



MISSION

CARBON  
TRANSITION PLAN  
2024





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# FOREWORD

This report details **MISSION**'s Carbon Transition Plan and how our organisation intends to:

- Align our business model with the 1.5°C future required to prevent the worst effects of the climate crisis.
- 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.



# INTRODUCTION

## What does Net-Zero mean?

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 leaving audiences confused about the true meaning of statements that are made. It is, therefore, important for **MISSION** to be 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, the most robust framework of its kind supported by the latest climate science. 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 ensure we have a reasonable chance of limiting global warming to 1.5°C and avoid the worst impacts of climate change.

# LEADERSHIP STATEMENT

Climate change is a defining issue of our time and we are at a crucial cross roads. If we do not urgently amend our course, the consequences could be disastrous for people, the planet and all of nature that sustains us. To make real, meaningful and measurable change, we need to understand our environmental impact and commit to an action plan that we, and our stakeholders, hold us accountable to.

In 2021, we began actively recording our environmental impact which included looking retrospectively at 2019 and the challenging pandemic year that was 2020. We have grown to understand a lot about our Group in this journey, including where we are delivering on our environmental responsibilities but also where we need to make a difference.

**MISSION** is a complex Group of 19 Agencies, working across multiple sectors delivering a wide range of marketing, advertising, promotional 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.

**We have set ourselves robust Science-Based Targets – reducing Scope 1 & 2 emissions by 52% by 2029 and Scope 3 by 42%, with a long term net zero target to be achieved by 2050.**

Our focus on decarbonisation requires change in our behaviours and our operations. We have set up structures within the Group to drive this change with the creation of a Board level ESG Steering Committee to ensure carbon impact is factored into business decision making and a network of 22 supported environmental champions embedded within our Agencies driving behaviour change and sharing of best practice to accelerate our carbon transition journey.



We will also use our privileged position with our 600 international Client base to influence thinking, strategy and approach to their business practices and brand campaigns. Reaching millions of customers every day, we can help drive broader behaviour change to create positive impact way beyond our own reach.

Our focus has, and will continue to be, ensuring robustness in our reporting, challenging ourselves to meet progressive and impactful targets and holding the whole Group to account in changing behaviours and adopting new ways of working. Together we will drive meaningful change in our commitment to building a more sustainable world.

**James Clifton**  
**CEO MISSION**

# MANAGEMENT APPROACH

In order to create meaningful, carbon positive change we need to address everyday actions; to constantly review our ways of working and learned behaviours and consider the environment as a primary stakeholder.

At **MISSION**, we are consistently reviewing our business practices and operating models. Challenging ourselves and traditional ways of working to create positive practices to support our carbon reduction targets. We are on a journey - learning from others and challenging ourselves - to drive meaningful change. As such, we have deployed many new practices and initiatives in the past 24 months and will continue to invest in ourselves, our partners and our Agencies.



Kelly Pepworth  
MISSION ESG Lead

- **MISSION's ESG Steering Committee** – Board level group to ensure 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
- **Engagement** – Internal engagement campaign 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 – London and Bristol – to ensure we are running sustainable, low carbon impact offices
- **Leadership** - Group ESG lead providing quarterly leadership updates and best practice sharing
- **Investors** – 121 sessions with key investor groups to review value markers for ESG investment and **MISSION** standing
- **EMS** - Environmental Management Systems (EMS) for **MISSION** and each Agency focused on their specific carbon hotspots aligned to help **MISSION** achieve its Science-Based Targets. This has seen a quarter of the Group achieve ISO 14001 certification
- **Verification** - External verification and benchmarking to progress learning with key Agencies having secured bronze, gold and platinum status with Ecovadis - the world's largest and most trusted provider of business sustainability ratings PLUS Carbon Disclosure Project submission. Progressive Agencies within the Group are also moving toward BCorp status
- **Partnerships** - 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

We will continue to introduce new initiatives and practices to drive positive change across our Agencies but we recognise that no one business, industry or country can solve climate change. We need to work together with all stakeholders – our teams, investors, clients, suppliers - and with the wider society to accelerate the transition to a zero-carbon future.

# IDENTIFYING CLIMATE RISKS & OPPORTUNITIES

To undertake analysis of our climate-related risks and opportunities, **MISSION** took an approach inspired by both the CDP and TCFD frameworks to understand what a sustainable transition may look like for the business. As part of this, we analysed business impact and our resilience against transitional risks, physical risks and climate-related opportunities the business may see.

Our analysis identified one climate-related opportunity, five climate-related transition risks, and one climate-related physical risk.

		Level of likelihood/impact by		
Type		2023-2025	2026-2030	2031-2050
Opportunities				
Market	Shift in consumer preferences creates a chance to work in new markets with businesses who are offering sustainability focused products and services. MISSION agencies have experience delivering a wide range of marketing, advertising, promotional and consultative services with a sustainability related focus.	●	●	●
Transition Risks				
Policy and Legal	Increased operating costs associated with enhanced emissions-reporting obligations required by Governments, investors, customers, staff, sector associations and frameworks, and to align with MISSION's carbon reduction targets.	●	●	●
	Increased regulatory focus on claims made by organisations related to their environmental performance, with associated mandates on and regulation of existing products and services.	●	●	●
Market	Exposure risk to clients that are not aligned with a Net-Zero future. Clients in industries that are considered high impact sectors will face increasing pressure and legislation to decarbonise. This could impact their ability to trade which may lead to decreased revenues.	●	●	●
Technology	Risk of increased capital expenditures associated with transition to lower emission technologies as internal actions are taken to reduce company carbon footprint. There may be a higher cost associated with taking certain actions that will have a lower environmental impact.	●	●	●
Reputation	Reputational risk of not meeting published emission reduction targets based on absolute reductions in total footprint across scopes 1/2/3. If targets are not met, particularly with predicted growth, then there could be resulting reputational impact to clients and other stakeholders.	●	●	●
Physical Risks				
Acute	Impact of weather events as a result of changing climate on locations where offices and employees are located. Review of changes and analyse the extreme weather and climate risk highlighted the locations which could be impacted most which were Singapore, Malaysia and Vietnam.	●	●	●
Low Medium High				

In the next year, **MISSION** plans to undertake a more robust approach to our climate-related risk and opportunities assessment, inclusive of scenario analysis and advanced financial scenario modelling.



# GOVERNANCE

At **MISSION**, our ESG Steering Committee is responsible for ensuring our Climate Transition Plan aligns to our carbon reduction aims, establishing both the strategies and accountability networks to ensure that **MISSION** can successfully progress with our ambitious goals. The ESG Committee is comprised of key senior leadership members including our CEO, CFO, COO, Group ESG Lead and Head of People, with the Group holding responsibility for approving all environmental targets, including our carbon emissions targets.

Meeting quarterly, the committee reviews progress reports to assess and develop responsive strategies using a 'People, Planet, Profit' filter.

The ESG Steering Committee is accountable for the overall implementation of our climate strategy and ensuring the Group meet our environmental targets. Clear lines of communication are held with the Board, who receive regular updates, both conversationally through our CEO, and via different official reporting mechanisms. These include:

- 1) Board meetings with climate strategy and operational changes a key agenda item.
- 2) Quarterly reports from the Group ESG lead on progress against targets.
- 3) Annual review of risks and opportunities register informed by latest carbon emissions data and annual report. The CFO then feeds climate-related risks and strategy into wider meetings with a Risk Management Committee when discussing wider business risks.

## BOARD OF DIRECTORS

10 x scheduled meetings per year with climate strategy & operational changes as key agenda item. 1 x special Board meeting focused solely on ESG, quarterly reports on progress from ESG Group Lead Responsible for the long-term sustainable success of the company and for the Group's strategic direction, purpose, values and governance including climate strategy

## ENVIRONMENTAL STEERING COMMITTEE

Meets 4 x per year. Chaired by ESG lead and comprises CEO, CFO, COO and Group People lead. Oversight of climate related policy, risks & opportunities, progress against targets

## GROUP RISK MANAGEMENT COMMITTEE

Meets 2 x per year, chaired by Group Infrastructure Director and attended by ESG Lead, CFO and select leadership team. Annual review of risks & opportunities register informed by latest carbon emissions data and annual report

## LEADERSHIP GROUP

Meets 6 x per year including representation from all 19 agencies plus CEO and COO. ESG agenda point at each meet with update on initiatives and impact against targets PLUS sharing of best practice. Annual R&O review by Agency with collective annual review

## ENVIRONMENTAL CHAMPIONS

22 champions representing all Agencies and central **MISSION** Shared Services. Meets 4 x per year. Contributing to overall Science-Based Targets by taking action within their Agencies and sharing best practice

# OUR BASELINE: MISSION'S GHG PROFILE & TARGETS

## Targets

MISSION has been monitoring and measuring its carbon impact since 2019 and has set targets aligned with the Science-Based Targets initiative 1.5°C pathway since the very beginning. In the most recent reporting year, we undertook a materiality assessment of our emissions, ensuring that 90-95% of all emissions, across all geographies, had been captured and have since submitted our updated targets to the Science-Based Targets initiative for official verification.

Our targets are in line with a 1.5°C pathway, with the aim to:

- Reduce absolute Scope 1 & 2 emission by 52% and Scope 3 emissions by 42% by 2029.
- Achieve scientific net-zero by 2050\*.

\*90-95% reduction in emissions, with carbon removal programmes used to capture residual emissions.

## Emissions Profile

In alignment with the Paris Agreement, we have set Science-Based Targets (SBT) calculated through the absolute contraction approach. Each Agency within the Group has set themselves individual reduction targets which ladder up to these SBTs, but are focused on carbon hot spots distinct to their Agency.

We have been measuring greenhouse gas (GHG) emissions since 2019 in order to understand, prioritise areas of focus and take action to reduce our impact and achieve our goals. Agencies have captured information covering all activities including our offices, travel, purchases and working from home. 2023 has seen total emissions increase since 2022 (2,796 to 2,906 tCO2e) but overall we have seen a 40% decrease in emissions compared to pre-pandemic levels.

In 2023, the highest sources of emissions were business travel with increases across the board for air, road and rail. This rise was primarily down to 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.

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.

Emissions Area	2019	2020	2021	2022	2023	% Change from baseline
Scope 1 (tCO2e)	475.0	324.0	416.0	338.0	467	-2%
Scope 2 (tCO2e)	522.0	390.0	311.0	264.0	297	-46%
Scope 3 (tCO2e)	3913.0	1638.0	2030.0	2845.0	2445	-38%
<b>Total emissions (tCO2e)</b>	<b>4910.0</b>	<b>2352.0</b>	<b>2757.0</b>	<b>3447.0</b>	<b>3193.0</b>	<b>-35%</b>
<b>Total emissions per person (tCO2e/FTE)</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-28%</b>

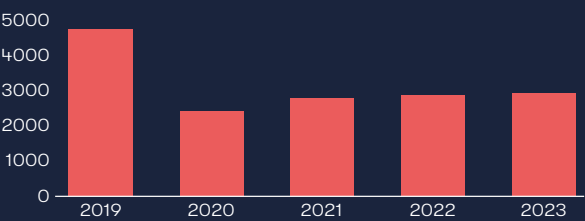
## Near-term targets

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Reduction
Total (tCO2e)	4860	2138	2521	2796	2881	2906	3575	3361	3146	2932	2718	44%

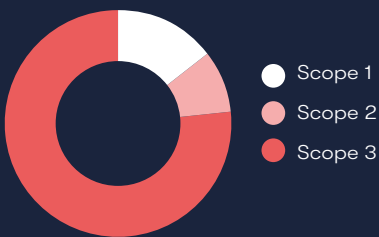
## Net-zero targets

	2019	2024	2029	2034	2039	2044	2049
Total (tCO2e)	4746	3749.34	2752.68	2182.65	1613.3	1043.95	474.6

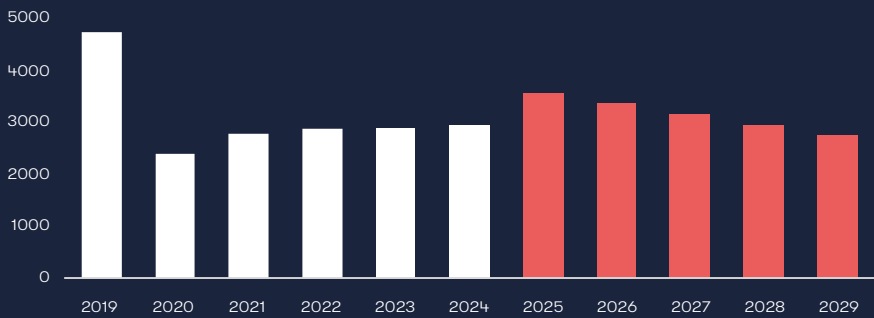
## Absolute Emissions Per Year (tCO2e)



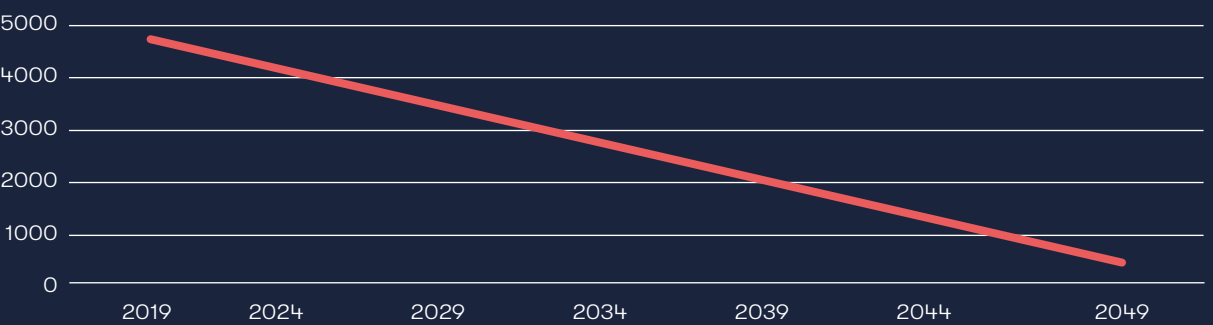
## 2022 Emissions Per Scope



## Near-Term Targets to 2029



## Long-term net-zero targets to 2050





# 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.
- Implement ISO 14001:2015 certified Environmental Management Systems across majority **MISSION** locations, with a critical focus on annual energy consumption reductions by 2026.
- Transition entire fleet to electric vehicles (EV) by 2029.

## 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. All purchases over £50k require an assessment of environmental impact to see if there are lower impact alternatives.
- Develop our service offerings to be as sustainable as possible through engagement with industry initiatives, third-party consultations, and project-based carbon footprint tracking.

## Scope 1 & 2: Decarbonisation Framework

1

*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.*

We will continue to investigate opportunities to procure renewable electricity at all **MISSION** locations working with landlords as required. Our priority will first be within the UK, with 80% of all electricity consumption happening at our UK sites. With increasing availability, transitioning to 100% renewables by 2026 represents a significant opportunity for **MISSION** to decarbonise our energy consumption.

A further target has been added for all electricity to be sourced renewably by 2026, taking into account reduced availability at a number of our global locations.

2

*Implement ISO 14001:2015 certified Environmental Management Systems across the majority of **MISSION** locations, with a critical focus on annual energy consumption reductions.*

Environmental and Energy Management Systems provide a useful tool allowing for site-specific, cyclical analysis of our environmental impact and how it may be abated. Efficiency improvements are a critical aspect of our decarbonisation framework and via the use of such systems, all locations will be able to make annual improvements that feed into our wider reduction targets.

Currently one quarter of our sites have successfully implanted ISO 14001: 2015 Environmental Management Systems, with the implementation an ongoing process at majority of our other sites. The reductions driven by these systems are not just through behaviour change, but through investment. The consumption of natural gas for heating at our sites, for instance, may be reduced in certain locations via investment in new boilers, improved insulation, or window solutions to trap heat. All possible options will be considered at site-level to help facilitate efficiency improvements, consequently reducing our overall consumption and facilitating the reductions required for effective decarbonisation.

3

*Further consolidation of sites following a full transition to a hybrid working model and reduced space requirement across the Group.*

All of our global Agencies have implemented hybrid-working arrangements, allowing staff the flexibility to work from home for a portion of the week. As a result, space requirements have fallen dramatically. Resultingly, we have begun to consolidate our estates (18% estate reduction 2019-2023), with many Agencies moving into our bigger sites and leases being terminated where the space is no longer required. This consolidation will support our decarbonisation efforts, both in terms of absolute consumption of energy but also in purchasing power at the remaining sites in our efforts to transition to renewable electricity and in terms of expenditure on energy efficient technologies.



# MISSION'S PATH TO NET-ZERO

4

Transition company fleet to electric vehicles (EV) by 2029.

In the past reporting year, emissions from company-owned vehicle travels and purchased fuels constituted 63% of total Scope 1 emissions.

We currently have seven electric fleet cars across the Group and 18 Tusker cars provided to our teams through a salary sacrifice scheme. There is an opportunity to decarbonise and transition away fossil fuel usage across our fleet but also encourage EV take up in personal vehicles often used for business travel.

As part of our decarbonisation efforts, we intend to transition our entire fleet to electric vehicles which will go a long way to the group achieving its near-term scope 1 target. We also intend to support our staff transition to electric vehicles where possible via salary sacrifice schemes, reducing the overall impact of commuting and business mileage.

Scope 3: Our Value Chain

1

Redefine MISSION's relationship with business travel and what travel is necessary.

In the 2023 reporting year, business travel accounted for 32% of our total emissions with air travel being the largest contributor, representing 20% of our overall emissions. This figure has reduced significantly since 2019 and we plan to continue this reduction through adoption of a travel policy with focus on environmental options weighed equally with cost and convenience. Supporting this will be data captured through a new carbon monitoring facility in our Group finance system, where the impact of all expenses with carbon impact such as travel and accommodation are captured for real time reporting.

2

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

A major challenge that all serviced based organisations face is reducing scope 3 emissions from purchased goods and services. We aim to engage with our suppliers to ensure they align with our ambitions and will look to support them with information on how they can do this. Suggested actions for reducing our emissions from purchased goods and services include introducing a climate clause for key suppliers which commits them to make measurable carbon savings, an internal process where all purchases over a set limit require an assessment of environmental impact to see if there are lower impact alternatives and developing a list of preferred suppliers who are able to support us by providing low-carbon goods and services.



3

Setting up a system of robust recycling and disposal plus sustainable procurement for all technology needs, inclusive of minimum environmental requirements.

Steps have been taken to reduce the high impact of our technology systems and hardware. We have moved 85% of Agencies to the cloud away from on-premises data centres and will reach 100% in 2024. We will continue to reuse or recycle all IT equipment across the Group following WEEE regulations focused on reducing the amount of waste electrical and electronic equipment incinerated or sent to landfill sites. Reduction is achieved through various measures which encourage the recovery, reuse and recycling of products and components. In the case of **MISSION**, we have established a relationships with a leading IT recycling and asset disposal organisation. Procurement of technology hardware will be a key focus and we aim to work with suppliers to include sustainability within purchasing decisions. This will involve a review of options in terms of purchasing refurbished items instead of new and policies related to item replacement. Setting up a system of sustainable procurement for all technology needs, inclusive of minimum environmental requirements.

4

Support staff to transition to more sustainable modes of travel for all commuting needs.

The majority of our travel to work is done using low impact modes of transport like walking, cycling, rail or bus. We have implemented a salary sacrifice scheme through Tusker that will encourage the uptake of electric vehicles for employees, who can sacrifice a fixed amount of their salary each month in exchange for a brand-new EV. We have continued to work in a hybrid manner and have made considerations when opening or moving offices to ensure they are located near transport routes.

5

Review the way we deliver our work.

The way we deliver projects and work with clients presents an opportunity for both parties to work in a more environmentally friendly way. We aim to apply learnings from engagement with industry initiatives, third-party consultations, and project-based carbon footprint tracking while continuing providing impactful work. Examples include efficiencies in the provision of media channels, green practices when planning and undertaking filming and photo shoots and the use of sustainable marketing materials.



# SUMMARY OF CARBON TRANSITION

Our Pathway	Emissions targets set, aligned with the SBTi 1.5°C pathway	Receive verification of targets in 2024	Near-term emissions reductions of 42% across all scopes by 2029	Achieve scientific net-zero by 2050 at the latest	Carbon removals of any residual emissions once initial reductions made
Operations	UK sites where MISSION control electricity supply have transitioned to renewables	All Global MISSION locations to be powered by 100% renewables by 2026	18% estate reduction achieved between 2019-2023	Further 20% consolidation to be achieved by 2030	Implement ISO14001:2015 Management Systems at majority of MISSION locations by 2026
Waste & Recycling	Achieve 90% recycling rate by 2030	Location specific waste strategies implemented by 2025	Sustainable Procurement Policy implemented at group-level by 2025	All purchases over £50,000 to require environmental assessment on potential impact	Technology equipment to reach certain criteria including extended service life to limit WEEE
Business Travel & Employee Commuting	Salary Sacrifice Scheme for Electric Vehicles (EVs) introduced in 2023	Reduce air travel distance by 30% by 2025, 50% by 2030	Reduce business travel emissions by 50% by 2025, 75% by 2030	EV taxi partnerships in place at key estates by 2024	Transition company fleet to EVs by 2029
Service Delivery & Client Engagement	Sustainability to be woven into every stage of a project life-cycle (pitch, design, delivery)	Client contracts to include requirement to provide accurate information on environmental claims	New business streams to target sectors with positive environmental footprint	Current mapping of 600 clients to identify those facing pressure to decarbonise	Further mapping to understand which are taking actions to reduce their impact
Governance & Transparency	Ensure robustness and transparency in emissions reporting	Regular Board oversight and support of integrated climate policy, processes and strategy	Aligned reporting to TCFD (now ISSB) guidance	Annual CDP scoring and action plan shared with all stakeholders	Future growth strategy takes into account carbon reduction aims

# INDUSTRY ADVOCACY & INFLUENCE

Beyond our operations, we also have a responsibility to share insight and best practice across our Client base and move the brands and businesses we work with forward. The reach of our work across our 600 plus Client base is millions of people, providing a unique opportunity to influence behaviour change required if we are to safeguard a 1.5° C future.

Our Agencies participate in industry groups and initiatives focused on collective industry carbon reduction such as AdNetZero, FrontFoot, GreenShoot, IPA Media Carbon Charter and AdGreen. The training and guidance provided by these allows our team members to develop their knowledge in environmental and climate related topics which they can then apply to the work we do with Clients.

# THE JOURNEY AHEAD

Having now established processes related to data capture, identification of climate-related issues, risks & opportunities and the process for governance of climate issues, we are now focused on taking further action to achieving our targets. We commit to do this in a transparent manner, reviewing our Carbon Transition Plan and assessing our progress toward targets annually.

Our Agencies within the Group are united in our desire to make a positive difference in the work we deliver and the impact we have on the world around us and this will drive our net-zero transition.





WANT TO FIND OUT MORE?

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