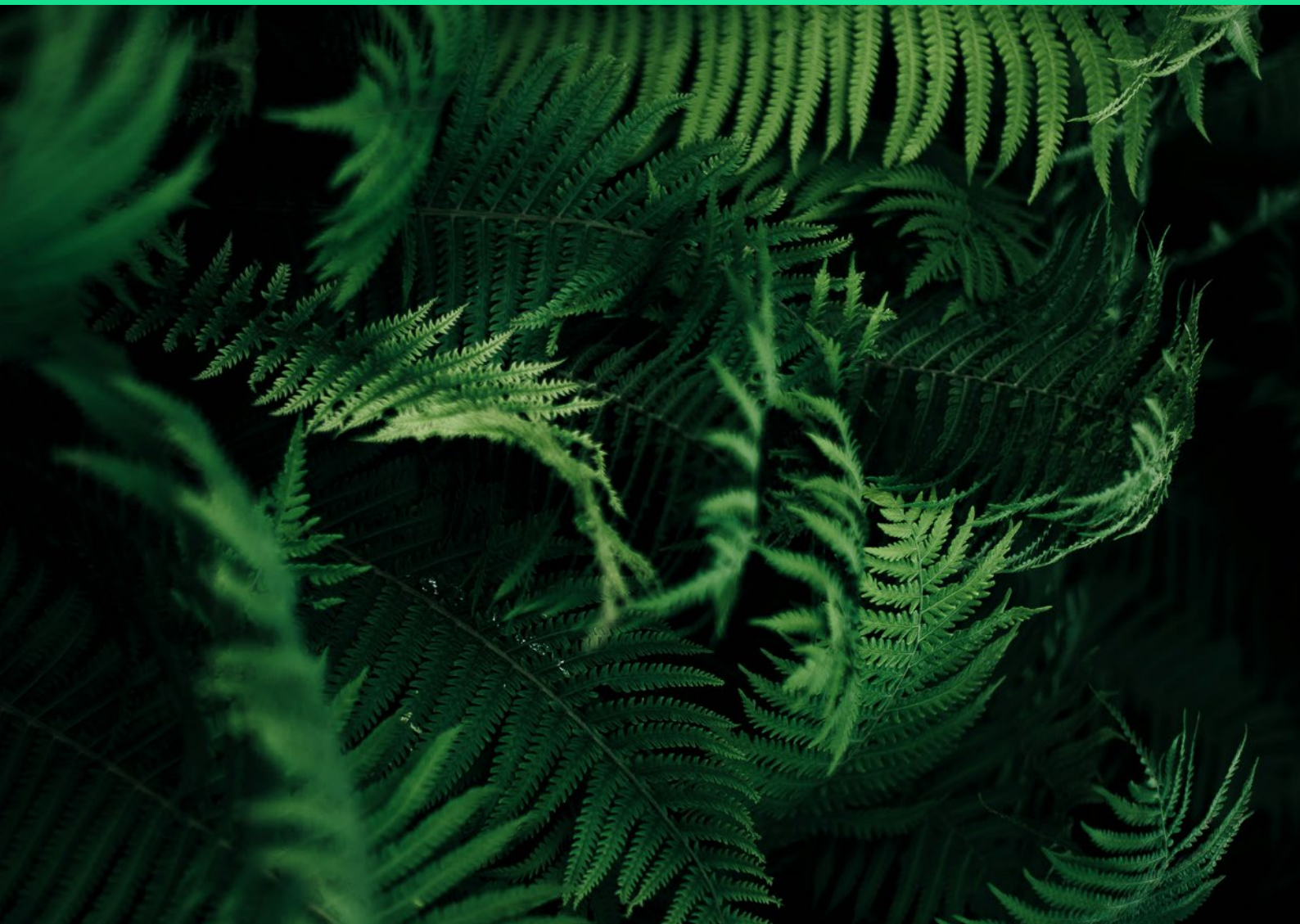


MISSION

ENVIRONMENTAL
SOCIAL
GOVERNANCE
REPORT

2025



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CEO MESSAGE

At MISSION, we believe that ESG is not a report to be filed – it is a mindset that should shape every decision we make, every partnership we build and every action we take.

Driving true sustainability

The world around us is changing, and so are the expectations of our teams, the businesses we support and wider society. Climate change is a reality that cannot be ignored, and neither can we delay our response. But meaningful progress doesn't come from lofty promises 10 or 20 years away; it comes from small, practical steps taken every day. True sustainability lives in the actions we take now – the choices made quarter by quarter, year by year – to reduce impact and build sustainable businesses.

Holding ourselves to account

Our reduction in carbon emissions in the past five years demonstrates how committed action can make a difference. We hold ourselves to account

against our near and long-term reduction targets, which are in line with the Paris Climate Agreement and validated with the Science-Based Targets initiative (SBTi). We are aiming for a 44% carbon emission reduction by 2029 (against our 2019 baseline) and Net-Zero by 2050. Although we have seen a rise in emissions of 13% from 2023 to 2024, due to an increase in office presence and travel combined with enhanced accuracy in our carbon reporting, we are on track to meet our near-term targets with an overall 32% reduction on 2019 emissions.

“Total emissions have reduced by 32% since we began reporting in 2019.”

“ESG is not an external obligation or a cost to the business. It is an enabler of long-term performance and value creation.”



Enabling value creation

Our environmental commitments are just part of the story. For me, ESG is not an external obligation or a cost to the business. It is an enabler of long-term performance and value creation.

A well-run business – guided by sound governance, a clear purpose and transparency – will always outperform one that isn't.

At the heart of ESG is collaboration. Progress doesn't happen in isolation. We achieve more by sharing best practice and working together – across teams, across industries and with our partners – to find smarter, more sustainable ways to operate. It's about helping each other do better, not competing for moral advantage.

As a marketing group, we have a unique opportunity to influence change – not just within our business, but across our industry with our clients and the work we deliver for them which reaches millions of people daily. We can be the catalyst for more sustainable behaviours, more inclusive communities and more responsible communications.

Diversity without inclusion is lip service

The 'S' and 'G' are just as vital as the 'E.' Our people are our strength. They are motivated not simply by profit, but by purpose – by knowing they are part of a company that stands for something more. That's why inclusion, fairness

and humility are non-negotiable in our culture. A business that values every voice, welcomes different perspectives and empowers people to bring their whole selves to work will always attract and retain the best talent. Diversity without inclusion is lip service; inclusion is what provides the environment for people to unlock their true potential.

Operating with integrity

Governance, too, sits at the centre of who we are. Reputation today is built – and can be lost – in moments. Operating with integrity, transparency and accountability is essential to the trust we hold with all stakeholders. ESG, in many ways, is a proxy for reputation. It defines how we are judged not just by what we deliver, but by how we deliver it.

ESG is not a side initiative for us. It is a business-critical priority. When done right, it makes us more efficient, more innovative and more successful. It makes us a company that people are proud to work for, and proud to work with.

We will continue to approach ESG with a business mindset – pragmatic, measurable and grounded in reality – because we believe that doing good and doing well as a business are not opposing goals. They are one and the same.

John Carey

CEO MISSION Group

ABOUT MISSION

MISSION is a collective of Creative Agencies led by entrepreneurs who encourage an independent spirit. We have over 900 people in 17 Agencies across 22 locations from London and Leicester to Edinburgh and Devon in the UK. Globally we span three continents, with presence in North America and Asia. We pride ourselves on our proximity to our clients, working as an extension of their own teams and sharing in their successes.

Our focus is on creating real standout, sharing real innovation and delivering real growth for some of the world’s biggest brands. We believe too much work disappears. This isn’t a big secret, but it does seem careless. Our approach is different. Everything we do is designed to make the difference Clients are looking for. We call it **Work That Counts™**.

This unique approach has helped us become a long-term creative partner of market-leading and challenger brands across the globe. 2024 saw **MISSION** deliver an operating income of £75.9m and total headline operating profits of £9.1m.

Our success as a Group, however, is based on more than our financial growth. The difference we make on the world around us – our people and 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 lasting positive impact. 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



44% reduction in emissions by **2029** and **Net-Zero** by **2050** (set in line with the Paris Climate Agreement and the Science-Based Targets initiative (SBTi) Net-Zero Standard).

Commit to 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**.

Align 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.

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

Work towards **ISO 14001** certification by **2026** across key **MISSION** locations.



Build a diverse workforce where everyone can develop their potential.

Create inclusive environments where people can be themselves and feel they belong.

Demonstrate that diversity and inclusion are central to how we operate.

Gather data to understand the experiences of our people and shape the actions we take.



Improve stakeholder advocacy as shown through Client happiness levels, referral ratings, and 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 GOALS ALIGNMENT

In 2015, during the UN Sustainable Development Summit, the UN adopted 17 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. Aligning to these goals will help us to build long-term resilience, meet stakeholder expectations and contribute meaningfully to global sustainability by 2030.



ENVIRONMENTAL

MISSION is a complex Group of 17 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, and 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 44% 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 emissions that occur in the value chain).

CATEGORISATION

We measure our carbon emissions in three ways:

SCOPE 1	SCOPE 2	SCOPE 3
Direct emissions from owned or controlled sources, including gas for heating, fuel for transport or air conditioning and refrigeration.	Indirect emissions from generation of purchased electricity.	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 32% since our baseline in 2019.

OUR APPROACH TO OFFSETTING

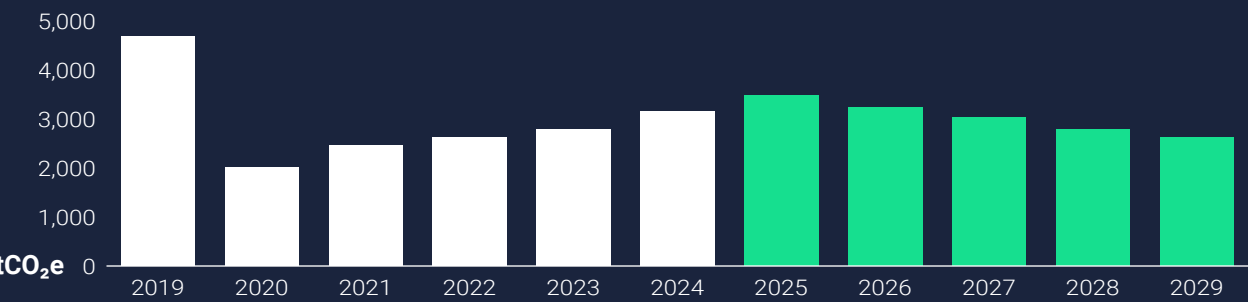
The language used when discussing the climate crisis and the path governments, businesses and individuals need to take can be complex and convoluted. There is a myriad of terminology put forward, creating confusion about the true meaning of statements that are made. It is, therefore, important that we 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.

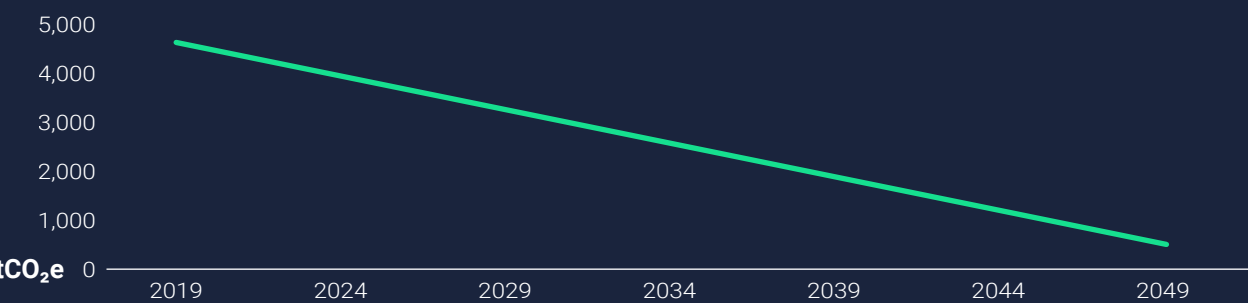
To achieve this, organisations are required to focus their efforts on real emissions reductions with only a very limited amount (no more than 5-10%) of residual emissions removed via high-quality carbon removal programmes. Decarbonisation will rely on adaptation and change, altering the way we do business 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’s 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 Deliver against our emissions targets (44% 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 Live our commitment to 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 Reach 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 to 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 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 key Agencies focused on their specific carbon hotspots, aligned to help **MISSION** achieve its Science-Based Targets.

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 the gold standard of environmental reporting).

PARTNERSHIPS

Agency partnerships across our industry and beyond with the likes of 51toCarbonZero, AdNetZero, FrontFoot, AdGreen and Greenshoots to build knowledge, share best practice and drive industry change.

GREEN MINDS

Our Environmental Champions met for their now-annual gathering, this time at our offices in London. Part of the Heal's Building on Tottenham Court Road, the office is home to four of our Agencies and has provided an overall reduction in energy, waste and water use as well as reducing commuting for many due to its location to transport links.

INSPIRING INNOVATIONS

The day kicked off with talks by by our CEO and **MISSION** ESG Lead, who provided updates on **MISSION**'s environmental vision and progress from the last year.

The first external speaker was Laurence Kemball-Cook, the award-winning founder and CEO of Pavegen, a pioneering clean technology company. Pavegen has developed a unique floor system that converts kinetic energy from footsteps into off-grid electricity, data and rewards.

Matt Bourne, Communication Director at the Advertising Association and co-author of 'Sustainable Advertising: How advertising can support a better future' also joined us. Matt discussed the motivation behind his book and emphasised the importance of rethinking sustainability, not just in terms of the planet, but in promoting more sustainable products and services.



CHALLENGE 300

The afternoon was spent generating ideas for achieving **MISSION**'s 2029 targets. The first task was to address the barriers to meeting the target, and how **MISSION** or its Agencies could overcome them. The second asked for the three top initiatives Agencies could implement now to reduce their carbon footprint and how these could be scaled across **MISSION**.

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.



AGENCY SPOTLIGHT

AGENCY
KROW GROUP

INITIATIVE
BREAKING FREE FROM
PLASTIC:ONE MONTH,
LASTING CHANGE

krow Group proudly took part in Plastic Free July, a global initiative aimed at reducing single-use plastic and protecting our oceans. Throughout the month, the team ran a series of engaging, eco-conscious activities to inspire sustainable habits.

.krow green team



Week one: 'Sip Sustainably' encouraged staff to use reusable cups and enjoy plastic-free refreshments.

Week two: 'Sharing is Caring' focused on swapping tips and showcasing sustainable product alternatives.

Week three: 'Bog Roll Bingo' brought some fun competition, offering prizes of recycled loo roll from Who Gives a Crap. The month wrapped up with 'Yummm', celebrating plastic-free lunches and providing a free meal for everyone.

The initiative, led by the krow Green Team, highlighted the collective power of small actions in tackling plastic pollution.



CARBON TRANSITION PLAN (CTP)

Our Carbon Transition Plan is 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 the business to help prevent the worst effects of the climate crisis. It is focused on supporting 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), whose recommendations have been consolidated into the International Sustainability Standards Board (ISSB)'s two standards – IFRS S1 and IFRS S2.

Covering our management approach, climate risks and 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 AND 2 EMISSIONS

- Transition to **100% renewable electricity** at all UK sites by **2025** and positively influence those sites where we don't control the electricity supply. Reflect this globally by **2026** and **2027**.
- Consolidation of estate (**18%** from **2019** to **2023**, further **20%** by **2030**) plus adoption of smart building technology, seeing reduction on associated energy, water and waste.
- Support Agencies in creation of robust EMS plus implement **ISO 14001** across the majority of the key **MISSION** locations, with a critical focus on annual energy consumption reductions by **2026**.
- Transition our 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 the adoption of a Group-wide travel policy and engagement of a carbon-reduction-based travel Agency.
- Create a new supplier register system which houses a network of climate-resilient and sustainability-focussed direct and indirect suppliers.
- Sustainable Procurement Policy** in place by **2026**, stipulations in procurement policies/supplier contracts to reduce primary materials in our supply chain.
- 90%** recycling rate by **2030** globally.
- 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 2024

In 2024, Agencies worked with an external environmental consultancy to capture information covering all activities including our offices, travel, purchases and working from home.

2024 has seen a total emissions increase of 13% since 2023 (2,906 to 3,284 tCO2e) but overall, we have seen a 32% decrease in emissions compared to pre-pandemic levels.

In 2024, the highest sources of emissions were business travel with an increase to air (+52%) but, positively, decreases to rail (-71%) and road (-8%). These significant rises and falls are primarily due to a better reporting capability and accuracy due to the first full year of

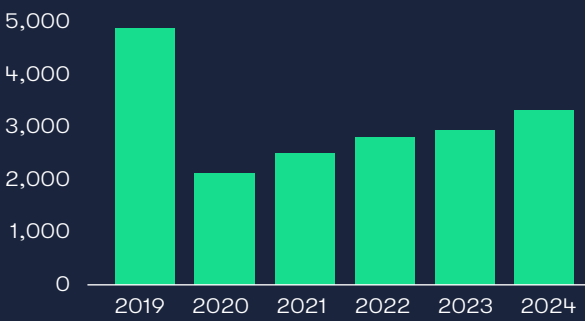
usage of our carbon reporting tool, which was introduced mid-year in 2023. This tool ensures all travel expenses across the Group include appropriate data collation, eradicating the need for estimates based on spend. This continues to have a significant impact on carbon travel data precision across the Group.

Other key emission sources were electricity (increased by 28% compared to 2023, primarily due to a further accuracy in reporting across Agencies) and location and employee commuting (increased by 34% due to a rise in return to offices and an uptake in the number of employees who provided commuting data).

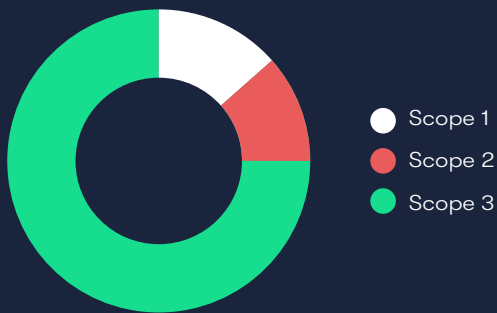


	2019	2020	2021	2022	2023	2024	% change from baseline
Scope 1	475	324	416	338	467	439	-8%
Scope 2	522	390	311	264	281	368	-30%
Scope 3	3,863	1,424	1,793	2,194	2,158	2,477	-36%
Total emissions	4,860	2,138	2,520	2,796	2,906	3,284	-32%
Total emissions per person	4.7	2.4	2.8	2.9	3.1	3.1	-32%

ABSOLUTE EMISSIONS PER YEAR (TCO2E)



2024 EMISSIONS PER SCOPE



AGENCY SPOTLIGHT

AGENCY
BRAY LEINO
EVENTS

CLIENT
CYBERUK25 AT ICC
BIRMINGHAM

CHALLENGE

The first CYBERUK to happen since the implementation of TRACE, an event-specific carbon emission platform, at Bray Leino Events.

This was the year to benchmark, to see where the emissions really came from.

IMPACT

With confidence, TRACE enabled us to say that audience travel made up 92% of all transport emissions, and that the 6% of meals featuring red meat accounted for at least half of total food emissions.

We beat industry benchmarks on emissions for catering, waste and travel, while improved visibility through TRACE data enabled us to make recommendations that could carve up to a third from our emissions at CYBERUK25.



SOLUTION

We used an ISO 14001-certified venue close to transport links, with 30% of staff travelling by train. Disposable plastics and giveaways were reduced, and sustainable coffee cups and water bottles were handed out instead.

80% of food served was vegetarian, and 100% was locally sourced. Most graphics (80%) were either repurposed or recycled. Overall, 48% of all waste was either recycled, reused or composted.



AGENCY SPOTLIGHT

AGENCY
BRAY LEINO

CLIENT
OFI

CHALLENGE

To create a unique sustainability identity for the launch of **ofi**'s sustainability value proposition, which would stand strong within their brand ecosystem.



IMPACT

An extensive suite of assets that the client loves and are delivering **ofi**'s impactful campaign and ambition.



SOLUTION

'Choices for Change' is a vibrant, confident brand that champions **ofi**'s mission: Be the change for good food and a healthy future.

The logo mark ('The Arc') connects to the primary signifier in their parent brand logo and acts as an extractable device that can sit above immersive imagery of the people and places behind their raw products. Earthy green and blue hues from the brand's secondary colour palette help signify sustainability.



AGENCY
KROW GROUP

CLIENT
BIG EARTH AND
‘EARTH RAISE’ EVENT

CHALLENGE

The Big Give needed a film to drive awareness of the new ‘Earth Raise’ initiative and communicate their match funding mechanic, in a simplistic way that would inspire people to get involved.



SOLUTION

krow designed a visual identity and launch film to establish the event as a defining moment for environmental fundraising and attract new brand collaborations and sponsors.

The film used collective footage from the many environmental charities supported by The Big Give, to demonstrate the amazing work already being done. It struck a fine balance between stressing the urgency for a major environmental movement, while also maintaining hope for a better future for our planet.

Earth Raise
LIVE

World Earth Day | April 2026

IMPACT

The Big Give is the UK’s largest match funding platform, looking to supercharge giving to climate causes, and any donations made via The Big Give will be doubled.

Since launching in 2021, they’ve raised over £15 million for hundreds of environmental charities.

SOCIAL

PUTTING PEOPLE FIRST

We are a people-based business. Across **MISSION** and our Agencies, our social ambition is simple: to create inclusive workplaces where people want to be, and environments that have a positive impact on the wider world. Our culture values difference and authenticity, ensuring colleagues can bring their whole selves to work while feeling respected, supported and empowered.

HEALTH AND WELLBEING

The health of our teams is paramount. We continue to foster open conversations about mental health and wellbeing, offering free professional support and educational life balance initiatives across the Group. Over 25 trained Mental Health First Aiders provide confidential assistance while employees also benefit from our BHSF health cash plan, which offers a 24/7 counselling and advice helpline, ensuring round-the-clock access to care and support when needed.

DIVERSITY AND INCLUSION

We are committed to driving equality, opportunity and progression. Our Diversity and Inclusion Manifesto underpins our approach. Through inclusive leadership training and Group-wide D&I workshops, we are creating safe spaces for open dialogue and embedding inclusivity across the organisation.

As a Disability Confident employer, we actively remove barriers to opportunity and champion neurodiverse talent. We recognise the unique strengths that all colleagues bring, and we are committed to ensuring they can thrive.

GROWING TOGETHER

Our strength lies in our people: more than 900 colleagues across 22 locations and three continents. We invest in learning and development to prepare our people for today and tomorrow, with clear pathways for progression, succession planning and opportunities to share knowledge across our 17 Agencies.

We also believe in supporting the next generation of talent. Our Agencies work with local schools, colleges and universities to offer internships and apprenticeships, open days and micro-placements, helping to create pathways for fresh, diverse voices in our industry.

FLEXIBILITY AND BELONGING

We know that people are at their best when their personal lives are supported. That's why we've enabled over 200 flexible working patterns across the Group, alongside hybrid working, parental return-to-work schemes and support for life's big moments. Flexibility, inclusivity and belonging are central to how we operate – whether through family-friendly policies, vibrant agency social events or creating spaces where people feel they truly belong.

LOOKING AHEAD

As we continue our ESG journey, we recognise the need to evolve. We have re-evaluated our social priorities to ensure they reflect our ambition of creating a respectful, supportive and inclusive culture. Our focus will be on four key areas.

We are proud of the progress we have made and are committed to continuing to drive forward with empathy, awareness and zero tolerance for discrimination. By doing so we will ensure our Agencies remain places where people thrive, where we deliver **Work That Counts™** for our Clients, and where we have the biggest positive impact on wider society.

WORKFORCE

Building a diverse workforce where everyone can develop their potential.

WORKPLACE

Creating inclusive environments where people can be themselves and feel they belong.

MARKETPLACE

Demonstrating that diversity and inclusion are central to how we operate.

INSIGHTS

Gathering data to understand the experiences of our people and shape the actions we take.



PUTTING OUR PEOPLE FIRST

GOING THE DISTANCE

The **Bray Leino Events** team were set a group challenge by their Wellbeing team to track as many hours as possible of activity in one month. It was an active start to the summer, resulting in 1,228 hours tracked across the company ranging from commuting, dog walks, football to running for ParkRuns, charity family events, to being onsite!

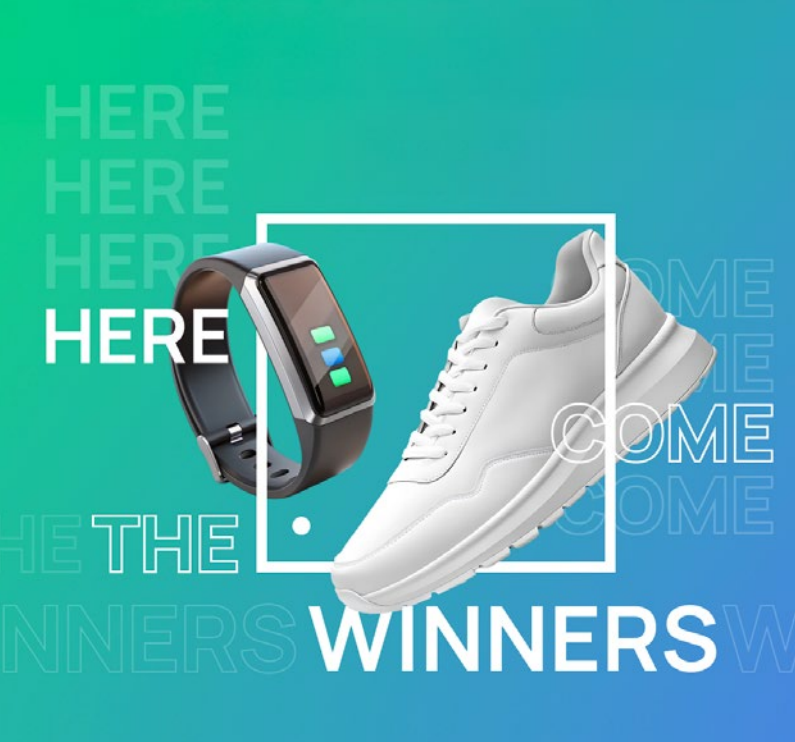


FORGING PEOPLE

Bray Leino and **Bray Leino Events** have invested in a series of webinars with Nick Elston, founder of Forging People. This is a high-impact wellbeing programme designed to help teams navigate stress, build resilience and stay connected.

MOVE FOR MIND AND BODY

As part of the **Mongoose Wellbeing Programme**, each employee receives a £20 per month contribution to stay physically and mentally well; the team can spend this as they wish. Mongoose also promotes a weekly run club named ‘Conversational Pace’, catering for all abilities and speed – this is a great way to get out of the office, clear heads and spend time together.



WALKING IT OUT

Speed gets the team out on monthly wellbeing walks, where a route is selected and all go out over lunch to make sure they make the most of getting some fresh air and sharing advice or tips of the best ways to support their mental health. The team also has regular get-togethers to mark occasions like Mental Health Awareness Day, with activities that promote wellbeing such as planting succulents or making and sharing lunches.



SEPTEMBER

krow Group encouraged employees to embrace the ‘Stepتمبر’ fitness challenge. People were divided into teams across various UK locations, helping people to converse (and compete!) with people they wouldn’t usually encounter in their working lives. As well as the obvious health benefits of getting out and about, there was a photo competition to harness people’s creativity. The results were impressive, with millions of steps logged and many new friendships forged across the group.



SUMMER HIKING

Story Edinburgh participated in this year’s inaugural Summer Hike for NABS. This was a social event designed to bring the media and advertising community together for some fresh air, hearty exercise and relaxed conversation – giving everyone a well-deserved mental wellbeing boost.

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 2025, 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
SPEED

CLIENT
SANCTUARY CARE

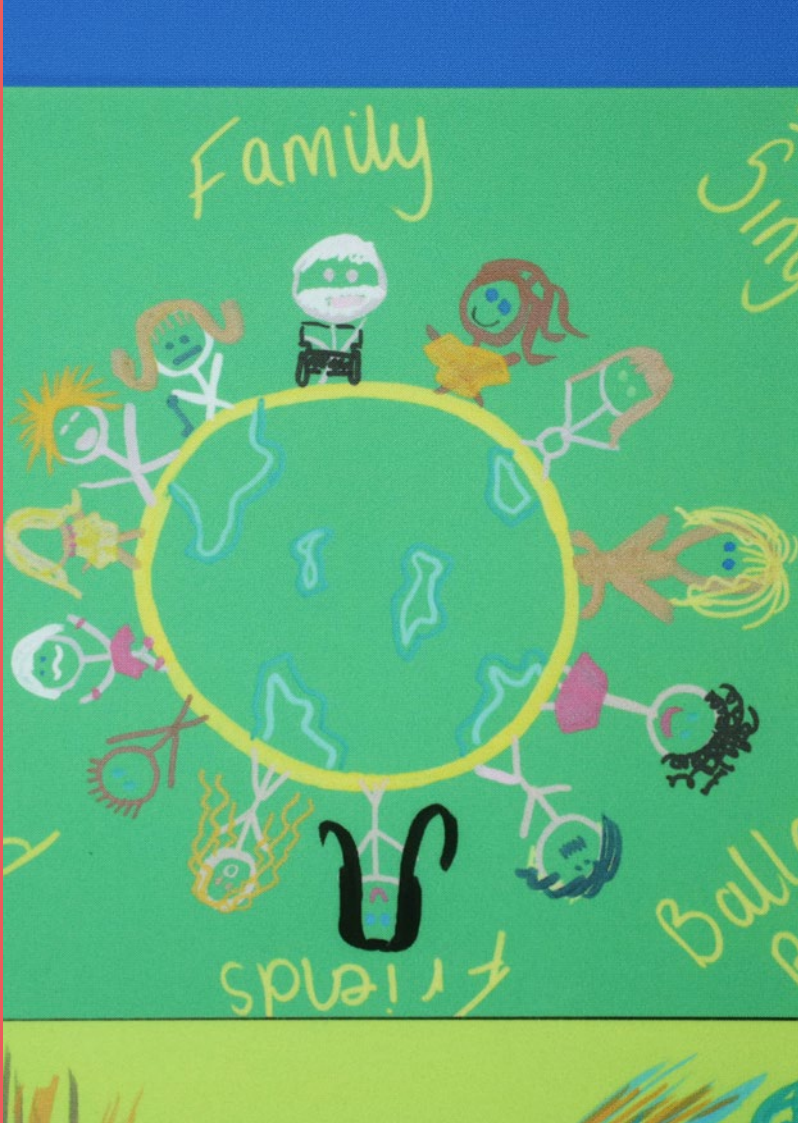
CAMPAIGN
CREATING
CONNECTIONS

CHALLENGE

Change perceptions of elderly care by showing how the right care provider can enrich the lives of residents, families, colleagues and communities.

IMPACT

50+ media articles including Daily Mail, Daily Star and BBC Radio, a reach of 482m and a shift in perceptions of elderly care.



SOLUTION

Residents and colleagues were united through a powerful community art project turning Sanctuary Care's promise of 'enriching lives' into a vibrant, collective expression of connection. A nationwide mural was built from 100+ resident artworks on the theme of connection, curated by a professional artist, displayed in a shopping centre and online.

The initiative was underpinned by research from Sheffield Hallam University and the Campaign to End Loneliness, which underscored the critical importance of social connections for the wellbeing of older adults. The findings reinforced that meaningful social relationships are fundamental for both emotional and physical health.

An emotive film, social content and expert commentary from Professor Andrea Wigfield brought the campaign to life, driving reach, impact and meaningful awareness.



AGENCY SPOTLIGHT

AGENCY
MONGOOSE

CLIENT
CHELSEA FOOTBALL CLUB

CAMPAIGN
GAME ON FOR CHELSEA WOMEN

CHALLENGE

Chelsea Women faced the challenge of building an independent and loyal fan base that stood apart from the men’s team. The goal was to engage a wider audience, particularly young girls and women, and make women’s football feel inclusive and accessible. It wasn’t just about selling tickets, but shifting perception to show that the women’s game has its own energy, stories and heroes.

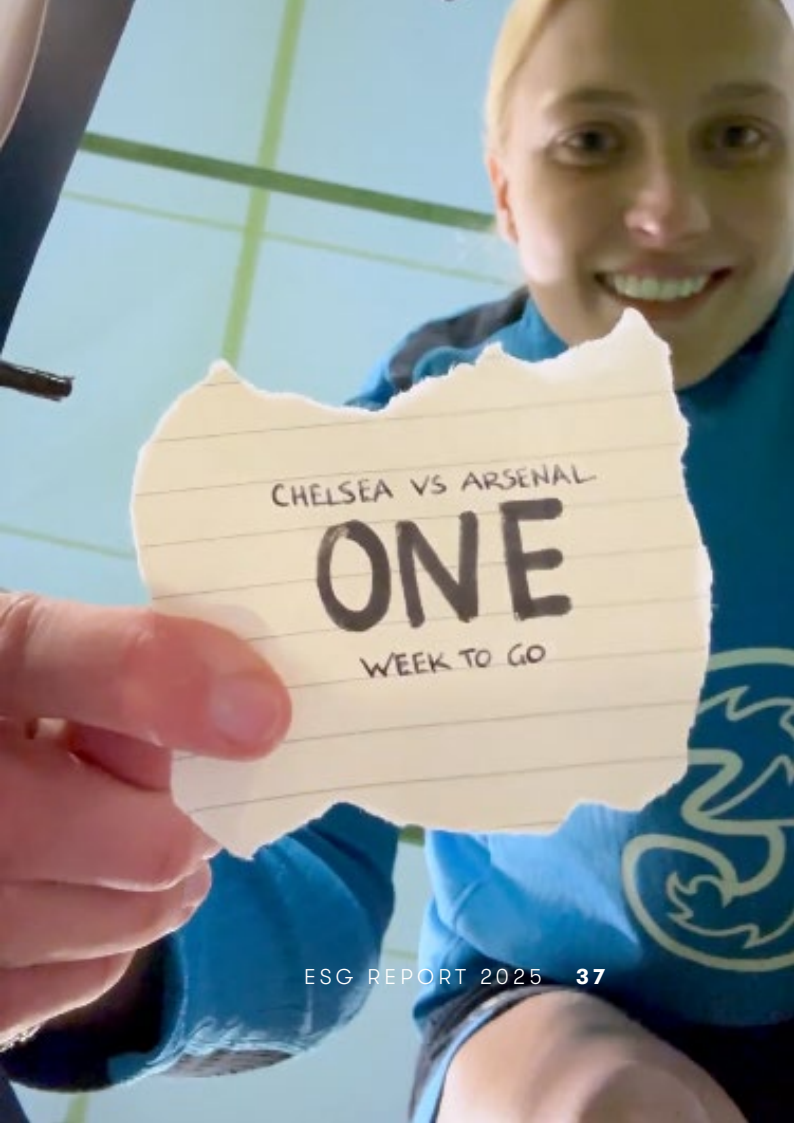
IMPACT

From matchday experiences to social storytelling, the campaign highlighted that football is for everyone, uniting parents, fans and the next generation through authentic narratives that championed diversity, joy and the shared love of the game.



SOLUTION

Mongoose launched a series of influencer-led campaigns that celebrated the different ways women connect with football. By partnering with influential voices across sport, music, lifestyle and food, we reached women within their own communities and passions. Cleverly, Mongoose combined these creators with Chelsea Women’s players, to produce engaging content that felt organic and relatable.



AGENCY SPOTLIGHT

AGENCY
LIVITY

CLIENT
YOUNG MINDS

CAMPAIGN
CRUSHED BY A
MILLION PRESSURES

CHALLENGE

Raise awareness and make the youth mental health crisis tangible to the public in response to mental health referrals hitting more than one million for the third consecutive year and calls for stronger government action.

IMPACT

The installation remained on display at King's Cross for a single day, accompanied by a nationwide out-of-home campaign featuring insights from young people involved in the project's development.



SOLUTION

The sculpture was constructed from thousands of objects, each representing a driver of the youth mental health crisis, including social media, poverty and academic pressures. Created in partnership with young people, each object was designed with quotes and statistics that depicted the pressures they face in society today.

Throughout the day the public were encouraged to remove and examine the objects. As this happened, a sculpture of a hopeful young person was slowly revealed, symbolising the role we can all take in supporting young people to navigate mental health by helping them remove certain pressures.



GOVERNANCE

We believe that governance and the corporate safeguarding of **MISSION** and its stakeholders is not merely an afterthought in among the ESG trio. It serves as the cornerstone of our interactions with investors, employees and suppliers. This engenders trust and co-operation internally while 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 to ensure they are supported and that they collaborate to deliver the best work to help our Clients succeed.

MAKE-UP OF THE BOARD

With a balanced composition of extensive industry expertise alongside financial and commercial acumen, the Board maintains a comprehensive understanding of Agency challenges, opportunities and market dynamics. The core Board is advised by an Executive Leadership Team (ELT), which includes Agency CEOs and **MISSION**'s Head of People. 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



JOHN CAREY
Group Chief Executive



MARK LUND OBE
Non-Executive Director
and Deputy Chair



GILES LEE
Group Chief
Financial Officer



CLAUDINE COLLINS
Non-Executive Director
as of 1st December 2025

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 and protection, supply chain resilience, market fluctuations, economic volatility and political uncertainties.

Oversight from an independent Audit Committee and an independent Risk and Remuneration Committee 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 (over 50% of Group revenues are from Clients who have been with us for more than five years), referral ratings and staff retention levels 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.

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, and 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. We have

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

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



WANT TO FIND OUT MORE?

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or John Carey, **MISSION** Group CEO,
jcarey@themission.co.uk