

OLIVER

ESG REPORT

AUGUST 2026 | LONDON



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01

ABOUT THIS REPORT



ABOUT THIS REPORT

Welcome to the IIG ESG Report 2025.

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

Our ESG strategy covers **diversity, equity, inclusion and environmental** sustainability and internal governance. And this Report summarises the key milestones from **1 January to 31 December 2025** to coincide with our financial reporting year.

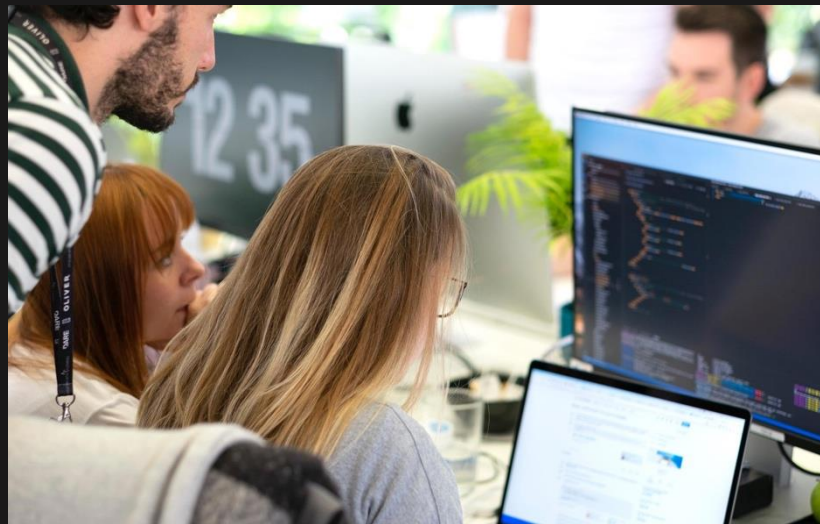
Each topic was chosen based on a stakeholder survey to identify key priorities for the business, was prepared by the relevant business units and consolidated by our Sustainability Team.

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 10.09.2026.



02

A WORD FROM OUR LEADERS



WHAT OUR LEADERS HAVE TO SAY

At OLIVER, ESG is not a tick-box exercise. It reflects who we are and how we show up for our people, our clients and the planet.

This year, the Science Based Targets initiative (SBTi) validated our targets, formalising our commitment to reach net zero by 2040. That includes a near-term target to cut absolute Scope 1 and 2 emissions by 90% by 2030, against a 2019 baseline.

We also exceeded our goal of women holding 50% of senior leadership roles. Through committed leadership, active allyship, education, employee resource groups and cultural celebrations, we are building a culture where every voice is valued and everyone can thrive.

OLIVER'S embedded model means sustainability sits inside the decision, not alongside it. Our teams work within our clients' businesses, so we shape the brief and production at the point they're made. That's where meaningful carbon reductions are found.

We're proud of how far we have come and clear about how far there is to go. Every year we're making measurable progress, and we'll keep holding ourselves to account for it.



Angela Tangas

Global OLIVER CEO

We don't just talk about change at OLIVER - we put it into action, embedding environmental, social, and ethical considerations into how we work, the tools we use, and the and the decisions we make at every level of the business. I'm continually inspired by the commitment our teams bring to this every day.

Our team has done extraordinary work in developing our Responsible AI Policy and Bias in AI training, translated into nine languages and embedded across global onboarding and systems. This gives every employee the guidance and tools to use AI responsibly, from mitigating bias in image generation to understanding its environmental impact.

In 2025, we were again among AdGreen's biggest users, reflecting how deeply sustainable production is embedded in our culture. While we're excited by GenAI's potential to improve efficiency and reduce carbon emissions on some campaigns, we remain conscious of its environmental footprint and are actively evolving our practices to help mitigate that impact.

This is what walking the talk means to us: staying curious, staying honest, and never stopping our pursuit of better.



Amina Folarin

UK CEO & Chief Inclusion Officer

03

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

This is Inside Ideas Group's Global ESG 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.



250+ HAPPY CLIENTS
GLOBALLY



4100+ EMPLOYEES
GLOBALLY



23 **ACTIVE ERGs** IN UK, EMEA,
NORTH AMERICA & BRAZIL,
PLUS AMBASSADOR NETWORKS



ONE **OF THE MOST AWARDED**
AGENCIES IN 2025

EXECUTIVE SUMMARY

Diversity, Equity and Inclusion

In 2020, we launched a number of DEI-related targets for the business and we have made the following progress on our DEI targets by the end of 2025:



53% of senior positions held by a woman (exceeds our target of 50%)



24% of leadership roles held by under-represented ethnic groups (vs target of 30%)



11% of our whole workforce is 50+ years old (exceeds our target of 8%)



14% of our workforce identify as neurodiverse (exceeds target of 10%)

EXECUTIVE SUMMARY

Environmental Sustainability

In 2025, we validated our Science-Based Targets in May 2025. Alongside our commitment to achieve Net Zero by 2040, we continue to advance environmental initiatives beyond the scope of this target.



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



In 2025, our global operational carbon footprint was 7,447.45 tCO₂e, which is 32% higher than in 2024. To know more, visit p. 50-51.



Total energy consumption has decreased by 12% vs 2024.



1,284 people trained on AdGreen Sustainable Production globally, named #3 'AdGreen Super User' agency of the AdGreen Carbon Calculator.

04

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).

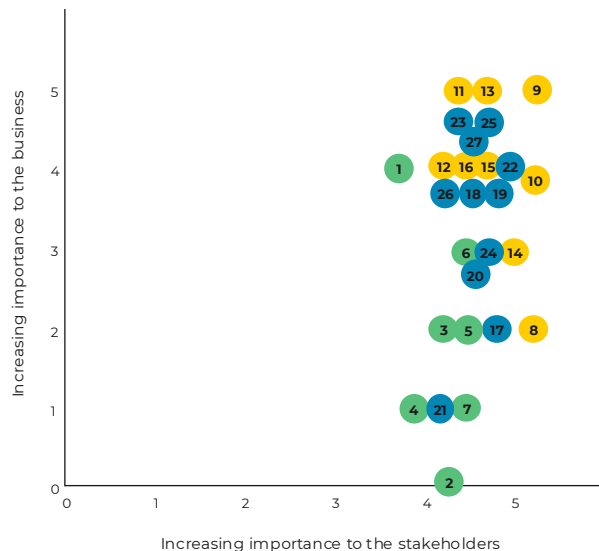
3. Analyse and understand the importance of the topics to stakeholders vs current business activities.

4. Create the materiality matrix.

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

Compared to 2024, results are similar with a slight decrease of importance for social and environmental topics.

Our most important topics in 2025 were: human rights and community relations, customer privacy, data security, labor practices and employee health and safety. GHG emissions area has been an important area for the business overall, rather than to individual stakeholders.



Topics considered less important to the business in 2025 based on actions and investment were: Air quality, water and wastewater management, 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
27. Gen AI technologies

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 transform 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 **250 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.



OLIVER Agency

The world's first company to design, build and run bespoke Gen AI in-house agencies and marketing ecosystems. These studios combine creativity, data, and media with Gen AI to act as engines for brand growth and catalysts for marketing ecosystem transformation—helping you reimagine and repurpose your marketing.



brandtech+

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



DARE

A digital creative agency specialising in digital design engineering. Who create products and services for the world's most ambitious brands, bringing together behavioural science, design, engineering to help make brands more efficient, effective and creative.



Adjust Your Set

A full-service content agency that delivers ROI. AYS enables brands grab attention, build audiences, earn affection and inspire action.



Aylesworth Fleming

A full-service marketing agency working with property and FMCG clients. We approach every project with strategic mindset. Applying data driven knowledge, with a sharp focus on customer needs.



THE STATS SPEAK FOR THEMSELVES

250+

Happy clients

One of the
Most Awarded
agencies in UK &
EMEA in 2025

OLIVER were
**#3 AdGreen
Superuser**
in 2025

23 Active ERGs

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

4100+

Employees Globally

35 countries

are included into
Global Inclusion Survey

OLIVER's GONE GLOBAL

Countries with 50+ employees:

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



THANKS TO OUR CAPABILITIES



Strategy & Analytics

Content strategy, data analytics, BI dashboards, ABM



Digital Advertising

Digital campaigns, rich media, SEO / search optimisation



Integrated Marketing

integrated marketing campaigns



Performance Marketing

Strategy, programme development, content optimisation



Creative & Design

Omnichannel Creative concepts, visual design & studio services



Content Marketing & Social media

Copywriting, editorial, Social media & community management



Production, Transcreation & Localisation

AI powered global production, Localisation & cultural consultancy



Marketing Tech & Platforms

AI Technology, E2E workflow & DAM, website build and optimisation, Apps, CX/UX

- 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.
- We act as an extension of our clients' teams, and free up marketer's time to focus on higher value tasks that drive growth.
- We are the experts at **consolidating and simplifying complex** agency ecosystems. Our approach streamlines workflows, improves speed to market and improves creative outcomes.
- We combine **best in class talent and creative processes that improve efficiency**. This is augmented by our end-to-end **AI operating system** Pencil Pro.
- Our unique approach delivers better content outcomes, making marketing, faster and more efficient – which drives ROI.

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.

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

- **Gold** for Digital Transformation Agency of the Year at the Campaign Agency of the Year Awards
- **Gold** for In-House Agency of the Year at the Campaign Agency of the Year Awards
- **Silver** for Customer Engagement Agency of the Year at the Campaign Agency of the Year Awards
- Carbon Disclosure Project (CDP) climate change global reporting 'B' score and 'A-' in Supplier Engagement Assessment

EMEA

- **Bronze & Silver** for Creativepool Annual 2025
- **2x Silver, 3x Bronze** at Smarties Awards, South Africa
- **Gold** at Strategies Awards, France
- **Gold** and **Silver** at LAB Mixx Awards, Türkiye
- **Silver** at LAB Mixx Awards, Italy
- EcoVadis **Bronze** medal for CSR performance

UK

- **Bronze** for UK Customer Engagement Agency of the Year at the Campaign Agency of the Year Awards
- **Gold, Silver & Bronze** at DMA Awards
- AdGreen **#3 Superuser** in 2025
- EcoVadis "**Committed**" badge for CSR performance

NORTH AMERICA

- **2x Finalist** at New York Festivals
- **2x Winner** at ANA In-House Awards
- **Bronze** at Integration with traditional media, Shorty Awards
- **5x Gold, 1x Silver** at Ad Rodeo, Canada
- **2x Gold, 4x Silver, 2x Bronze** at Financial Communications Society (FCS) Portfolio Awards
- **Honouree & Nominee** at Webby Awards
- **6x shortlisted** at One Show
- **2x shortlisted** at Drum Awards

APAC

- **2x Gold, 2x Silver, 3x Bronze** at 2025 Philippines Smarties Awards
- **2x Gold, Silver and Bronze** at 2025 Marketing Excellence Awards Philippines
- **Gold** and **2x Bronze** at 2025 Kidlat Awards, Philippines

WE'RE CHANGING THINGS UP

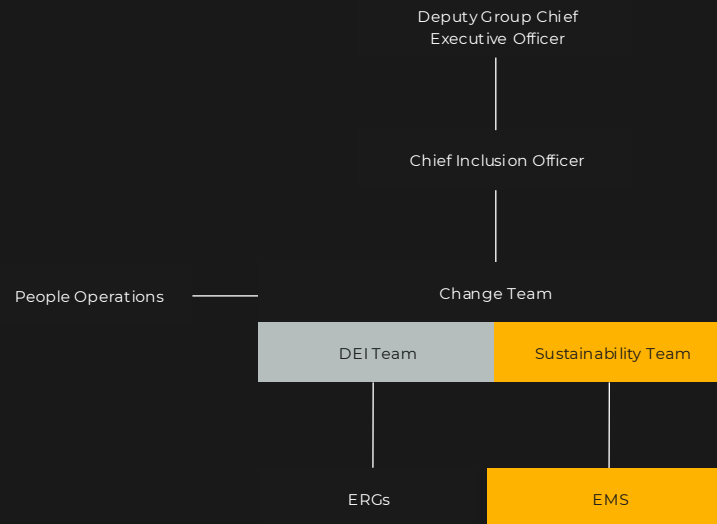
Change comes from within. And our Change Team is instrumental in integrating sustainability and DEI into our business. Our strategy is based on four key pillars:



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

”

06

OUR ESG STRATEGY & ACHIEVEMENTS



OUR ESG COMMITMENTS: DEI



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.



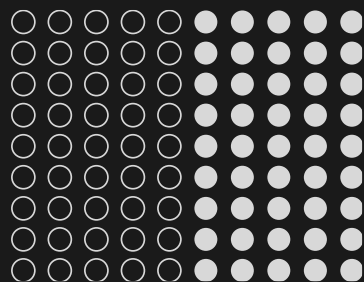
We support our networks by investing in charities and social enterprises.

DEI STRATEGY

In 2020, we developed ambitious global DEI targets we committed to hit by EOY 2025.

Regional differences: These targets cover our focus markets in the UK, NA, LATAM and SA.

*3 out of 4 targets are complete. Leadership roles held by under-represented ethnicities are 6% under target.



50%

OF SENIOR POSITIONS TO BE HELD BY WOMEN

2025 result: 53%

30%

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



2025 result: 24%



8%

OF ALL WORKFORCE TO BE 50+ YEARS

2025 result: 11%



13%

OF OUR BUSINESS TO IDENTIFY AS NEURODIVERSE

2025 result: 14%



DRIVE SOCIO-ECONOMIC MOBILITY

Target coming in 2026

EQUITY

BUILDING AN INCLUSIVE WORKPLACE

In 2025, we strengthened our inclusive workplace through measurable action.

Measure & listen: Global Inclusion Survey 2.0 launched across 35 countries (22 languages) to track representation and belonging.

Community & belonging:

- ERGs expanded globally to 11 active groups, welcoming Jewish and Sustainability ERGs in NA and Women's ERG in EMEA, ensuring colleagues across all regions have spaces for connection and representation.
- We delivered a robust cultural programming calendar spanning Black History Month, Lunar New Year, Pride, Hispanic Heritage Month, and more; through panels, workshops, and community events, including a dinner supporting formerly incarcerated women, a Domestic Violence Awareness seminar, and Global Active Bystander Training.

Speak up safely: "Safe to Say" provides confidential, anonymous reporting for discrimination and misconduct. There were 7 cases recorded, 1 close and 6 are still in progress.

Education & Accountability: Delivered 8 implicit-bias sessions reached 400+ North American employees; exclusion workshops with line managers informed SLT inclusion commitments for 2026.

Remove barriers: UK accessibility audit completed with 75% of recommendations implemented; speed mentoring reached 100+ employees, increased belonging and created lasting mentor relationships; scaled across regions **to The Brandtech Group as Women in AI speed mentoring** (including EMEA). Maternity returner coaching pilot (rated 4.8/5) supported colleagues returning to work, increasing confidence and reducing burnout, strengthened progression and retention.



EQUITABLE POLICIES

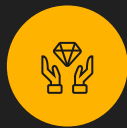
Global



CODE OF
ETHICS



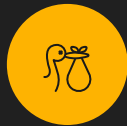
ANTI-RACISM
POLICY



INDIVIDUAL RIGHTS
MANAGEMENT
POLICY



HEALTH AND
SAFETY POLICY



FAMILY LEAVE
POLICY

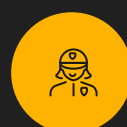


ANTI
DISCRIMINATION
POLICY

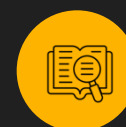
UK



EQUAL
OPPORTUNITY
POLICY



RESPECT AT
WORK POLICY



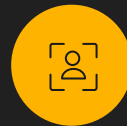
INVESTIGATION &
DISCIPLINARY POLICY



WORKPLACE STRESS
RISK ASSESSMENT
POLICY



MENOPAUSE
POLICY



NEURODIVERSITY
POLICY



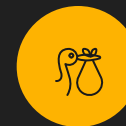
FLEXIBLE WORKING
POLICY



WHISTLEBLOWING
POLICY



ANNUAL LEAVE
POLICY



FAMILY LEAVE
POLICY

EQUITABLE POLICIES

EMEA



EQUAL
OPPORTUNITY
POLICY



HOMEWORKING
POLICY

LATAM

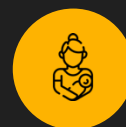


BEHAVIOUR &
CONDUCT POLICY

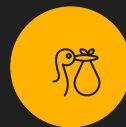
NA



EQUAL OPPORTUNITY
EMPLOYMENT
POLICY



LACTATION
POLICY

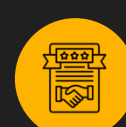


PARENTAL LEAVE
POLICY

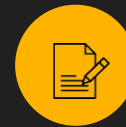


REPRODUCTIVE LOSS
POLICY

APAC



BEHAVIOUR &
CONDUCT POLICY



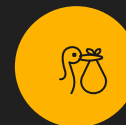
WHISTLEBLOWING
POLICY



BULLYING &
HARASSMENT
POLICY



PREVENTION OF
SEXUAL HARASSMENT
POLICY



PARENTAL LEAVE
POLICY



ANNUAL LEAVE
POLICY

PAY, PROMOTION AND PROGRESSION

Ensuring our people have clarity on how they grow, develop and are rewarded at our agency is a priority we are actively investing in. In 2025, we have undertaken a significant piece of work to review and define our job families and levels, **creating a structured framework that maps clear career pathways** backed by the skills and capabilities required at each stage. While this work is still ongoing, it will form a critical foundation for a wide range of future people initiatives, from L&D to fairer and more transparent pay decisions. Alongside this, we have established **a regular cadence of annual pay reviews**, ensuring all employees are considered consistently for merit-based increases and promotions. We recognise that this is just the beginning of the journey, and we are committed to building a progression framework that is equitable, transparent and reflective of the talent and contribution of everyone in our team.

North America

To drive accountability, we developed comprehensive dashboards to analyse performance review outcomes and pay adjustments across demographic groups, enabling us to identify potential disparities. In response, our **ELT formed a dedicated task force** to investigate findings and develop strategic solutions.

UK

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

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

2025 showed **women's median hourly rate is 2.0% lower than men's when comparing median hourly rates, which is 1.1% higher than in 2024**, and 13.3% lower than men's if we look at mean hourly rate. And 86.7p for every £1 men earn when comparing mean hourly rates, which is 6.5p lower than in 2024.



KEEPING OUR SUPPLIERS RESPONSIBLE

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. Additionally, at the end of 2025 we have signed off a **new supplier management system** that will be rolled out in 2026.

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. **94.5% of our global carbon footprint came from Scope 3 (4.5% more than 2024)**, with purchased goods and services accounting for 43%, which is 9% higher than in 2024, remaining 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.

ACCESSIBILITY

UK

In 2024, we conducted an **Accessibility audit to improve our compliance with the Equality Act 2010** and developed a clear plan for further enhancements, subject to approval. By the end of 2024, we had addressed 75% of the key action points, resulting in notable accessibility improvements in our London office.

Throughout 2025, we have been expanding the implementation of the London audit's recommendations to our Nottingham site, maintaining a **continuous improvement strategy** across all UK locations. Staff awareness and understanding of accessibility needs have increased due to targeted training and enhanced communication efforts. **Disability disclosure rates have risen by 12%**, from 16% in December 2024 to 28% in December 2025. Additionally, reasonable adjustments are now automatically offered at the end of all global job descriptions and included in interview invitations.

As a result, **we continue to foster a more inclusive and welcoming work environment**, promoting diversity and supporting employee



**Access
ability.**

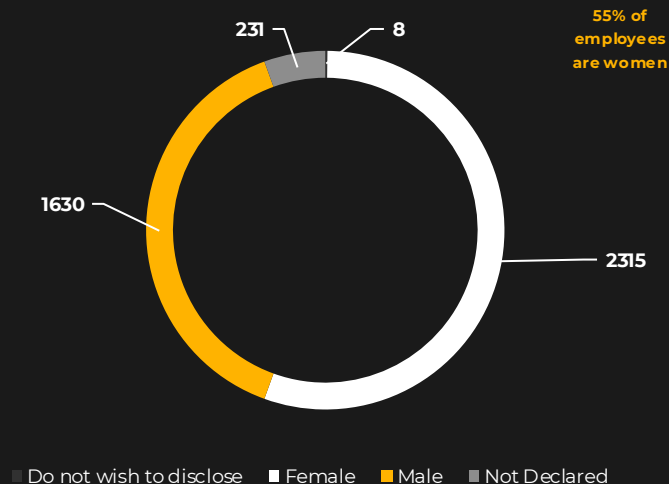
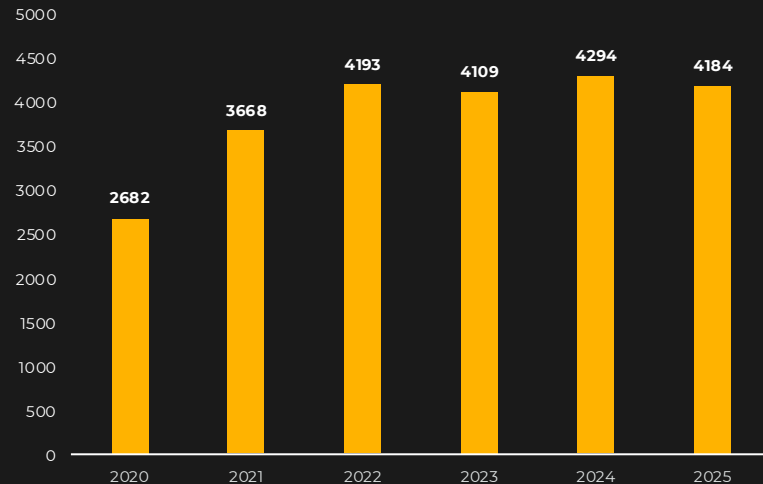
DIVERSITY & INCLUSION

OUR PEOPLE

By EOY 2025, employee numbers decreased by 2.5% globally vs 2024, with a 57% turnover rate for female and 37% for male, and overall rate is 24.8%.

In 2025, **55% of all our employees globally are women**, which is 2% less than in 2024. 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

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.

53% 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 and have improved it in 2025, translating it into 22 different languages to go out to 35 countries in 5 regions to track representation and belonging.

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

53% 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	1.6%	10.3%	0.9%	0%	12.8%
Asian Latin American	0%	0.1%	0%	0%	0.1%
Black	1.0%	3.0%	0.3%	0%	4.3%
Hispanic	0.2%	2.7%	0.6%	0%	3.5%
Other	0.2%	1.0%	0.3%	0%	1.5%
Prefer not to say	0.3%	1.0%	1.1%	0%	5.5%
White	2.0%	24.4%	7.4%	0.2%	34.0%
Indian	1.9%	2.5%	0.1%	0%	4.5%
Not Declared	10%	18.2%	1.1%	3.7%	33.0%
Grand Total	11.9%	40.0%	5.6%	2.3%	100%

Senior management positions by sex:

Sex	Grand Total
Female	244
Male	205
Not declared	6
Grand Total	455

INCLUSIVE HIRING + COMMUNITY CRAFTING

In 2024 we have started **embedding D&I best practice into regional talent pipelines** and continued doing this in 2025. This will address systemic barriers, enhance representation, and establish metrics to track progress. We have identified Inclusive recruitment training providers to upskill key internal stakeholders (e.g. Top 75 Global Hiring Managers and Global Talent Team).

41% of 2025 new hires are from under-represented ethnicities.

The Demographic Form as a part of our Applicant Tracking System is now live for the UK, USA, India, South Africa and Brazil. Our plan was to start with our larger markets and then all others. Our goal is to review the results from the Form quarterly and identify the gaps in our hiring process. We have created an end-to-end inclusive recruitment checklist for our Global Talent Teams to accompany the inclusive recruitment training that we will run in 2026.



EMPLOYEE RESOURCE GROUPS (ERGs)

UK, EMEA, 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 2025 we launched the first ERG in EMEA – Women ERG. Currently our business has **23** ERGs globally:

- **Women** (Brazil, NA, UK, EMEA)
- **Black** (Brazil, NA, UK)
- **LGBTQIAP+** (Brazil, NA, UK)
- **Mental Wellbeing** (NA, UK)
- **Neurodiversity** (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)
- **Jewish** (North America only)
- **Sustainability** (North America only)



23 ERGs globally



EMPLOYEE RESOURCE GROUPS (ERGs)

Brazil, NA, UK and EMEA

ERGs hosted more than 20 events in 2025, including:

- Self-Care & Burnout Prevention for Neurodiverse Women
- Latiné Hispanic Heritage month celebration
- Lunar New Year Celebration trivia game
- Financial Literacy session
- Friendsgiving
- Sustainability 101 session
- IWD Panel: Allyship, Inclusivity, and Accountability in Marketing
- IWD: Women Accelerating Action Panel - Exploring non-linear career paths
- IWD: Work-Life Balance Workshop
- Supporting the LGBTQIA+ community Webinar
- 3x Meditation & Laughing Yoga sessions
- AAPI Storytelling Workshop

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

We also plan to rebrand UK ERGs in 2026, so it feels more community-driven.



CONSCIOUS CREATIVITY

THE BIGGEST PITCH OF THE YEAR (2025/26)

- **Programme:** The Challenger Academy: The Biggest Pitch of the Year (2025/26)
- **Reach:** 75 students across 5 colleges (4 Stoke-on-Trent, 1 Nottingham)
- **Who we reached:** Income deprivation: 70% of surveyed Nottingham students and 67% of surveyed students from 2 participating Stoke colleges live in the 20% most income-deprived neighbourhoods; Representation: 1 in 5 surveyed students identify as part of an ethnic minority group
- **Confidence uplift (1-10):** "People like me can have successful careers in the creative industry" 7.55/10; "I am confident in my creative ability" 7.48/10; "I have the basic skills for a professional role" 7.40/10
- **Student impact:** Hands-on agency brief experience; built employability skills (teamwork, communication); presented to a real client
- **Client impact:** Students became advocates for grassroots music; MVT gained actionable youth-engagement insights
- "The project gave students real confidence and a clear sense that there's a place for them in the creative industries." — Graeme Malcolm, Teacher



How to use AI
ethically and
responsibly?

AI AT OLIVER

As we expand our AI capabilities, it's essential that everyone understands the environmental impact and risk associated with AI use.

In 2025, our team has joined **Responsible AI Committee** at the Brandtech Group level. We have worked on **The Brandtech Group Gen AI Policy**. We have also implemented **Responsible AI Addendum** and **Sustainable AI Addendum** as part of this Policy.

We aim to **deliver Gen AI responsibly and ethically** and as part of that, we have audited **"Bias Breaker v2"**. Findings from the audit have also been shared with the Pencil team, we have improved intersectionality of diversity outputs, and improved customisation of tool.

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 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.

As part of our job within Responsible AI Committee, **we have filmed and designed Responsible AI training** for the whole Group to to upskill internal and external facing OLIVER Teams on Responsible AI practices.

Additionally, we have built **AI Carbon Footprint Calculator** to assess the environmental impact of the business's AI marketing activities in partnership with 55 and Scope 3. Additionally, we have created the **GenAI Environmental Impact Case Study** on **how to balance between innovation and responsibility**.

Moreover, we have held **"Back to School - Sustainability and AI Power Hour"**, 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.

To know more about about our **Women in AI** speed mentoring session, please visit p. 30.

ACCELERATING NET ZERO

OUR ESG COMMITMENTS: SUSTAINABILITY



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.

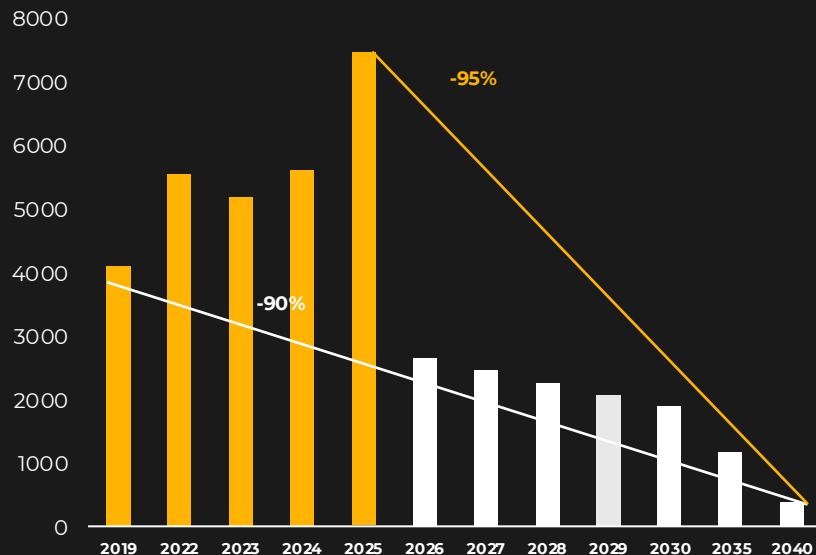


We share sustainable and inclusive best practice to accelerate progress in the industry.

SUSTAINABILITY STRATEGY



Reduce our carbon footprint in line with our validated science-based targets

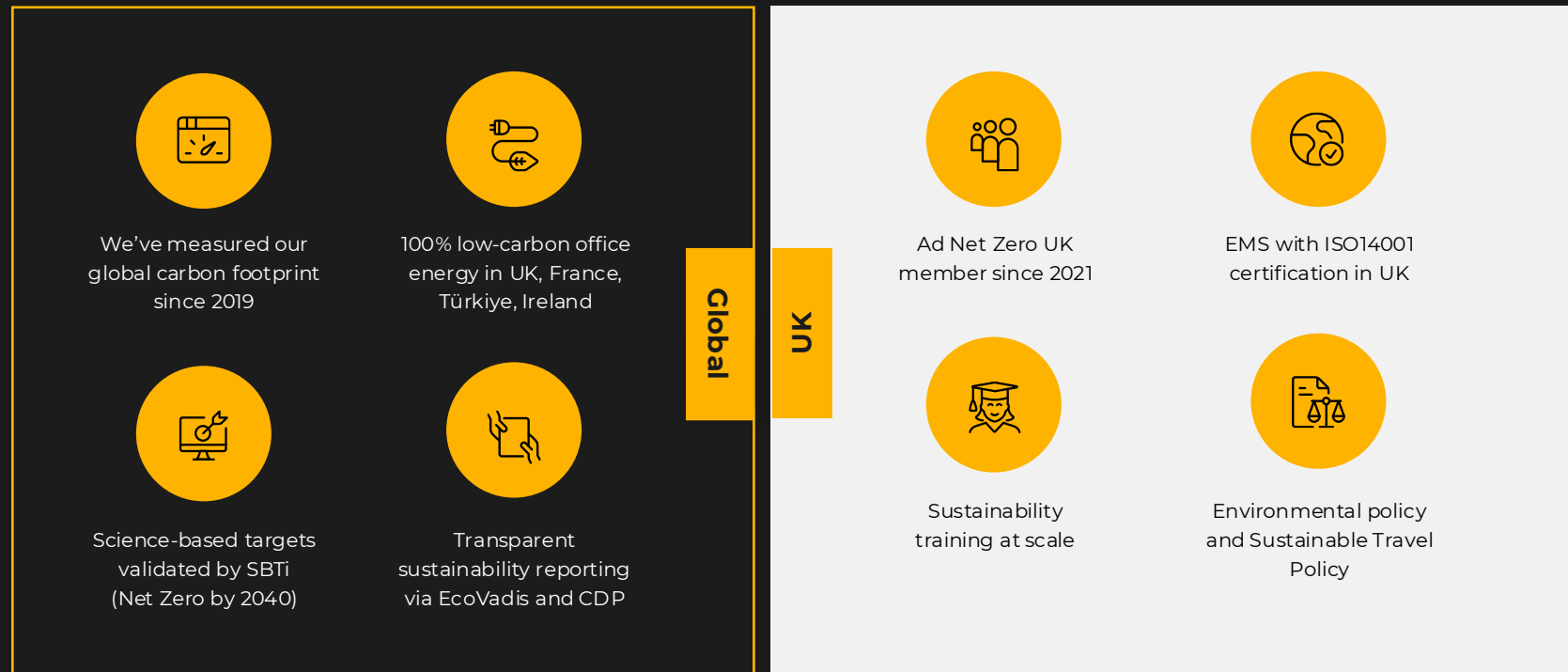


Reduce our global carbon footprint by 7% vs 2024 by EOY 2026

1. Supplier management: top 20% of global suppliers (by spend) data captured by 1 October 2026
2. Reduce travel emissions by 5% vs 2024 by EOY 2026
3. Exec Leaders role-modelling change
4. Drive employee behaviour change via awareness communications, learning and development

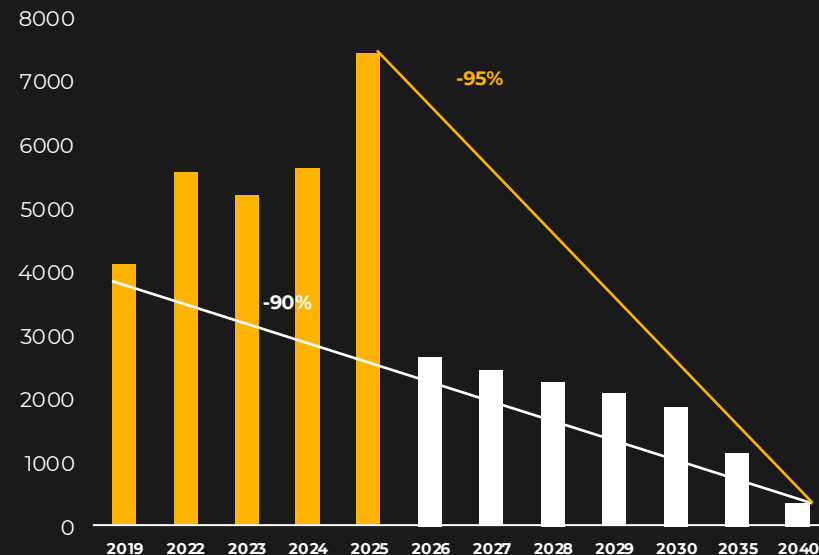
GETTING OUR HOUSE IN ORDER

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 ESG Report and CDP**.
- **Our Science-Based Targets have been validated by the SBTi in Q1 2025.** You can look for our updated status 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

AI



Downstream

People

- Cycle to work scheme
- Heat Scheme in UK

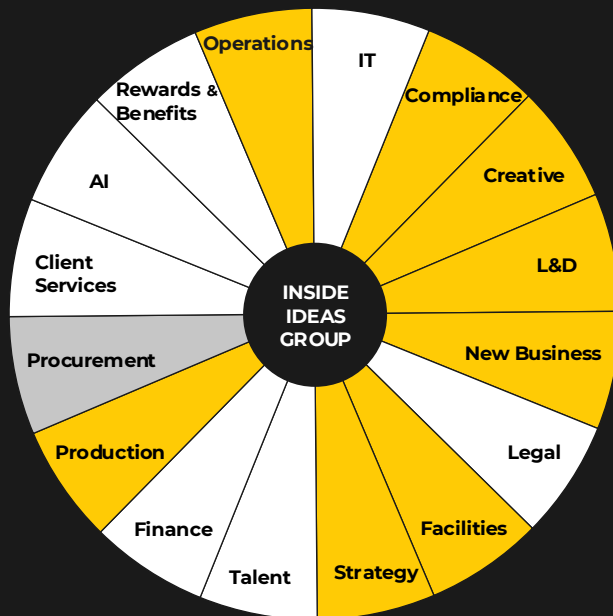
Delivering campaigns

- Production emissions reporting

Engagement with industry and consumers

- Environmental initiatives and advocacy

OUR UK ENVIRONMENTAL MANAGEMENT SYSTEM



- **Operations, Compliance, Creative, Facilities, 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, AI, Finance** – 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

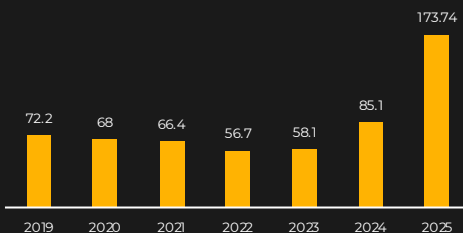


MAKING AN OPERATIONAL IMPACT

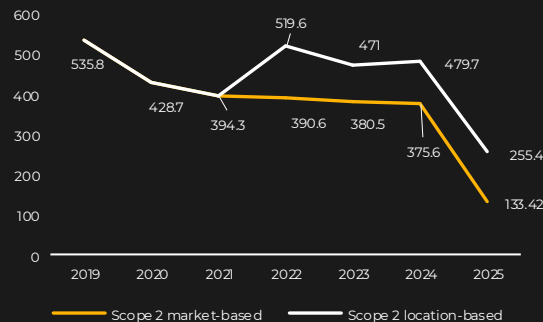
We calculate our annual carbon emissions according to the GHG Reporting Protocol Corporate Standard using primary data and – in some cases – estimates based on historical data or similar offices adjusted for office floor area and occupancy. This includes office locations where we have direct control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

Scope 2 emissions (market-based) has continually decreased since 2019. Office energy use decreased again in 2025 with all three UK offices and Türkiye office operating on renewable energy. However, Scope 1 has increased in 2025 due to unexpected rise in fugitive emissions. In Scope 3 we saw an increase in emissions globally compared to both 2024 (+39%) and 2019 (+101%). This is largely due to: lack of robust supplier data, increase in spend on purchases, increase in commuting emissions. We are re-looking at our priority actions for 2026. In 2025, we have slightly adjusted the methodology using more granular approach (i.e. emission factors), however some areas are still being extrapolated.

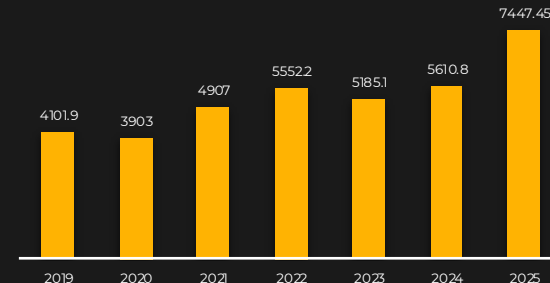
Scope 1



Scope 2

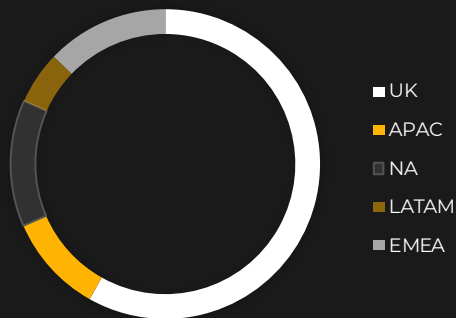


Scope 1, 2 and 3 emissions

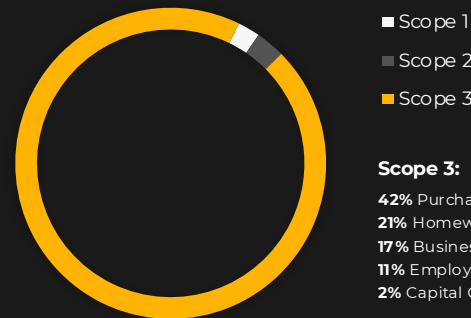


MAKING AN OPERATIONAL IMPACT

2025 GHG Emissions By Region



2025 Global Carbon Footprint



■ Scope 1

■ Scope 2

■ Scope 3

Scope 3:

42% Purchased goods and services

21% Homeworking

17% Business Travel

11% Employee commuting

2% Capital Goods

In a regional breakdown, 58% of our Global Carbon Footprint came from the UK – which is 11% higher than in 2024.

94.5% of our 2025 global Carbon Footprint came from Scope 3: 42% - purchased goods and services, 21% - homeworking, 17% - business travel.

- Scope 1 & 2 intensity ratio = 0.09 tCO₂e/FTE
- Scope 1, 2 & 3 intensity ratio = 1.77 tCO₂e/FTE

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

Scope 1 & 2 and Scope 1, 2 & 3 intensity ratios is decreasing in 2025 vs 2019. However, while the overall carbon footprint results remain unsatisfying, the growth of our emissions is directly correlated to the accelerated growth of our business over the past 6 years

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 2025, our total fuel and energy consumption came to approximately 4,477.16 GJ – equivalent to 1243,658 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 2024.

2025	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel	0	330.054	330.054
Consumption of purchased or acquired electricity	462.773	318.111	780.885
Total consumption	462.773	780.885	1,243.658

***Energy consumption reduced by 12%**

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.



Switched to 100% renewable electricity in our Ireland office (in addition to all 3 UK and Türkiye offices)



Held Heat Scheme webinars in the UK to improve employee working-from-home energy efficiency

ENERGY EFFICIENCY FOR RESILIENCE OF ADVERTISERS' MARKETING OPERATIONS

A VISION WE SHARE WITH THE ENTIRE BRANDTECH GROUP

Climate change is accelerating faster than scientists projected, and we are already feeling its disruptive impact on both our physical well-being and our businesses. Recent crises, such as Europe's 2026 heatwaves, must serve as an urgent wake-up call for corporate leaders worldwide.

At OLIVER, we are proud to be part of a group with an ambitious sustainability vision. Our parent company, Brandtech, was founded by David Jones, who authored *Who Cares Wins* in 2012. This commitment is not only deeply rooted in our core values; it actively shapes our strategic commercial outlook.

As Brandtech solidifies its position as the world's leading GenAI marketing company, we recognize our responsibility to build energy-efficient AI platforms and practices. Moving forward, this focus will not only minimize our environmental footprint but also enhance the competitiveness and quality of the technological services we deliver.

OUR VISION IN ACTIONS

In Progress

Providing our clients with the data they need to accurately measure their marketing emissions

Through the AdGreen deployment and the creation of a dedicated carbon dashboard for AI production.

Building energy efficient marketing technology

Through the deployment of our own proprietary GenAI platform, Pencil, optimized to reduce prompts' energy consumption. To know more about our approach to responsible AI, please visit p. 44.

Support brands in making their marketing operations truly sustainable

Through the application of the Sustainable Marketing Compass. To know more about about our SMC, please visit p. 56-58.

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 10% vs 2024 due to better pipe maintenance work in UK offices.

Total water consumption	6.1 ML
Total weight of waste	123.4 tonnes

**Water usage
reduced by
10%**



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).

MAKING AN OPERATIONAL IMPACT

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 TRAINED
2022
SUSTAINABLE PRODUCTION

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 **#3 AdGreen Superuser** status in 2025 for people we trained and carbon reports we measured in the industry. This is the fourth 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

OLIVER RHS

Oliver agency's 'Greatest show in Earth' TV campaign for the Royal Horticultural Society (RHS)

Oliver Agency teamed up with the RHS to produce their 2025 TV campaign, featuring five regional versions and an extended online edit highlighting the beauty of their gardens. The campaign paired a performative script with captivating visuals to enchant its audience and encourage garden visits.

The ad needed to show all four seasons at all locations. Operating within a tight budget, the agency contracted local talent (wearing own wardrobe) and agile crews, which reduced travel time helping to minimise carbon footprint.

It was of the utmost importance to Oliver Agency that their production approach remained thoughtful around sustainability, which in turn reinforces the RHS's mission to preserve and celebrate our planet's natural beauty. A sharp increase of YOY unaided brand recall was seen, showing that the TVC's performance helped the brand overtake competitors putting it in first place in its category for brand recall.

Emissions were kept to a minimum by:

Work Spaces

- Predominantly home-working across pre- and post-production
- Carrying out the sound mix remotely from home studio, reducing workspace energy use and travel emissions

People Transport

- Booking talent local to the locations to reduce travel distances
- Encouraging crew to travel to the shoot using public transport where possible
- Encouraging crew to car share

Equipment Transport & Couriers

- Hiring equipment from a local supplier

Accommodation

- Choosing simple 3* accommodation

Shooting Spaces

- Running low energy generators

Catering

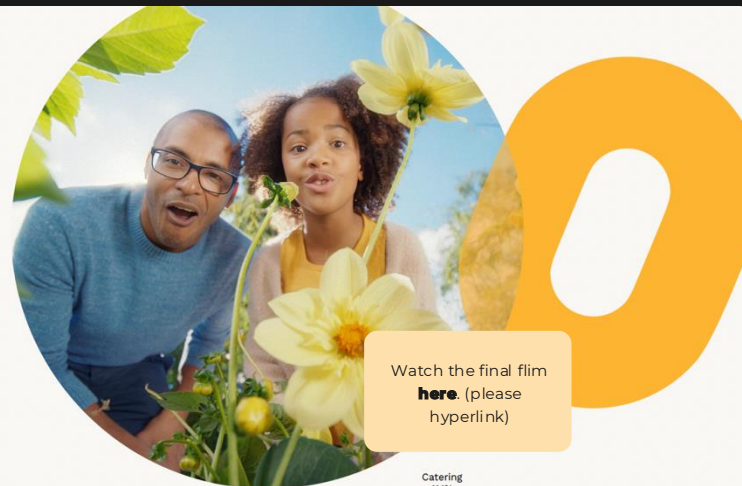
- Arranging for all catering to be vegetarian
- Reminding crew to bring water bottles to avoid single-use plastic on set

Wardrobe

- Contracting talent to wear own wardrobe

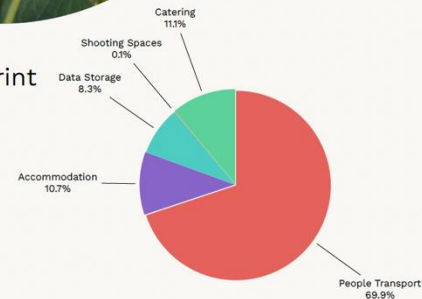
Art department & SFX

- Using props borrowed from the RHS gardens' on-site shops



Watch the final film **here.** (please hyperlink)

Final Footprint 2.41 tCO2e



"We want the sustainability conversation to be normalised and expected within our productions so that we are all driving towards better outcomes. In my mind this is a win-win situation for us all"

Fiona Rees-White, Group Head of Integrated Production, Oliver

This case study was provided by Oliver, and the project was included in the 2026 dataset. CO2e correct as at date of activity input/edit. Subject to change in future if Final Footprint is reopened and activities edited, due to underlying factor updates.

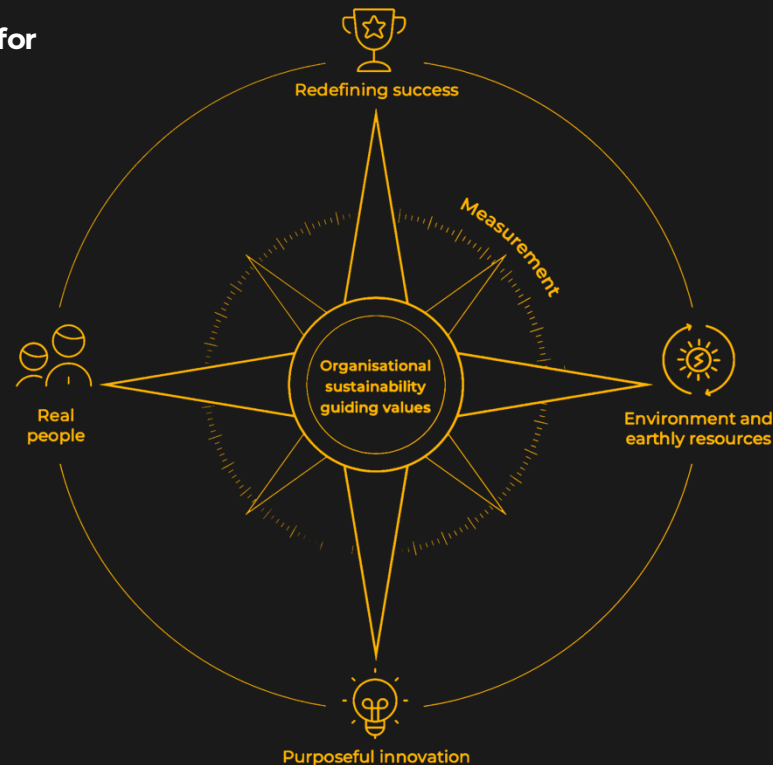
MAKING AN IMPACT WITH CLIENT SUPPORT

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.

Redefining success

Creating a new north star for the marketing team that adds sustainable targets alongside commercial focus, whilst aligning to the overarching business sustainability goals already in place

Environment and earthly resources

Becoming more efficient as a team in delivering your marketing in a sustainable way and supporting this impact across the whole organisation

Real people

Setting out marketing's responsibility to understand and connect to the public. Here we define how we can better communicate sustainability and add value to our audience

Purposeful innovation

Exploring new tools, skills and ways of working that give marketing ways to connecting



CASE STUDIES: SUSTAINABLE MARKETING COMPASS

Making it real – we've got the tools, partners and experience

TOOLS

- Bias Breaker**
Brandtech's award winning ethical tech mitigates any inherent bias in prompts
- AI Emissions Calculator**
Developed here and ratified by Scope3, this is an open-source calculator for emissions from GenAI content
- AdGreen Sustainable Production**
Their sustainable production training and calc are already embedded here. Add to your workflow for emissions clarity you can measure.

PARTNERS & RESOURCES

- Change The Brief**
Training to capitalise and promote sustainable behaviors in the creative work
- AdGreen**
For sustainable production training and calculator
- Trace**
For sustainable events planning and management
- Emissions dashboard**
We work with partners to build your emissions dashboard for full visibility and integration
- Supplier support**
Did you know most emissions sit in your supply chain? The Chancery Lane Project offer legal clauses to add to your contracts
- Industry working groups**
Ad has Zero Carbon and many other industry groups are tackling common sustainability related challenges. We can plug you in.

Sustainable Marketing Strategy

Why is it important?
Brands have ambitious sustainability goals, expectations from their audiences, and trust to win (or lose) based on their actions. Embedding strategic sustainability actions into a brand's marketing strategy unlocks additional brand value and supports boardroom objectives. But where to start? This gives brands the blueprint.

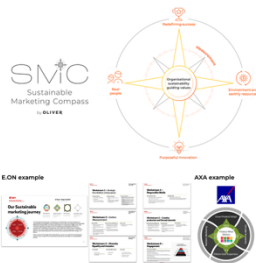
What is it?
OLIVER's Sustainable Marketing Compass® is a direction setting workshop + framework + actions roadmap to help CMOs make better, strategic and practical upgrades to marketing's sustainability impact. Turning investment in sustainable marketing practices into a competitive advantage.

Answers questions like...

- What does sustainable marketing look like for our brand?
- What would our goals, KPIs and workstreams be to make sustainable marketing decisions that support our brands existing CSR/ESG/sustainability goals?

Deliverables

- Upskilling workshop on Sustainable Marketing + goal setting
- Sustainable Marketing Compass for your brand + recommended (trial & tested) actions to integrate goals and KPIs



SMC
Sustainable
Marketing Compass
by OLIVER



Industry-first case
study [here](#)

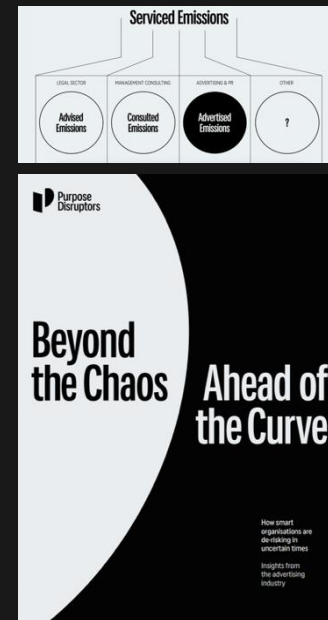
MEASURING OUR CONSUMER IMPACT

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. In 2025, **Serviced emissions report “Beyond the Chaos – Ahead of the Curve” was presented during COP30**, which highlighted the cross-industry collaboration.



To know more about this,
please read more info [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.



**Sustainable
marketing strategy**



**Measuring
marketing's impact**



**Sustainable production
solutions**

STRATEGIC SERVICES

OPERATIONS & DELIVERY

CLIENT DISCLOSURE REPORT

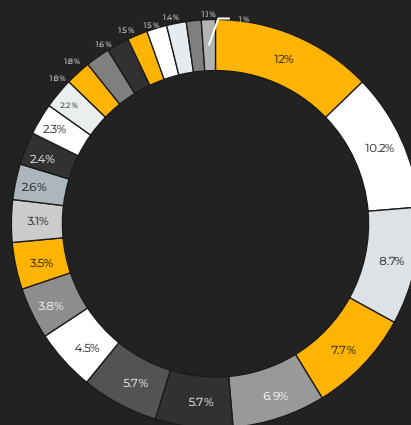
91% of revenue came from non-high carbon clients in 2025

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 third-year running. The methodology has changed to a more detailed industry breakdown in 2024. This analysis gives us a top-line picture of the carbon related impacts of our clients. With **9% coming from high carbon industries**, which is 4% lower than in 2024 as we constantly analyse our client portfolio and prioritise working with non-high carbon industries. 0% revenue comes from fossil-fuel companies.

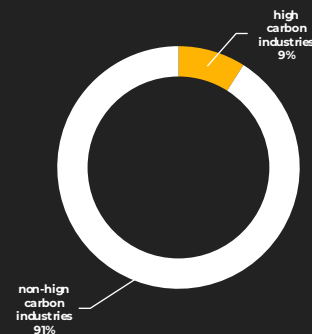
- **Beverages sector accounts for the highest proportion** of our revenue.
- **Specialty Retail and Textiles, Apparel and Luxury Goods** were our second and third largest industry in our revenue breakdown.
- **9% of our revenue came from high-carbon industries.** Our largest high-carbon industry clients are from the Commodity chemicals (7.7%) industry.
- The rest **(91%) came from non-high carbon industries**

% Income By Sector Overall

- Beverages
- Specialty Retail
- Textiles, Apparel & Luxury Goods
- Chemicals
- Capital Markets
- Banks
- House hold Durables
- Consumer Staples Distribution & Retail
- Pharmaceuticals
- Automobiles
- Food Products
- Hotels, Restaurants & Leisure
- Financial Services
- Insurance
- Communications Equipment
- Commercial Services & Supplies
- Health Care Providers & Services
- Diversified Consumer Services
- Professional Services
- Technology Hardware, Storage & Peripherals
- Software
- Entertainment
- Personal Care Products



% Income By High Carbon



“ 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 **1,060** pieces of training – with 65 pieces of Sustainability and DEI tagged content – which totals **18 hours** of training open to all employees. The numbers above are twice less than we had in 2023 due to the facts that we have removed a few trainings that were out of date or irrelevant to our employees in aim to improve engagement.

Our employees completed 34,934 hours of training in 2024 which is 55% higher than in 2024. **With 8.34 hours of training completed** by employees on average globally. And this number is 60% higher than the year before that, which means that we have created a better training for employees with 'quality over quantity' idea.

As part of our job within Responsible AI Committee, **we have filmed and designed Responsible AI training** for the whole Group to to upskill internal and external facing OLIVER Teams on Responsible AI practices.

NA

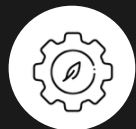
We have delivered compulsory 8 implicit-bias leadership sessions, reaching 400+ employees in North America. Additionally, we have delivered DEI module as part of the 2025 Accelerator Program. As part of that, we have coached 20 leaders.

UK

In 2025 we have started to look at the ways we can engage with next gen and we plan to do this by creating an internship in 2026.

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 November 2025, we have successfully passed our full recertification audit for all 3 UK sites.



Environmental Policy

We developed our first Environmental Policy in 2022 and revise it annually 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 2025 we have reported our progress towards ESOS 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)

07

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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APPENDIX



UN SDGS THAT CORRELATE WITH OUR STRATEGY



BUSINESS RISKS AND OPPORTUNITIES

Part of the ISO14001 standard and the implementation of our EMS in UK 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.

BUSINESS RISKS AND OPPORTUNITIES

For a wider global risk and opportunities review, we have conducted an assessment of climate-related risks using a single, conservative, and realistic climate scenario: a world aligning with a +2°C warming trajectory.

Part of the California SB 261 Climate-Related Financial Risk Act, we had to relook at our risks and opportunities and this SB-261 disclosure represents our **commitment to transparent climate risk management**, aligned directly with our core business of intelligent marketing. We have used EBITDA as a core financial metric. This analysis was completed by all **Brandtech** companies and have been reviewed by Group's CEO, below is a consolidated version for all Brandtech Companies, including **OLIVER**.

The Brandtech Group operates primarily in the digital and services sectors, therefore the majority of the material risks identified are Transition Risks (e.g. policy, market, and technology shifts) rather than direct Physical Risks.

Risks

Regulatory Requirements and Green Claims **(high financial impact)**

Client-Driven Market Exclusion **(high financial impact)**

Investor Scrutiny & Exposure **(high financial impact)**

AI-Driven Energy Costs **(medium financial impact)**

Extreme Weather Disruption **(low-medium financial impact)**

Opportunities

Development of Climate-Resilient & Energy-Efficient AI Solutions **(high financial impact)**

Strategic Portfolio Shift Toward Growth Sectors **(high financial impact)**

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
- Facilitates
- AI

THE PEOPLE TEAM STRUCTURE

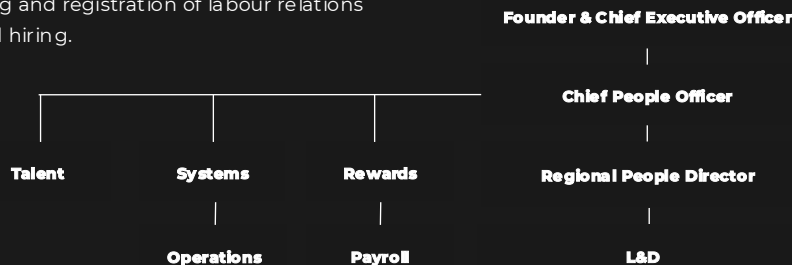
The Chief People Officer (CPO) is responsible for considering and making decisions on issues of our activities, processes, and procedures for working with people, and organising an effective people management system. The key responsibility of the CPO also includes optimisation of the organisational and 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.

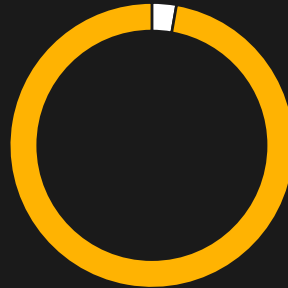
- **Talent team** is responsible for attracting and selecting candidates and accompanying candidates to the hiring stage.
- **Systems team** is responsible for proper functioning of all internal systems and resources we use.
- **Rewards team** is responsible for defining a strategy for all employees'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



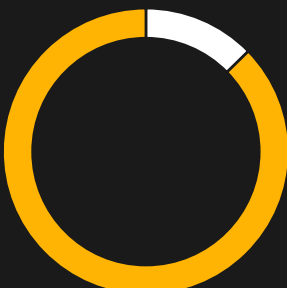
THE EMPLOYEES

In 2025, 87% of all our employees work on permanent contracts and 13% work on a fixed term contract, same as in 2024. 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



Total number of employees
by employment contract



■ Part Time (116) ■ Full Time (4068)

■ Fixed term contract (530)
■ Permanent (3654)

The structure of our personnel is wide ranging in age.

Sex	< 30 y.o	30-50 y.o	> 50 y.o	Not declared
Female	564	1604	128	19
Male	286	1141	168	35
Not declared	209	21	1	
Do not wish to disclose	3	4	1	

Staff turnover rate by gender globally, %

Female	57
Male	37

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.

THEIR 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



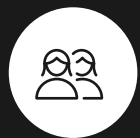
£25 gift voucher when you have your first grandchild.



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** in 2024 and have reviewed it in 2025. 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 all employees globally now.

Additionally, in 2025, we have implemented **International Transfer within existing role Policy** if an employee wishes to move permanently to a new country.

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. At IIG, we have implemented **Wellbeing Hours** which provides flexibility around our core hours. 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.

In 2025 we have held **'The Burnout and Resilience Workshop'** with BACP accredited Counsellor and Psychotherapist, where we explored practical tools, strategies and insights to recognise burnout, build resilience, and foster wellbeing.

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 separate 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 the past couple of years, 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.35.

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.14-17	
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. 4 Contact info, p. 66-67	
2-4	Restatements of information		There were no restatements of information for 2025.
2-5	External assurance		IIG has not conducted assurance report for this ESG Report.
2-6	Activities, value chain and other business relationships	About our business, p.14-15, 18-19	
2-7	Employees	Our People, p. 34-35 Appendix, p. 68-83	
2-9	Governance structure and composition	About our business, p.21 Appendix, p. 68-83	
2-10	Nomination and selection of the highest governance body	About our business, p.21 Appendix, p. 68-83	
2-11	Chair of the highest governance body	About our business, p.21	
2-12	Role of the highest governance body in overseeing the management of impacts	About our business, p.21	

GRI indicator	Indicator	Report section and page number	Comment
GRI 2: General Disclosures			
2-13	Delegation of responsibility for managing impacts		There is currently no need to delegate responsibility for managing Company's impacts and processes.
2-14	Role of the highest governance body in sustainability reporting	About our business, p. 21	
2-19	Remuneration policies	Pay, promotion and progression, p. 30	
2-20	Process to determine remuneration	Pay, promotion and progression, p. 30	
2-22	Statement on sustainable development strategy	A word from our leaders, p. 6	
2-23	Policy commitments	Equitable practices, p. 28-29 Conscious creativity, p. 41 Change awareness, p. 65	
2-24	Embedding policy commitments	Equitable practices, p. 30 Conscious creativity, p. 41 Change awareness, p. 65	
2-25	Processes to remediate negative impacts	Equitable practices, p. 27	
2-26	Mechanisms for seeking advice and raising concerns	Equitable practices, p. 27	
2-29	Approach to stakeholder engagement	Appendix, p. 68-83	
2-30	Collective bargaining agreements		There were no collective bargaining agreements in 2025.

GRI indicator	Indicator	Report section and page number	Comment
GRI 3: Material topics			
3-1	Process to determine material topics	Materiality matters, p. 12	The management approach of material topics is presented in the Report before the disclosure of information on each material issue.
3-2	List of material topics	Materiality matters, p. 12	
3-3	Management of material topics		
GRI 200: Economic			
GRI 201: Economic performance			
201-1	Direct economic value generated and distributed		We do not currently report this data publicly.
201-2	Financial implications and other risks and opportunities due to climate change	Appendix, p. 68-83	
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. 89% of employees completed the training globally in 2025.
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. 51	
302-4	Reduction of energy consumption	Accelerating Net Zero, p. 51	
GRI 303: Water and effluents			
303-1	Interactions with water as a shared resource	Accelerating Net Zero, p. 53	
303-5	Water consumption	Accelerating Net Zero, p. 53	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	Accelerating Net Zero, p. 49-50	
305-2	Energy indirect (Scope 2) GHG emissions	Accelerating Net Zero, p. 49-50	
305-3	Other indirect (Scope 3) GHG emissions	Accelerating Net Zero, p. 49-50	
305-4	GHG emissions intensity	Accelerating Net Zero, p. 49-50	
305-5	Reduction of GHG Emissions	Accelerating Net Zero, p. 49-50	
GRI 306: Waste			
306-2	Management of significant waste-related impacts	Accelerating Net Zero, p. 53	
306-3	Waste generated	Accelerating Net Zero, p. 53	

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. 68-83	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix, p. 68-83	
GRI 403: Occupational Health and Safety			
403-5	Worker training on occupational health and safety	Appendix, p. 68-83	
403-6	Promotion of worker health	Appendix, p. 68-83	
GRI 404: Training and education			
404-1	Average hours of training per year per employee	Change awareness, p. 64	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Change awareness, p. 64	
404-3	Percentage of employees receiving regular performance and career development reviews	Change awareness, p. 64	
GRI 405: Diversity and equal opportunities			
405-1	Diversity of governance bodies and employees	Our People, p. 35	
405-2	Ratio of basic salary and remuneration of women to men	Pay, promotion and progression, p. 30	
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	Building an inclusive workplace, p.27	

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. 37; Appendix, p.75 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. 34-36
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.74
Employee hours worked, percentage billable	SV-PS-000.B	We do not currently report this data publicly.