
2-30	Collective bargaining agreements		There were no collective bargaining agreements in 2023.

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. 61-75	
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. 74% 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	Accelerating Net Zero, p. 47	
302-4	Reduction of energy consumption	Accelerating Net Zero, p. 47	
GRI 303: Water and effluents			
303-1	Interactions with water as a shared resource	Accelerating Net Zero, p. 48	
303-5	Water consumption	Accelerating Net Zero, p. 48	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	Accelerating Net Zero, p. 45-46	
305-2	Energy indirect (Scope 2) GHG emissions	Accelerating Net Zero, p. 45-46	
305-3	Other indirect (Scope 3) GHG emissions	Accelerating Net Zero, p. 45-46	
305-4	GHG emissions intensity	Accelerating Net Zero, p. 45-46	
305-5	Reduction of GHG Emissions	Accelerating Net Zero, p. 45-46	
GRI 306: Waste			
306-2	Management of significant waste-related impacts	Accelerating Net Zero, p. 48	
306-3	Waste generated	Accelerating Net Zero, p. 48	

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. 34-35 Appendix, p. 61-75	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix, p. 61-75	
GRI 403: Occupational Health and Safety			
403-5	Worker training on occupational health and safety	Appendix, p. 61-75	
403-6	Promotion of worker health	Appendix, p. 61-75	
GRI 404: Training and education			
404-1	Average hours of training per year per employee	Change awareness, p. 56-58	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Change awareness, p. 56-58	
404-3	Percentage of employees receiving regular performance and career development reviews	Change awareness, p. 56-58	
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	Equitable practices, 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.34-35
Voluntary and involuntary turnover rate for employees	SV-PS-330a.2	Our People, p. 34; Appendix, p.66 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. 34
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. 34; Appendix, p.66
Employee hours worked, percentage billable	SV-PS-000.B	We do not currently report this data publicly.