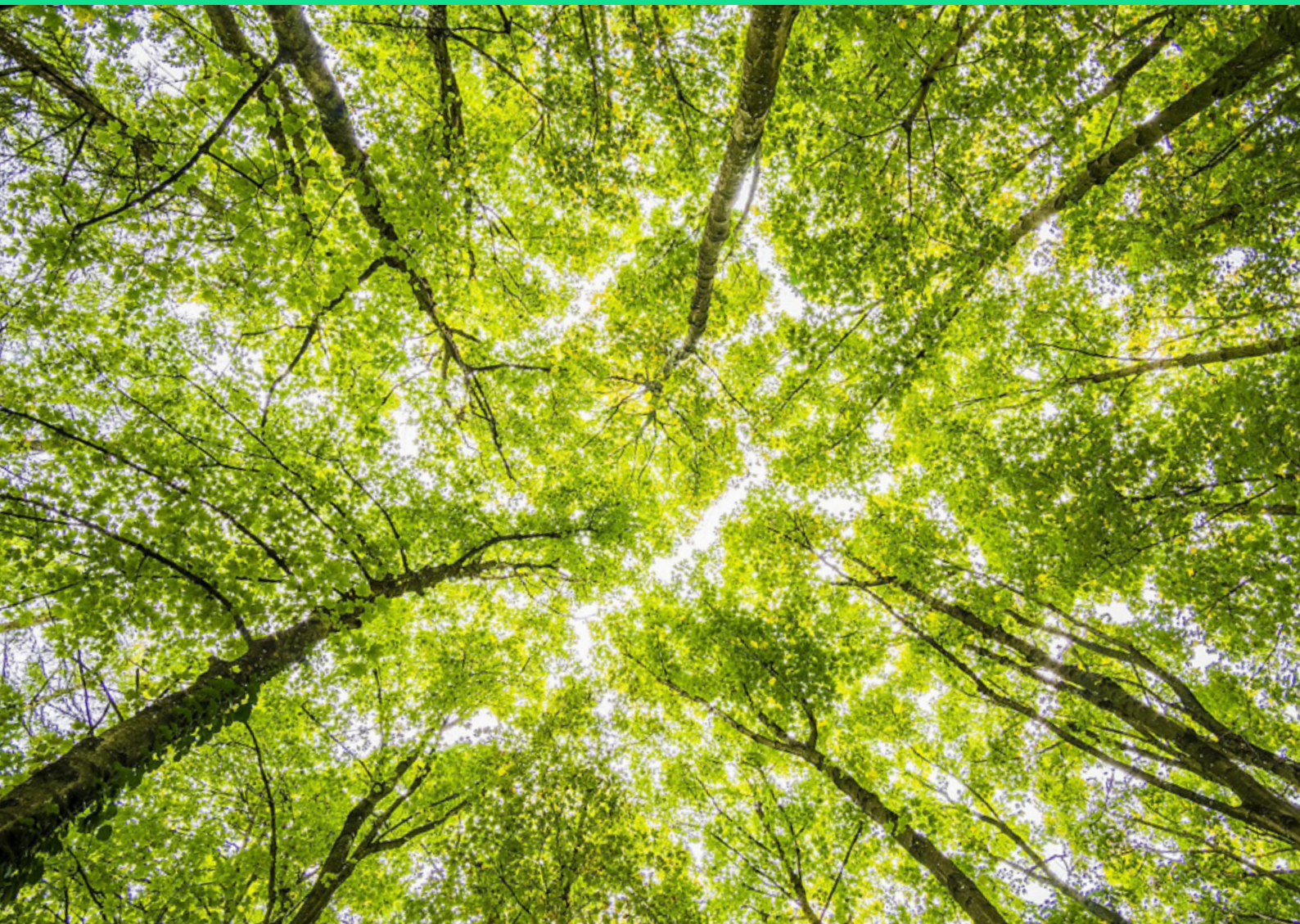


MISSION

ENVIRONMENTAL
SOCIAL
GOVERNANCE
REPORT

2024



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CEO MESSAGE

We are moving into our fourth year of actively driving and monitoring our ESG commitments. In looking to 2023, the focus has been on embedding rigour in our approach from increased robustness in our reporting and challenging ourselves to meet progressive targets to holding the whole Group to account in adopting new, sustainable and inclusive ways of working.

This is not a straightforward ask as we are a complex group of 19 Agencies, working across a variety of sectors delivering a wide range of marketing, advertising, promotional and consultative services. But what unites us is our desire to make a positive difference. Our work, energy, time and commitment need to count. Ultimately, our aim is to maintain sustainable growth and do good in the world.

We do not operate, however, in a bubble. Our commitments and ability to drive change are also impacted by the world around us. 2023 was another eventful year which saw natural disasters and man-made conflicts, political instability and economic pressures driving high inflation and cost of living challenges. Throughout, our ESG commitments remain consistent but we were ever mindful of the changing world and its impact on our stakeholders.

“Total emissions have reduced by 39% since we began reporting in 2019.”

“What unites us is our desire to make a positive difference. Our work, energy, time and commitment needs to count.”



As we look over 2023, there have been some real markers of change in our environmental journey:

- Establishment of our Environmental Steering Committee, comprising representatives from our Board and our ESG lead, which is accountable for the overall implementation of our ESG strategy.
- Development of our Carbon Transition Plan outlining how we will align to the 1.5° future and build a sustainable economic model where business and climate-related decisions are interwoven.
- Introduction of carbon capture in our back-office finance system ensuring no travel expenses pass through across the Group without carbon data collation. This has eradicated the need for carbon impact estimates based on spend and delivered carbon travel data-precision.
- First submission to the Carbon Disclosure Project – global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. The world’s economy looks to CDP as the gold standard of environmental reporting and key learnings from our involvement have been invaluable.

This activity, combined with the hard work of our Agencies and central team, has seen total emissions stay static against 2022 resulting in a 39% overall decrease in emissions compared to pre pandemic levels in 2019. Our highest source of emissions was business travel with increases by road, air and rail. This rise is due to a combination of residual recovery post pandemic alongside increased accuracy in our reporting through an evolution of our systems. Other key emission hotspots, such as business services and employee commuting, saw a decrease.

And we are progressing against our social goals focused on diversity, inclusion and equality across the Group as well as growing our community impact seeing nearly 20 national and local charities supported across the year by our Agencies through pro bono support, volunteering and donations.

Our People are also supporting and driving change beyond the Group through our 600 plus international Client base where we are in a privileged position to influence thinking, strategy and approach. 2023 saw numerous brilliant campaigns in the environmental and social purpose space, some of which are featured in this report.

As I look back over 2023, our evolution in our approach and ESG activity & measurement is clear but there is more we can do within the Group, with our Clients and ultimately the millions of customers they reach and driving positive change in our wider industry. We enter 2024 taking on board the learnings from 2023 but with a continue passion to make an even greater difference.

James Clifton
CEO MISSION Group

ABOUT MISSION

MISSION is a collective of Agencies dedicated to helping Clients thrive. We have over 1,100 people in 19 Agencies across 25 locations, from London and Leicester to Edinburgh and Devon in the UK. Globally we span three continents with a presence in North America, Germany, Malaysia, Singapore and Vietnam. We pride ourselves on our proximity to our Clients, working as an extension of their own teams and sharing in their successes.

Our vision is to be the preferred creative partner for real business growth by delivering Work That Counts™. What does that mean? Everything we do is designed to get to work that makes the difference Clients are looking for, whatever their ambition. We collaborate because it does good, not because it looks good.

As **MISSION**, we provide everything our Agencies need to give their Clients an advantage with services and innovations under one roof.

This unique approach has helped us become a long-term creative partner of market-leading and challenger brands across the globe.

2023 saw **MISSION** deliver an operating income of £86.3m from continuing operations, representing a 9% growth on the previous year.

Our success as a Group, however, is based on more than our financial growth. The difference we have on the world around us - our people & future generations, the communities we work and live within and the environment that we have a responsibility to protect - is of equal importance.

Ultimately, our aim is to achieve sustainable profitability while making a positive impact on the world. We are focused on delivering our ESG aspirations and targets, committed to being transparent on the journey and determined to maintain healthy growth.



ESG TARGETS



Reduce total emissions by **21%** for **2024** and **42%** for **2029** in line with Science-Based Targets*

Commit and drive action in support of the Business Ambition for **1.5°**

Deploy Environmental Management Systems and action plans across all Agencies to address carbon emission hotspots

Work towards **ISO 14001** certification by **2025** across majority of **MISSION** locations



18% of employees from under-represented ethnic groups by **2025**

12% of employees with disabilities by **2025**

50 apprentices by **2025**

An equal gender split between male and female employees whilst recognising those who identify as neither or both.



Improve stakeholder advocacy as shown through Client happiness levels, referral ratings, employee satisfaction and retention.

* Science-Based Targets are a set of goals developed by a business to provide it with a clear route to reduce greenhouse gas emissions. An emissions reduction target is defined as 'science-based' if it is developed in line with the scale of reductions required to keep global warming below 1.5°C from pre-industrial levels.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

Five years ago, the UN adopted 17 UN Sustainable Development Goals (SDGs) in an effort to end extreme poverty, reduce inequity and protect the planet by 2030. They are widely seen as a good practice measure for business with companies having a fundamental role in meeting the ambitious targets of the SDGs.

MISSION's ESG strategy is aligned to implementing actions that contribute towards these SDGs. We are primarily focused on **seven** goals (highlighted below) with action plans embedded within our ESG strategy:

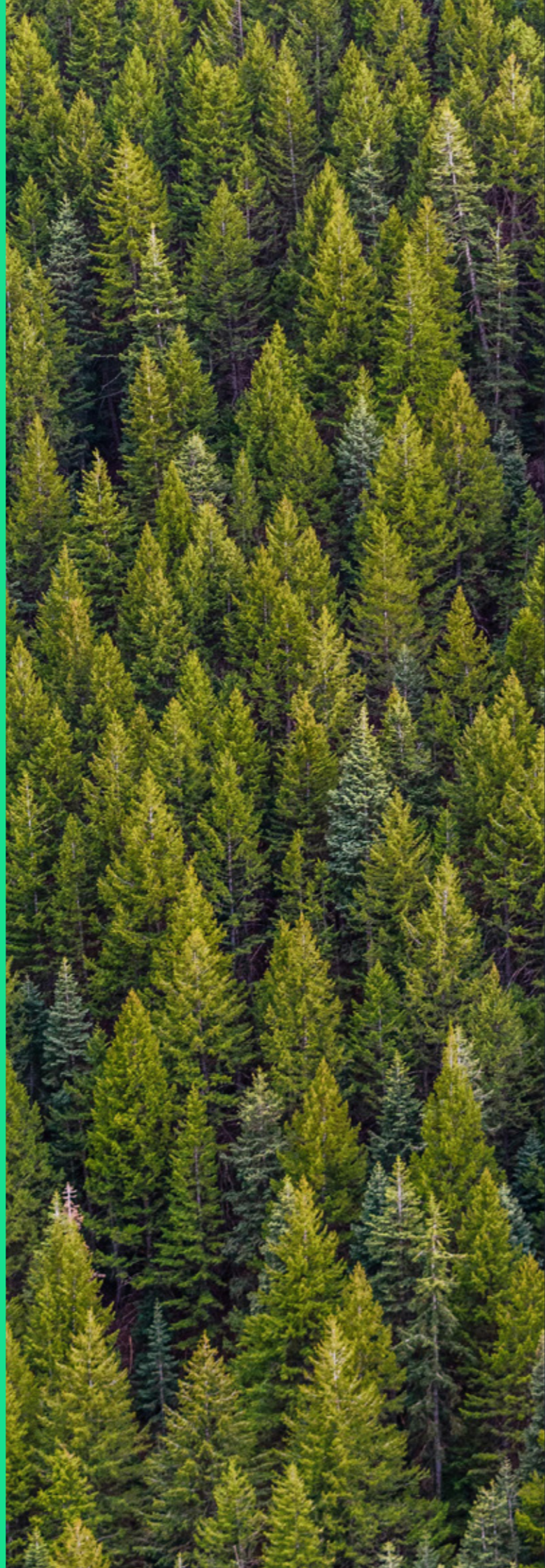
GOOD HEALTH AND WELL-BEING 	GENDER EQUALITY 	DECENT WORK AND ECONOMIC GROWTH 	INDUSTRY, INNOVATION AND INFRASTRUCTURE 
REDUCED INEQUALITIES 	SUSTAINABLE CITIES AND COMMUNITIES 	CLIMATE ACTION 	

Ultimately, our aim is to be sustainably profitable and do good in the world.



ENVIRONMENTAL

MISSION is a complex Group of 19 Agencies, working across multiple sectors delivering a wide range of communication and consultative services. Although our direct and indirect impact on the environment is low, compared to other industries, we can do better in our drive to reduce our carbon emissions in the resources and energy we use, our IT infrastructure, how and when we travel, the suppliers we select and how we work to create healthy operating models.



CARBON REDUCTION TARGETS

MISSION began monitoring and measuring its Greenhouse Gas Emissions in 2021 (the global pandemic impacted how we used our offices and the way people worked, for this reason, we use 2019 as our baseline for our carbon commitments). We have set goals for carbon reduction aligned to the Science-Based Targets initiative which provides the most robust framework of its kind supported by the latest climate science. We have followed this 1.5°C pathway since the very beginning with each Agency laddering up and supporting our broader Group targets. These targets are ambitious with a 42% reduction in emissions by 2029 and Net-Zero capped by 2050 across the three scopes of carbon emission - Scope 1 (direct emissions), Scope 2 (indirect emissions) and Scope 3 (indirect emission that occur in the value chain).

CATEGORISATION

We measure our Carbon emissions in three ways:

SCOPE 1

Direct emissions from owned or controlled sources, including gas for heating, fuel for transport, or air conditioning and refrigeration.

SCOPE 2

Indirect emissions from generation of purchased electricity.

SCOPE 3

Indirect emissions that occur in the value chain. This covers several categories including water, waste, working from home emissions, commuting, business travel, paper use, purchased goods and services.

Our emissions have dropped by 39% since our baseline in 2019.

OUR APPROACH TO OFFSETTING

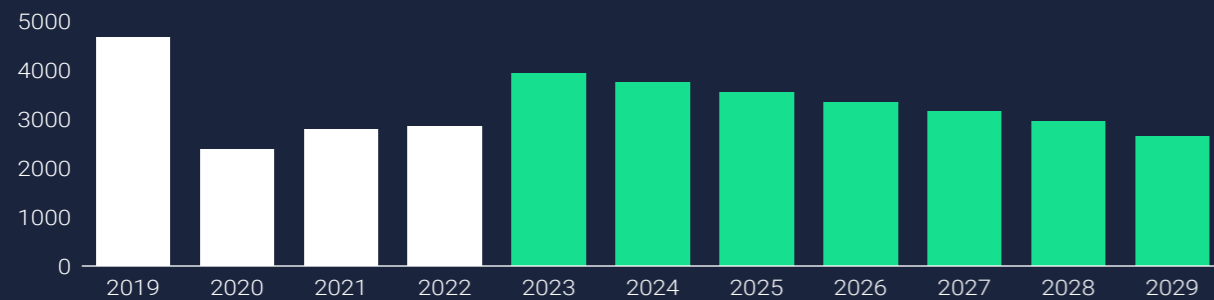
The language used when discussing the climate crisis and the path governments, businesses, and individuals need to take can be complex and convoluted. There is a myriad of terminology put forward creating confusion about the true meaning of statements that are made. It is, therefore, important that we as **MISSION** are clear from the outset on the path we are taking and the true meaning behind our aspirations to meet Net-Zero.

Our path to decarbonisation is based upon the framework offered by the Science-Based Targets initiative (SBTi). While terms like carbon or climate neutrality speak of balancing emissions, often through the use of carbon offsetting schemes, **MISSION** has chosen to align our goals to reaching real, scientific Net-Zero.

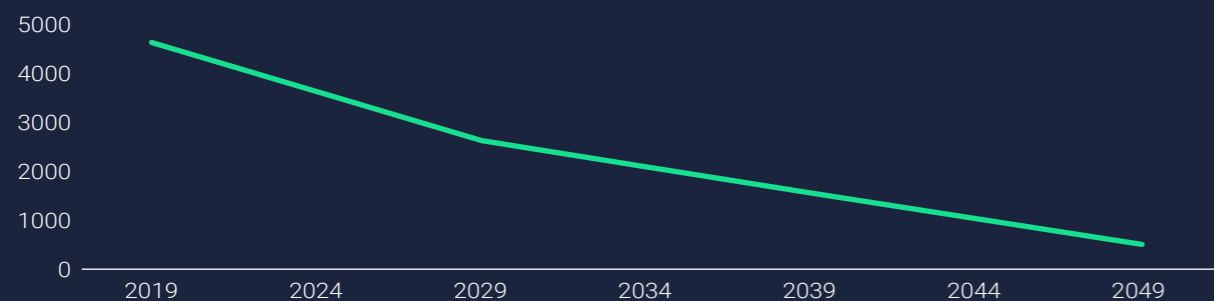
To achieve this, organisations are required to focus their efforts on real emissions reductions with only a very limited amount (no more than 5-10%) of residual emissions removed via high quality carbon removal programmes. Decarbonisation will rely on adaptation and change, altering the way we do business so as to not emit in the first place. Only upon achieving a targeted level of reductions can alternative schemes be looked at to remove any residual emissions relating to the business' operations.

The path ahead will not be easy, but we are ambitious in our goals and will do everything in our power to support the limiting of global warming to 1.5°C and avoid the worst impacts of climate change.

NEAR-TERM TARGETS TO 2029

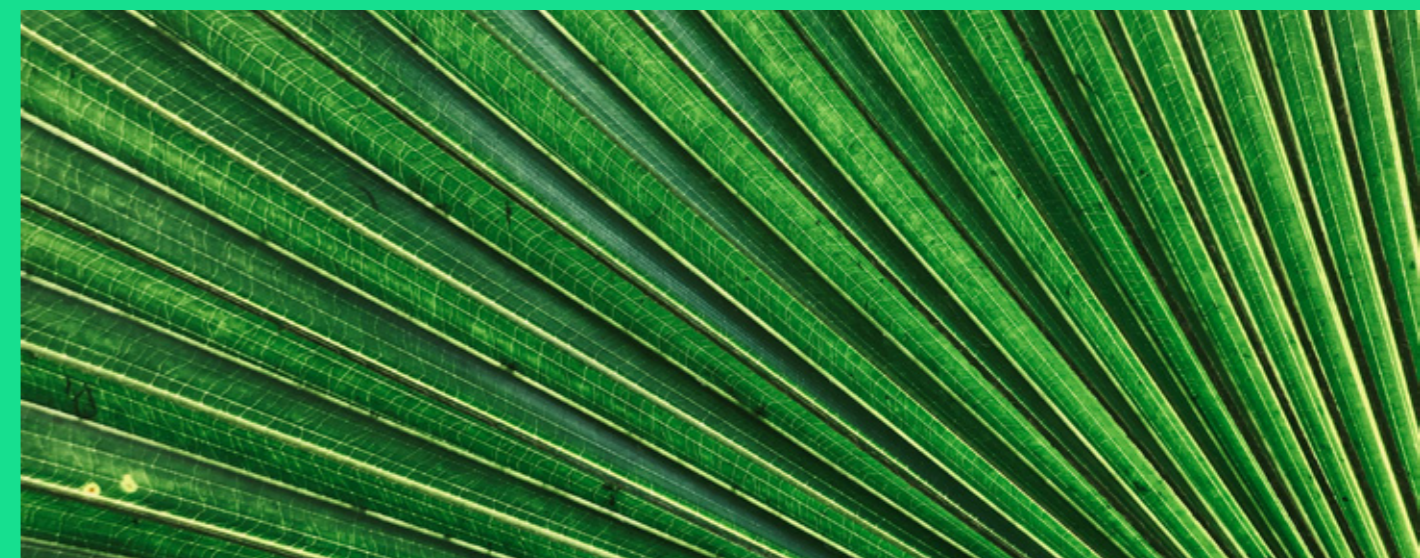


LONG-TERM NET-ZERO TARGETS TO 2050



CARBON REDUCTION GOALS

- 1 Set robust emissions targets (42% reduction in emissions by 2029 and Net-Zero by 2050) at the pace and scale required by climate science and in line with the Paris Climate Agreement and the Science-Based Targets initiative (SBTi) Net-Zero Standard.
- 2 Joined the Business Ambition for 1.5°C campaign – the world’s largest and fastest growing group of companies that are aligning with 1.5°C by helping to halve global emissions by 2030.
- 3 Align our goals to reaching scientific Net-Zero focused on real emissions reductions with only a very limited amount (no more than 5-10%) of residual emissions removed via high quality carbon removal programmes.
- 4 Reduce as much as possible as quickly as possible.
- 5 Measure with confidence and report our progress, holding ourselves to account to consistently do better.
- 6 Share our learnings and best practice across our 600 plus Client base to help advance journeys.
- 7 Work with suppliers to improve our measurement and encourage positive environmental action in our supply chain.



BUILDING AN INFRASTRUCTURE FOR CHANGE

Key to achieving these targets will be the infrastructure we have created within the Group in order to create meaningful, carbon positive change. This will allow us to address everyday actions, to constantly review our ways of working and learned behaviours and consider the environment as a primary stakeholder.

MISSION'S ESG STEERING COMMITTEE

Board level group ensuring environmental impact embedded in business decision-making.

ENVIRONMENTAL CHAMPIONS

Network of environmental champions representing all our Agencies allowing us to share successes, learnings and best practice across the Group.

GROUP ENGAGEMENT

Internal engagement campaigns across the Group with eshots, town halls and Group meetings focused on our environmental journey and behaviour change.

OFFICE WORKING GROUPS

Working groups in key offices occupied by multiple Agencies to ensure we are running sustainable, low carbon impact offices.

INVESTORS

121 sessions with key investor groups to review value markers for ESG investment and **MISSION** standing.

We will consistently review our business practices, operating models and infrastructure; challenging ourselves and traditional ways of working to create positive practices to support our carbon reduction targets and our Agencies.

EMS

Creation of Environmental Management Systems (EMS) for each Agency focused on their specific carbon hotspots aligned to help **MISSION** achieve its Science-Based Targets. A quarter of our Agencies have achieved ISO:14001 status for their EMS.

VERIFICATION

External verification and benchmarking to progress learning such as Ecovadis (the world's largest and most trusted provider of business sustainability ratings) and Carbon Disclosure Project (global disclosure system for investors and companies to manage their environmental impacts, classified as gold standard of environmental reporting).

PARTNERSHIPS

Agency partnerships across our industry and beyond with the likes of Green Element, AdNetZero, FrontFoot, AdGreen and Greenshoots to build knowledge, share best practice and drive industry change.

GREEN MINDS

A first for our environmental champions was a physical gathering in September at The Barbican in London for a day on inspiration, challenge and action planning. The Barbican has been on a journey of major renewal with environmental impact of the building key to its Net-Zero journey. At the heart of this is the building's iconic Conservatory which is home to exotic fish, terrapins and over 1,500 species of temperate plants and trees, some of which are rare and endangered in their native habitat.

HEALTHY CHALLENGE

The day kicked off with talks by **MISSION** ESG lead Kelly Pepworth and CEO James Clifton who relayed **MISSION**'s environmental vision and journey to date followed by an inspiring and challenging talk by Natalie Fee. Natalie is an award-winning environmentalist, author and founder of City to Sea - a not-for-profit organisation running campaigns to stop plastic pollution which earned her the Sunday Times Volvo Visionaries Award. Jonathan Wise also gave a challenging talk for the group on advertising emissions and responsibility. Jonathan is Co-Founder of Purpose Disruptors - an organisation set up in 2020 to help the marketing and communications industry redirect its creative superpowers to help drive sustainable behaviour and rapidly transform society.

THE BIG QUESTIONS

The rest of the day was spent on answering collectively two big questions - what behaviour changes do we need to make to advance our transition to carbon Net-Zero? What are the potential challenges and obstacles that we may encounter and how can we overcome them?

Great thinking from the day was gathered and presented back to the **MISSION** ESG Steering Committee to help inform decision-making and investment in our future carbon transition journey.



CARBON TRANSITION PLAN (CTP)

2023 saw **MISSION** develop a Carbon Transition Plan – an action plan which clearly outlines how we will transform existing assets, operations, and business models to transition towards achieving Net-Zero by 2050. The plan is our roadmap to how we will align our business to help prevent the worst effects of the climate crisis and meaningfully contribute to a sustainable economic model where business and climate-related decisions are interwoven, and where people and planet can thrive.

In preparing this plan, we have followed guidance and frameworks from the Carbon Disclosure Project (CDP) and the former Task Force on Climate-Related Financial Disclosures (TCFD) which has replaced by the International Sustainability Standards Board (ISSB) two standards - IFRS S1 and IFRS S2.

Covering our management approach, climate risks & opportunities, governance, our GHG profile and targets and how we will specifically address scope 1, 2 and 3 emissions (our carbon transition), our CTP will be reviewed annually to ensure we are assessing not just our progress against our Net-Zero target but committed action for change.



MISSION'S PATH TO NET ZERO

HOW WE WILL REDUCE SCOPE 1 & 2 EMISSIONS

Transition to **100%** renewably sourced electricity at all UK sites by 2024 by influencing those sites where we don't control the electricity supply. Reflect this globally by **2026**.

Consolidation of estates (**18%** from **2019** to **2023**, further **20%** by **2030**) where possible plus adoption of smart building technology seeing reduction on associated energy, water and waste.

100% Agencies moved to Cloud storage **2024**.

Support Agencies in creation of robust EMS plus implement **ISO 14001:2015** across majority of the key **MISSION** locations, with a critical focus on annual energy consumption reductions by **2026**.

Transition entire fleet to electric vehicles (EV) by **2029** and encourage sign-up to our Tusker electric car salary sacrifice scheme.

HOW WE WILL REDUCE SCOPE 3 EMISSIONS

Redefine **MISSION**'s relationship with business travel and what travel is necessary. Support staff to transition to more sustainable modes of travel for all commuting needs with adoption of Group wide travel policy and engagement of carbon reduction focused travel Agency.

Create a network of climate-resilient and sustainability-focussed direct and indirect suppliers.

90% recycling rate by **2030** globally. Sustainable Procurement Policy in place by **2025**, stipulations in procurement policies / supplier contracts to reduce primary materials in supply chain.

Develop our service offerings to be as sustainable as possible through engagement with industry initiatives, third-party consultations, and project-based carbon footprint tracking.

CARBON IMPACT

In 2023, Agencies worked with an external environmental consultancy to capture information covering all activities including our offices, travel, purchases and working from home.

2023 has seen total emissions remain roughly the same as 2022 (2,881 compared to 2,864 tCO2e) resulting in a 39% overall decrease in emissions compared to pre pandemic levels in 2019.

In 2023, the highest sources of emissions were business travel with increases by road (+35%), air (+62%) and rail (+174%). This rise is due in part to residual recovery post pandemic but the primary driver was better reporting capability and accuracy with the introduction in 2023 of carbon reporting within **MISSION**'s back-office finance system. Travel expenses can no longer pass through across the Group without appropriate data collation which eradicated the need for carbon impact estimates based on spend. This has had a significant impact on carbon travel data precision across the Group.

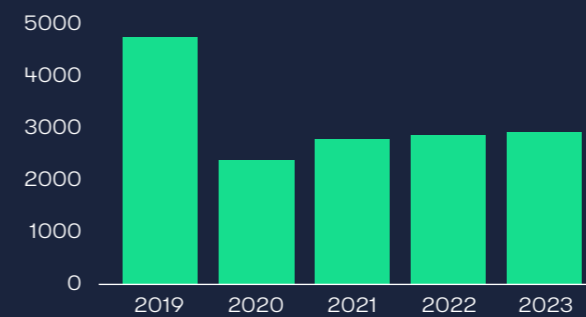
Other key emission sources were business services (decreased by 52% compared to 2022 primarily owing to updated conversions factors from DEFRA) and employee commuting (decreased by 12% due to a reduction in distance travelled by car and taxi although there was an increase in distance travelled by rail).

In the mix, we have also added two new Agencies to our Group - Turbine and Mezzo labs - which has seen our headcount grow by over 25 people in 2023.

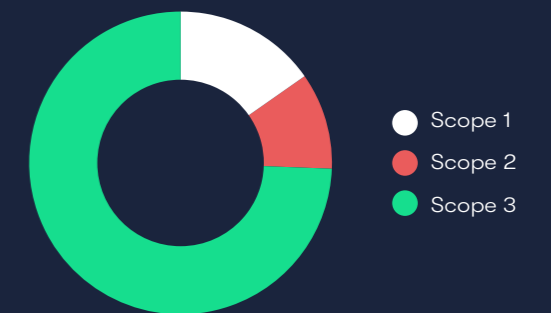
Positively 2023 saw further consolidation of our estate (18% from 2019 to 2023) with the opening of our new London office at The Manufactory in the historic Heal's building on Tottenham Court Road. This brought together a number of Agencies under one roof in this modern refurbished facility seeing an overall reduction in energy, waste and water use and reduced commuting for many due to its location to transport links. The new office is a brilliant location for our Agency teams and Clients to collaborate and has become a thriving workspace building connections and driving creativity in our delivery of pioneering work.

	2019	2020	2021	2022	2023	% Change from Baseline
Scope 1	428	300	372	300	439	3%
Scope 2	522	390	311	264	297	-43%
Scope 3	3796	1697	2104	2300	2145	-44%
Total emissions	4746	2388	2787	2864	2881	-39%
Total emissions per person	4.7	2.4	2.8	2.9	3.2	-31%

ABSOLUTE EMISSIONS PER YEAR (TCO2E)



2023 EMISSIONS PER SCOPE



AGENCY
BRAY LEINO

CLIENT
NORTH DEVON
SURF RESERVE

CHALLENGE

Not-for-profit charity Save the Waves launched a global programme called World Surfing Reserves. This programme sought to protect accredited areas around the world where exceptional surfing breaks are found.

Knowing that surfing in North Devon makes an estimated contribution of £52 million PA to the local economy and is part of the region's identity, a local community group pitched for North Devon to be accredited as the UK's first World Surfing Reserve, sitting alongside just 11 other iconic breaks in the USA, Portugal, Australia, Chile, Peru, Mexico and Brazil.



WAVES FOR ALL FOREVER™

IMPACT

North Devon is now the first ever region in the UK to receive accreditation as a World Surfing Reserve - an historic appointment. The programme has been covered worldwide on BBC Breakfast, The Guardian and The New York Times, most importantly the programme is now protecting the coastline for generations to come.

SOLUTION

Bray Leino, which was established over 50 years ago in North Devon, came out in support and developed the unique brand ID, narrative and purpose for North Devon World Surfing Reserve that appeals to surfers locally and nationally. In addition, they created a blueprint that other UK regions could adopt in the future to seek protection for other surf breaks.



AGENCY SPOTLIGHT

AGENCY
SPEED

CLIENT
BRITA VIVREAU

AN INSIGHT REPORT FROM BRITA



SOLUTION

The PR campaign focused on three industry specific research-led reports - Business, Hospitality, and Healthcare - alongside video and infographics shared across social platforms targeting these industries.



AN INSIGHT REPORT FROM BRITA VIVREAU



CHALLENGE

With hospitality operators facing unprecedented challenges, BRITA VIVREAU wanted to position itself as a voice of the industry and offer practical guidance and support.

Speed uncovered that almost half of hospitality businesses were still leaving equipment on overnight despite 65% not knowing how much energy it uses. Cue *Invisible Waste* - a content driven campaign to help operators identify hidden sources of wasted energy and costs.

AN INSIGHT REPORT FROM BRITA VIVREAU



IMPACT

Following the campaign launch, BRITA saw its most successful sales month ever. There was a +10% increase in web traffic, a +25% increase in leads, and 436 campaign toolkits downloaded.



AGENCY
BRAY LEINO EVENTS

CLIENT
CYBERUK AND
SPACE CONFERENCE
AT ICC BELFAST

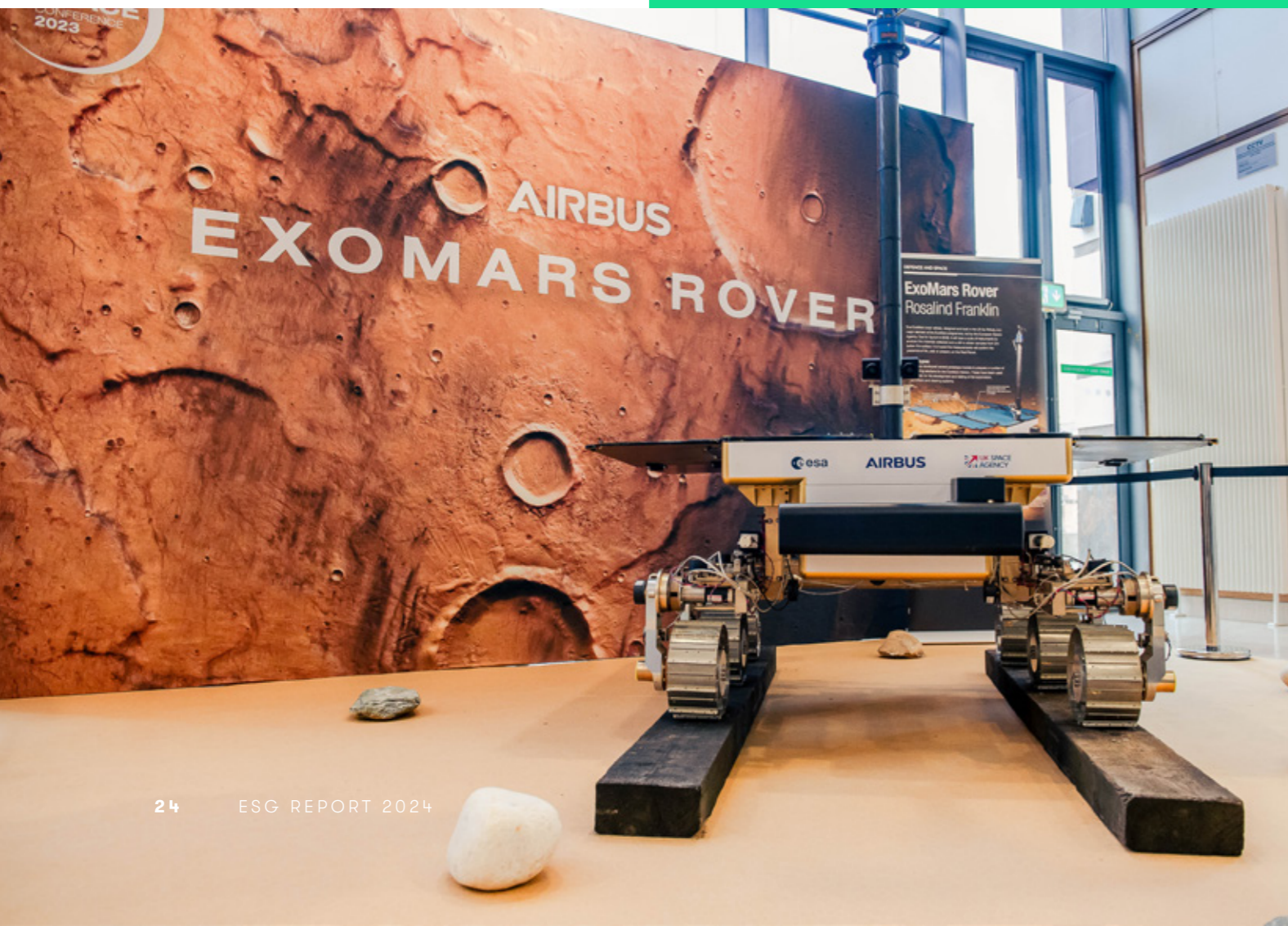
CHALLENGE

Live events are traditionally based on large-scale, temporary 'build and burn' projects, where up to 90% of emissions are attributable to supply chains.

But how do you get over 4,000 delegates over to Belfast, making sustainable choices whilst delivering an event with a focus on carbon reduction?

IMPACT

The team implemented the TRACE carbon benchmarking platform to track project emissions which proved crucial to helping the client reduce baselines by 7.2% per year in line with their Carbon Reduction Plan.



SOLUTION

Installations were designed and built using reusable, lightweight, compact, and sustainable materials. Using local suppliers enabled reduced transport emissions, and the team ensured build materials like wood, carpets, and furnishings could be redistributed nearby post event.

Sea travel was promoted to Belfast as a green alternative to flying. And public transport signposted as an option alongside bike rental schemes. Hotels within a walkable distance to the ICC were designated official 'green hotels'.



SOCIAL

We're a people-based business. Our Social targets are focused on making **MISSION** and all our Agencies places people want to be, and places that have a positive impact on the world around us.

We're crafting a culture that values difference and authenticity where colleagues can bring their whole self to work. One that's respectful and supportive of all views and backgrounds.

HEALTH & WELLBEING

The health of our team is paramount and providing Agency environments where are people can talk openly about mental health & wellbeing issues and access support if needed is a priority. We've combined free mental health support and educational life balance activities across the Group at Agency level overseen by 40 Mental Health First Aiders. And our teams recognise the value of this support with 88% relaying they felt supported to take time out if needed.

DIVERSITY & INCLUSION

We are committed to driving a broader agenda of equality, opportunity, and progression.

Our aim is to have a respectful and supportive environment that enables us to attract, develop and retain the best talent from a diverse range of backgrounds, representative of our clients, their clients and wider society.

This aim is reflected in our Diversity & Inclusion Manifesto which is demonstrated at Board level with the appointment of a diversity champion and brought to life through the inclusive leadership training and Group wide **MISSION** D&I training we provide.

A key part of this is our growing Community groups. The groups are helping create safe spaces for people to talk, providing advice to leaders on D&I policies, and insight into different key areas such as ethnicity, neurodiversity, faith and sexuality.



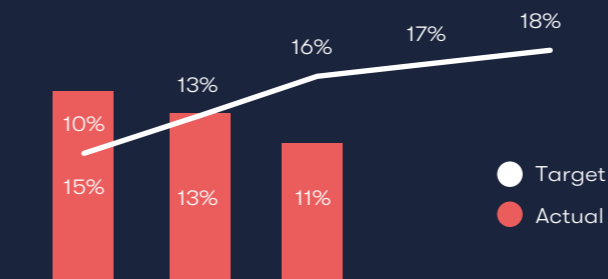
OUR SOCIAL GOALS

In order to meet our social ambitions, we have set five clear goals to achieve as a Group.

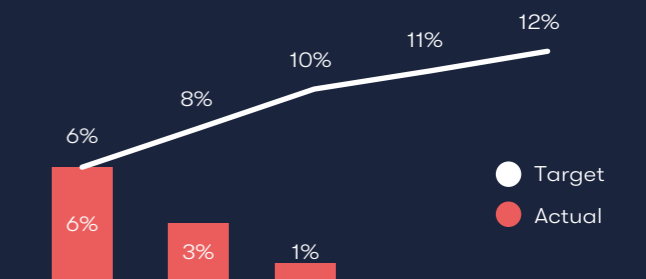
- 1 18% of employees from under-represented ethnic groups by 2025.
- 2 12% of employees with disabilities by 2025.
- 3 50 apprentices by 2025.
- 4 An equal gender split between male and female employees whilst recognising those who identify as neither or both.

HOW ARE WE GETTING ON?

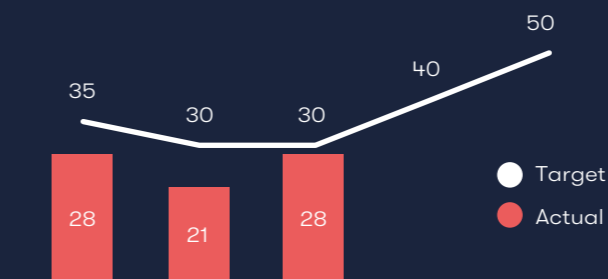
UNDER REPRESENTED ETHNIC GROUPS



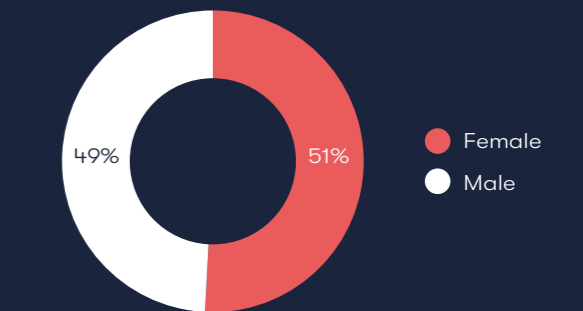
EMPLOYEES WITH DISABILITY



APPRENTICESHIPS



GENDER SPLIT



A NEW APPROACH

For the past few years, we've focused on Community, Family, and Health & Wellbeing. And bringing in family friendly policies, communities, and talking about matters that count, has been critical in moving forward. But as we continue along our journey, we'll be focusing on the culture looking at the role we play in making a difference. We'll protect against bias, drive empathy through awareness & conversations, whilst having a zero tolerance against discriminatory behaviour.

2024 is a good time to reevaluate our social targets to ensure they still fit our ambitions to create a truly respectful and supportive environment. And to help us become a truly diverse and inclusive place to work we've designed four key areas that we'll focus on:

WORKFORCE

Building a diverse workforce that allows everyone to develop their potential.

WORKPLACE

Creating an inclusive workplace where people can bring all of themselves to work and feel like they belong.

MARKETPLACE

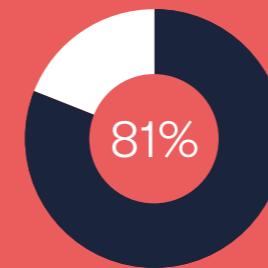
Demonstrating that diversity and inclusion is central part of how we operate in the marketplace.

INSIGHTS

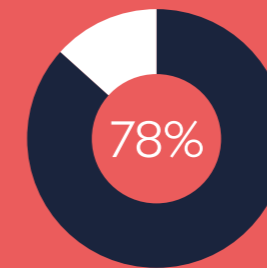
Gathering data and insights to understand the experiences of our people to continue to inform the things we do.

GIVING PEOPLE A VOICE

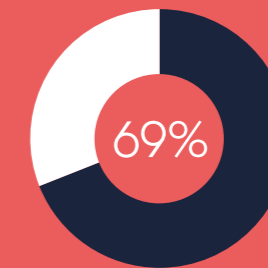
A key part of our inclusion culture is giving people a voice. And in our Employee Engagement Survey we got a good idea of how people felt. We're proud that 81% of our people feel we have a respectful and supportive environment and 84% feel they can be their authentic self.



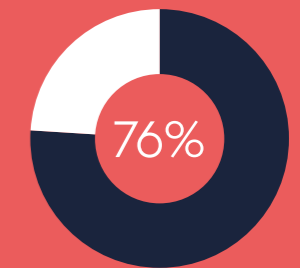
of employees believe we have a respectful and supportive environment



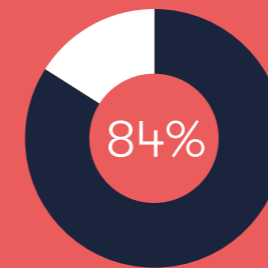
of employees believe our commitment to creating an inclusive environment is genuine



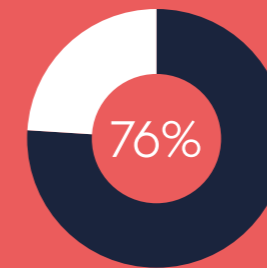
feel they are valued for their unique contribution



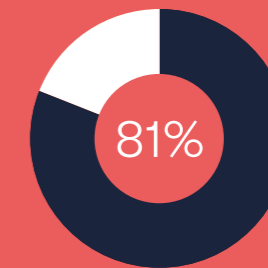
of employees felt positively about inclusion



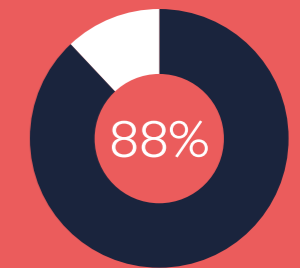
of employees felt they could be their authentic self at work



of employees felt they belong at the company



of employees were positive about our flexible working arrangements



of employees said they were supported in taking time out if needed

PUTTING OUR PEOPLE FIRST

MOMENTS OF TOGETHERNESS

Its Monday walking sessions around the City of Bristol for the Speed team with added picnics and ice creams in the summer months plus regular mindfulness and meditation, whether in the office or working from home through a guided session.



MEDITATION TIME

In the hectic world of advertising, meditation can give you a sense of calm, peace and balance that can benefit your emotional well-being and your overall health. Story in Edinburgh opted to take some time together with regular visits from a meditation expert and also to enjoy the odd neck massage.

ON YOUR BIKE

April Six Mobility, based in Bournemouth, is getting their people out of the cars and on to their bikes by building a brand new eco-friendly cycle shelter in partnership with Bournemouth Christchurch & Poole Council. It's part of the Council's plans to boost cycling locally. They kicked off the campaign with the Tour de Six, which also raised over £800 for the Cystic Fibrosis Trust.



RUNNING SIDE-BY-SIDE

At **MISSION** Made, running is more than just pounding the street of Norwich. Their regular runs together help them stay healthy and gives them a place to talk. And their group chat on their latest times keeps the healthy competition going. And they've now signed up for the second 20km relay race.



TAKE SOME TIME FOR WELLBEING

The Mongoose team take a half day off every fortnight to focus on their wellbeing. What they do is up to them, but it's encouraged across the board.

HEALTHY BODY, HEALTHY MIND

Bray Leino is investing in the health of its team with personal training sessions open to all every week during Spring and Summer for non-competitive self-improvement alongside professional chef visits for masterclasses in healthy eating.



SUPPORTING LOCAL COMMUNITIES

Our local communities really do play a vital role in how we do business. And we're committed to helping these communities through partnerships, support, and pro bono work. Giving back matters to us. Our **MISSION** teams take paid time off for volunteering, either by supporting a charity or cause of their choice or by helping their Agency's nominated charity. Our impact is widespread working with over 20 national and local charities and community groups.



Throughout 2023, we also continued to invest in the next generation and supporting the growth of talent in our communities by opening our doors to local schools, colleges and universities as well as running mentoring workshops and offering work experience and paid internships.



AGENCY SPOTLIGHT

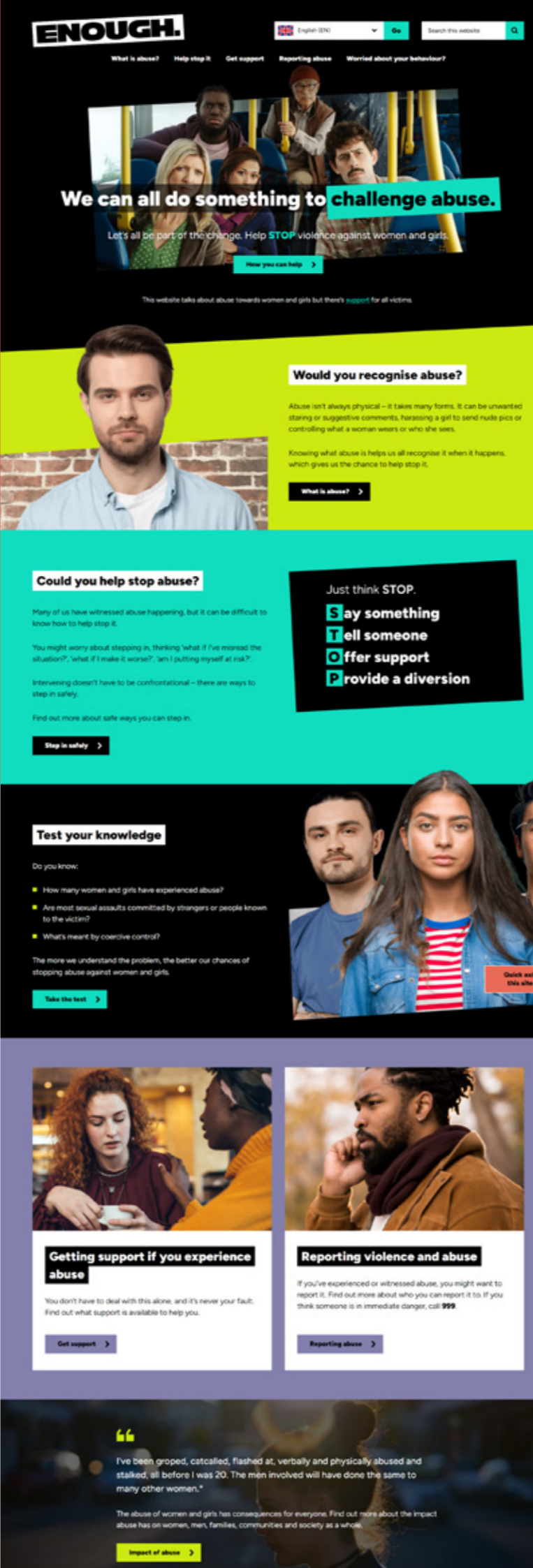
AGENCY
STORY

CLIENT
HOME OFFICE

CAMPAIGN
ENOUGH IS ENOUGH

CHALLENGE

A hugely emotive topic. Yet conversely, some of the behaviours that constitute violence against women and girls (VAWG) are so commonplace, they're not even felt to be worth calling out or reporting. They're dismissed as 'normal', lower level, socially acceptable. For as long as that's the case, violence against women and girls will continue.



SOLUTION

Story needed to educate and change perceptions about VAWG amongst the general public. Amongst a wider channel mix, their campaign used social media and a dedicated website to:

- Denormalise VAWG – increase recognition that all forms of VAWG are abuse and unacceptable.
- Normalise intervention – increase understanding of how to challenge VAWG when it's witnessed.



IMPACT

A mix of standard and interactive display ads, video and social posts used intriguing questions and scenarios to drive traffic to the website, where people could explore richer content. All content was designed to help people recognise VAWG and equip them with the knowledge and confidence to step in safely. The campaign is delivering positive and important shifts around people agreeing society is becoming less tolerant of VAWG, and prompting action, including people reflecting on situations where they may have acted badly in the past and changing the way they behave towards women and girls.

AGENCY SPOTLIGHT

AGENCY
MONGOOSE,
POPULATE,
MISSION MADE

CLIENT
RNIB

CAMPAIGN
SEE SPORT
DIFFERENTLY

CHALLENGE

A **MISSION** super group of Mongoose, Populate, and **MISSION** Made were tasked to remove barriers to inspire blind and partially sighted people (BPSP) to move and join clubs.

In the UK 340,000 are registered blind or partially sighted, while 2 million live with sight loss. Currently, BPSP are more than twice as likely to be inactive, doing less than 30 minutes weekly physical activity. However, research shows that many inactive BPSP wanted to get moving but lack guidance or face barriers.



IMPACT

- 5 million + reach.
- 5.2% engagement across Meta.
- 3% Average CTR.
- 11,568 delivered sessions to SSD hub.



SOLUTION

They created an inclusive and fully accessible mass participation activity to reach currently inactive BPSP across all regions of the UK raising awareness that all sports can be adapted, all movement offers benefits and giving confidence that they can be directed to a sport that works with access to specialised resources.



AGENCY
KROW

CLIENT
HUMANITARIAN
AID ALLIANCE

CHALLENGE

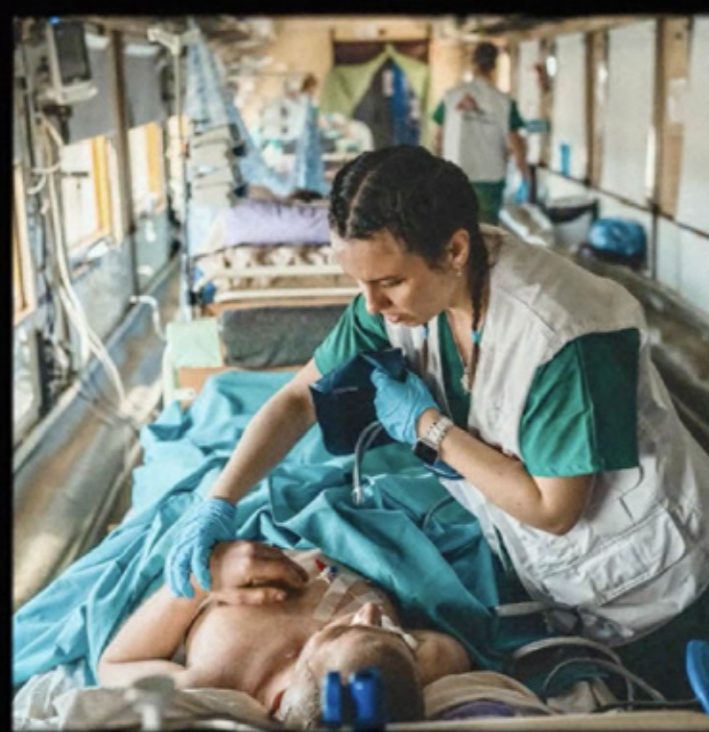
With the cost-of-living crisis driving a decline in regular donations to charities, Medecins Sans Frontieres needed to convince prospective donors that giving regularly makes a genuine, lasting difference.

Donor money doesn't just help one emergency, it creates a powerful and lasting legacy: building & equipping hospitals; training up local staff and delivering vital healthcare to underserved communities, benefiting patients not just now but in the future.



IMPACT

As of April 2024, the campaign had driven £250k of donations, 40% of their annual target.



SOLUTION

krow developed 'Help That Lasts' a creative an idea that was brought to life through a TVC that used a dramatic repetitive structure to show how regular donations help people again and again, making a lasting impact. Supported by a YouTube mini-series that revealed the story through intelligently served bumper ads.



GOVERNANCE

We believe that governance and the corporate safeguarding of **MISSION** and its stakeholders is not merely an afterthought in amongst the ESG trio. It serves as the cornerstone of our interactions with investors, employees and suppliers. This engenders trust and cooperation internally whilst providing reassurance to our stakeholders externally.



RESPECTING AGENCY INDIVIDUALITY

At an Agency level, governance varies for each business determined by their own leadership team. Unlike many other marketing groups, our Agencies, predominantly integrated into the Group through acquisitions, maintain their original personnel, cultures, and business practices.

MISSION provides the necessary support infrastructure and economies of scale characteristic of a multinational entity in turn creating a highly personalised, people-centric culture fostering an expanding and loyal client base. We believe the role of the Board is not to direct these Agencies but ensure they are supported and collaborate to deliver the best work to help our Clients succeed.

MAKE-UP OF THE BOARD

With a balanced composition of sector expertise, financial acumen, and Agency CEOs, the Board maintains a comprehensive understanding of Agency challenges, opportunities, and market dynamics. This ensures that decisions are grounded in practical insights regarding the evolving landscape of our industry and the needs of our Clients and People.



DAVID MORGAN MBE
Non-Executive Chair



JAMES CLIFTON
Group Chief Executive



MARK LUND OBE
Non-Executive Director & Deputy Chair



ELIZA FILBY
Non-Executive Director



FIONA SHEPHERD
Group Chief Operating Officer



GILES LEE
Group Chief Financial Officer



DYLAN BOGG
Group Chief Creative Officer

The Board bears responsibility for the Group's long-term success and growth, implementing effective controls to assess and manage risks spanning cybersecurity, data quality & protection, supply chain resilience, market fluctuations, economic volatility, and political uncertainties.

Oversight from independent Audit & Risk and Remuneration committees ensures accountability, focusing on safeguarding our People, Agencies, and the Group while fostering robust processes and accountability mechanisms to address key issues.

Our existence as a marketing entity hinges on nurturing strong, mutually beneficial relationships with all stakeholders. Alongside sustainable growth, indicators such as client retention (47% of client across the Group have been with us for more than five years), referral ratings, and staff retention levels (79% for 2023) are continuously monitored as measures of collective success, overseen by the Board.

THE IMPORTANCE OF TRUST

Transparency, trust, and accountability lie at the core of good governance. We recognise the importance of engaging stakeholders in our journey, fostering openness and transparency regarding both successes and areas for improvement. 2023 saw MISSION review and evolve its ethical policy focusing on 12 core principles spanning leadership, integrity, transparency and environmental concerns.

EMPOWER DECISION-MAKING

Driven by our commitment to monitor progress against broader ESG commitments our dedicated Steering Committee - comprising our CEO, key Board members, and our ESG Group lead - ensures the integration of ESG considerations into our governance framework and decision-making processes, alongside commercial and personnel impacts.

We remain steadfast in our commitment to evolving our governance model, in response to the changing needs of our business, our Clients and our wider stakeholders, ever mindful of the need to deliver a consistent and impactful approach to ESG across all our operations.

MISSION'S ONGOING COMMITMENT

This ESG report outlines our approach to measurement and target setting, and our plan to reduce environmental impact, improve our social impact, and continue strong governance across the **MISSION** Group. But we will only succeed if we continue to evolve our ambitions with an ongoing review of targets and progress made.

OUR COMMITMENTS

- 1 Measure all environmental and social impacts and improve the techniques by which we measure, where possible, to drive accuracy in our reporting.
- 2 Report our ESG performance annually to highlight progress against targets but also hold ourselves accountable to where more focus needs to be made.
- 3 Secure independent, external validation and work to address gaps and recommendations provided.
- 4 Build partnerships, share learnings and best practice to accelerate our journey and that of our Clients, the sectors we touch and our own industry.

GUIDELINES AND REPORTING FRAMEWORKS

We have used Greenhouse Gas Protocol's Corporate Accounting Standard and Corporate Value Chain Accounting and Reporting Standard.

Emissions Reduction targets have been set according to Science-Based Targets criteria for near-term targets.

We have also indicated where our ESG commitments are supporting progress on UN Sustainability Development Goals.

MISSION also discloses information through investor indices, such as the Carbon Disclosure Project.

MISSION

WANT TO FIND OUT MORE?

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[**kelly.pepworth@speedcomms.com**](mailto:kelly.pepworth@speedcomms.com)

or James Clifton, Group CEO,

[**jclifton@themission.co.uk**](mailto:jclifton@themission.co.uk)