

DEPT.®

IMPACT REPORT 2024



CEO LETTER

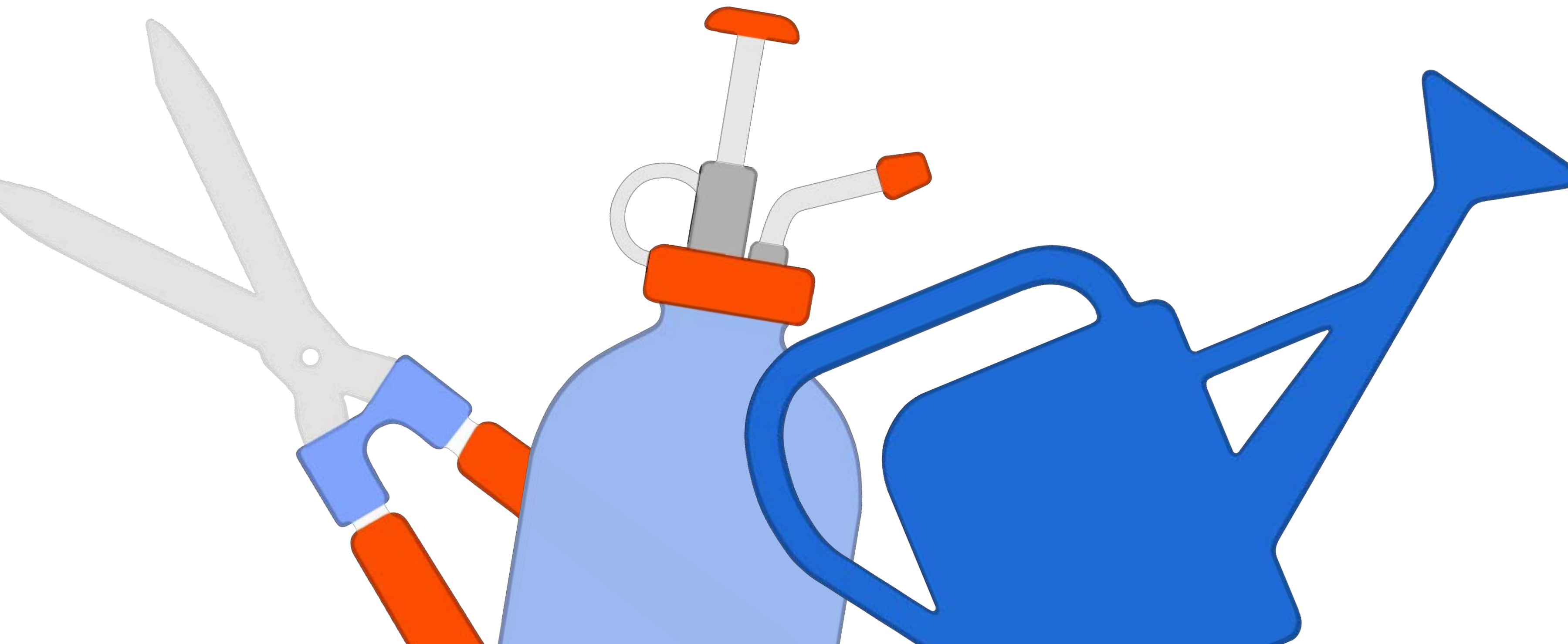
At DEPT®, our journey is about continuous progress, not perfection.

The world is increasingly polarized. Companies that once championed Diversity, Equity, and Inclusion and sustainability are now scaling back under political, economic, or legal pressures.

While it is easy to take an ideological stance – either for or against corporate responsibility initiatives – the reality is much more nuanced.

Some businesses are reacting to genuine challenges: legal scrutiny, economic downturns, or shifting political landscapes. Others might have adopted extreme policies that now make them vulnerable. We believe in taking a pragmatic yet principled approach because it makes for a better company. It helps us access and attract a wider pool of talent, deliver pioneering work, build stronger client relationships, and stay resilient in a world that keeps shifting under our feet.

In 2024, our impact strategy came to life through projects like Undo the Firewall and Easy Genomics, as well as work for clients such as ReflexAI, Ocean Spray, the United States Olympic & Paralympic Committee, and eBay. We worked with clients worldwide to ethically leverage new technologies like AI to create digital products, experiences, and marketing campaigns that have a lasting impact. These impactful projects comprised nearly 10% of our overall global revenue in 2024, with eight of those projects earning global recognition at the purpose and mission-driven Anthem Awards, where we were also named Agency of the Year.



We’ve also focused on making impact scalable. 2024 was a year of refining who we are as a company, and how we organize ourselves and show up for clients to deliver the best work possible. We streamlined our regional leadership structure to increase collaboration and appointed new global leadership in several key areas. We deepened our impact around community giving, sustainable procurement, and employee belonging, among others, through initiatives across all of our offices.

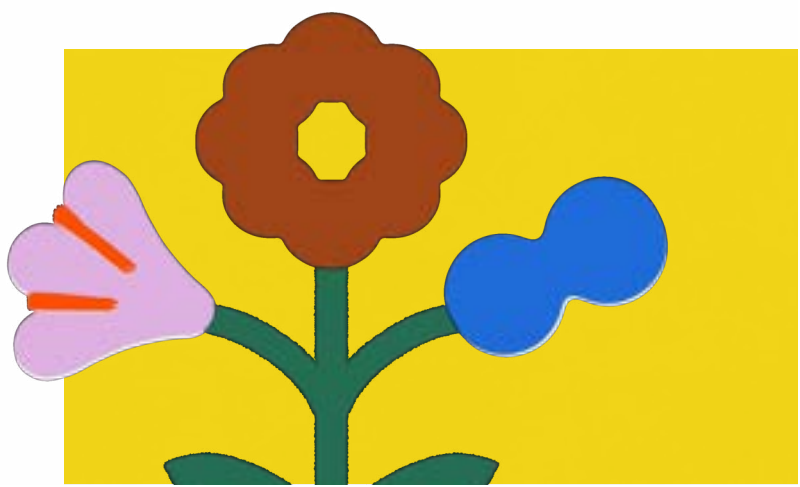
Finally, we invested significant time in 2024 to prepare for the B Corp recertification process, which I’m proud to say we completed in February 2025.

No company is perfect, including ours. But that shouldn’t stop us from trying hard. We believe in creating an organization that contributes positively to society, not because it is easy, but because it is the right thing to do. That means helping clients build greener digital solutions, reducing our footprint, and making decisions based on where the world is going, not just where it is today.

We are committed to this ongoing journey and are excited about the positive impact we can achieve with our clients in 2025 and beyond.

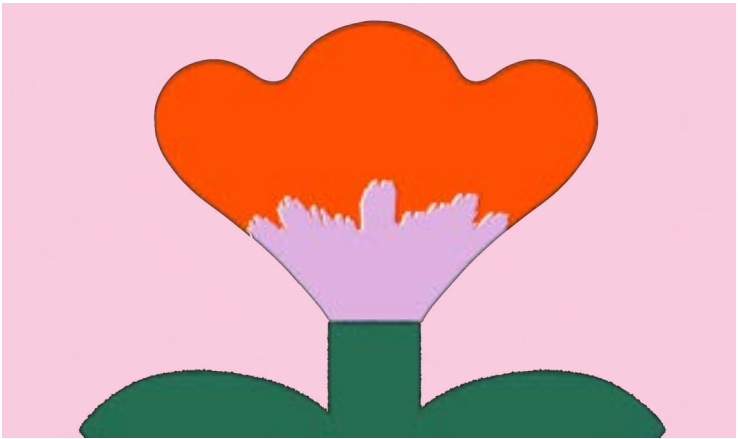
DIMI ALBERS
GLOBAL CHIEF EXECUTIVE OFFICER





DEPT® AT A GLANCE

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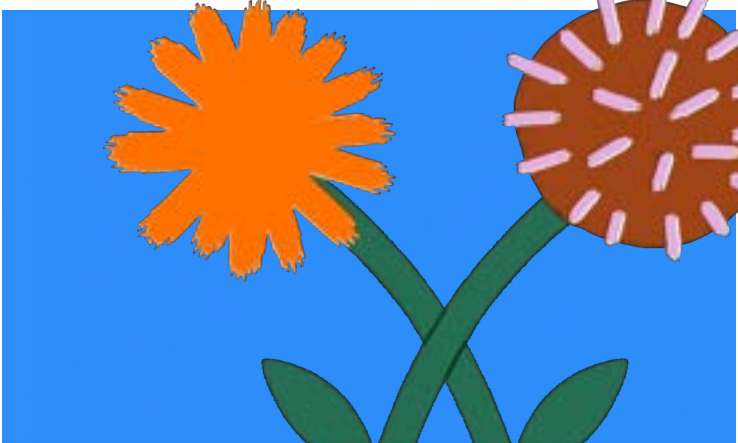
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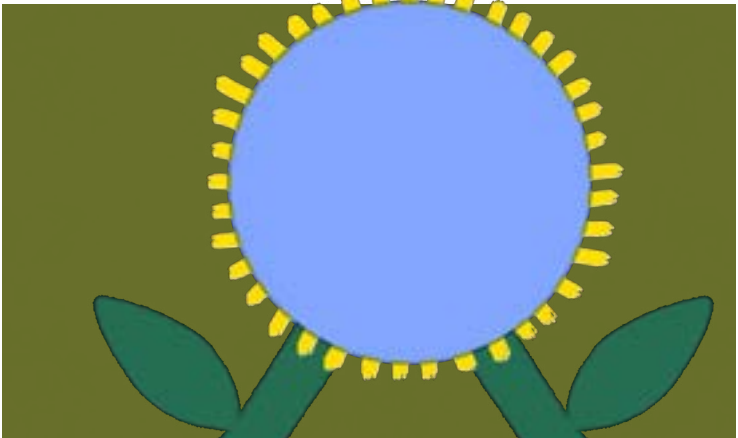
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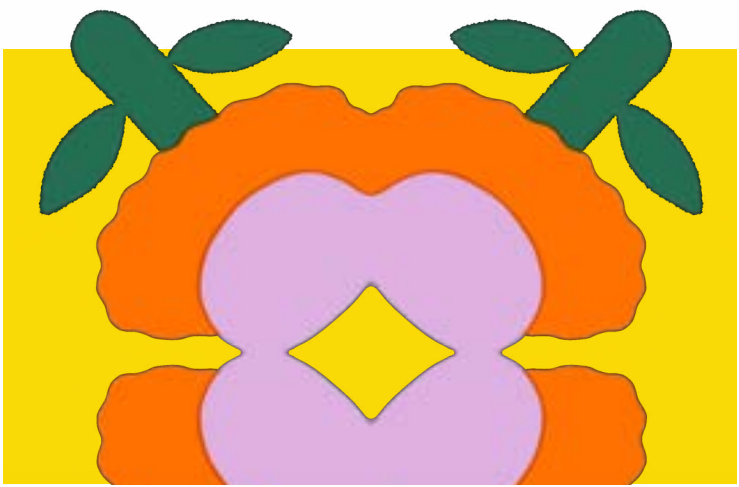
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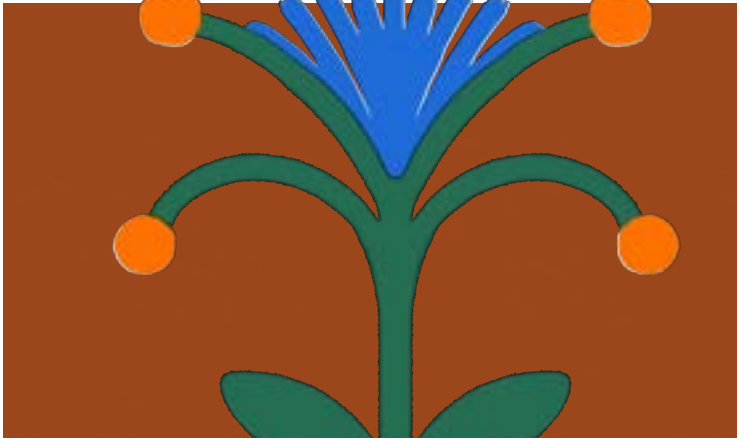
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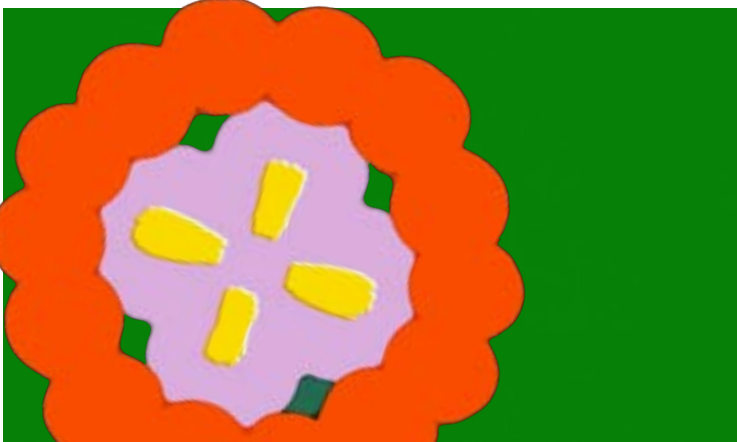
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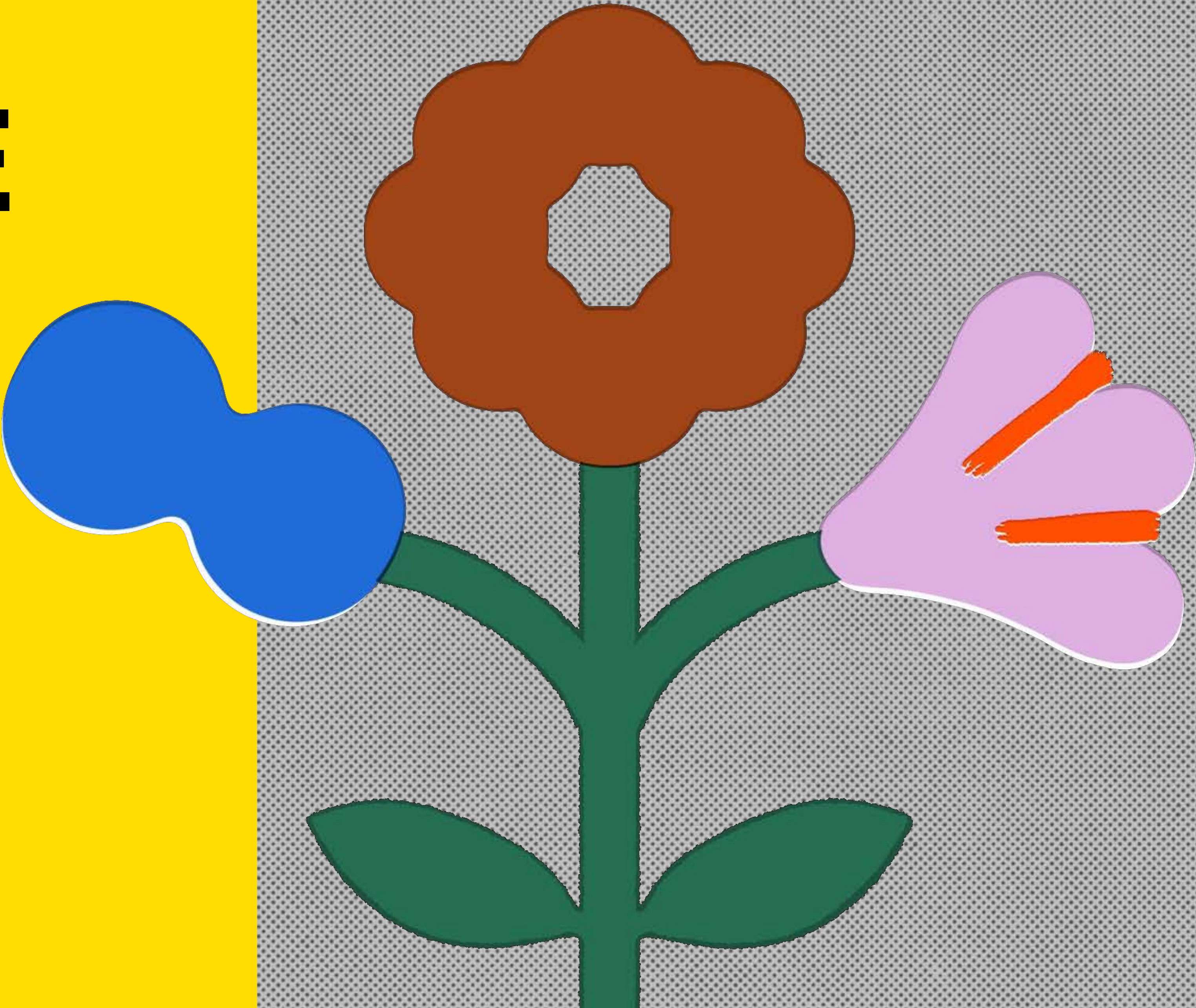
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DEPT® AT A GLANCE



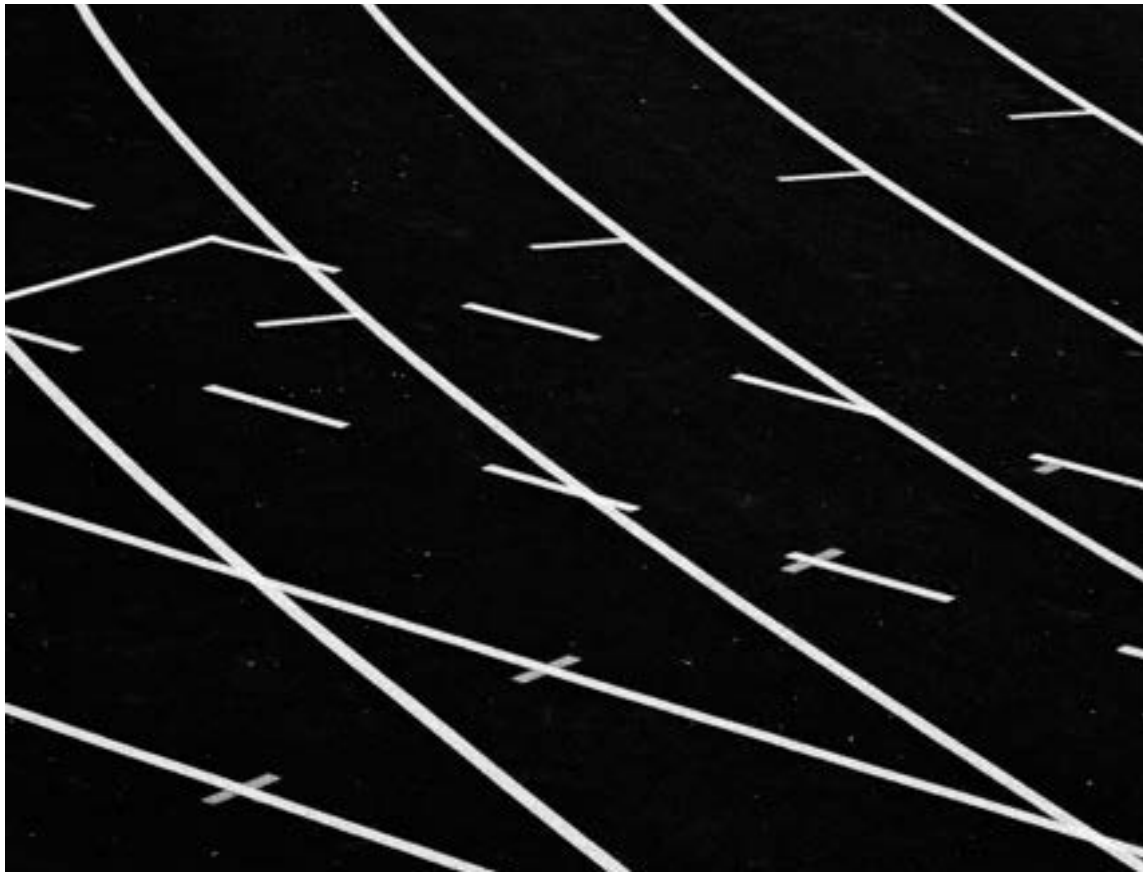
DEPT® is a global agency that unlocks tomorrow’s possibilities for today’s most ambitious companies through end-to-end digital solutions.

We help companies across Brand & Media, Customer Experience, Commerce Growth, and Technology & Data.

Less than a decade ago, DEPT® was born from a collection of companies that dreamed of making a bigger impact together than they could alone. Since then, we have continued bringing together the best independent companies from across technology and marketing to form a single team that is built to solve whatever comes next.

Today, we are a team of nearly 4,000 AI-native specialists across 30+ locations on 5 continents. Our solutions set the standard for the next era, working with top-tier brands like Google, Diageo, Philips, Audi, Twitch, and eBay.

We are driven by the belief that DEPT® can grow to become not just the best agency in the world, but also the best agency for the world. And here’s what sets us apart:



TECH + MARKETING

We’re not just a marketing agency or a tech company – we’re a mix of both. This combination allows us to solve complex problems that need both creative ideas and technical expertise.



CONSULTATION + CRAFT

We don’t just do the work – we help solve the big problems first. Our strategic advice helps us understand our client’s main challenges, and then we create tailored solutions that fit. This is what sets us apart from agencies that only focus on execution, or consultancies that give advice but struggle to deliver.



PARTNER-LED

Our company structure is special. Over 200 of our founders and leaders are shareholders, and they personally lead every project. This means there’s a lot of ownership, responsibility, and an entrepreneurial mindset in everything we do.

Full-time equivalent employees

3,639

GENDER	AMERICAS	EMEA	APAC	TOTAL
FEMALE	598.3 51.5%	913.2 49.3%	199.7 32.1%	1711.2 47.0%
MALE	553.4 47.6%	930.1 50.2%	417.8 67.1%	1901.3 52.3%
NON-BINARY	1.3 0.1%	2.2 0.1%	1.4 0.2%	4.9 0.1%
UNKNOWN	9.3 0.8%	8.3 0.4%	3.6 0.6%	21.2 0.6%

AMERICAS

Argentina
Canada
Mexico
United States
Buenos Aires, Mar del Plata
Toronto
Mexico City
Boston, Charlottesville, Chicago, Denver, New York City, Newburyport, San Diego, San Jose

EMEA

Croatia
Denmark
France
Germany
Ireland
Netherlands
North Macedonia
Spain
Switzerland
United Kingdom
Split, Zagreb
Aarhus, Copenhagen
Paris
Berlin, Cologne, Hamburg
Dublin
Amsterdam, Maastricht, Rotterdam, Veenendaal, Zwolle
Skopje
Madrid
Bern, Zürich
London, Manchester

APAC

Australia
India
Indonesia
Philippines
Singapore
Thailand
Melbourne, Sydney
Delhi, Mumbai, Bengaluru
Jakarta
Manila
Singapore
Bangkok

Full time employees
by gender & region

GENDER	AMERICAS		EMEA		APAC	
FEMALE	596.1	51.3%	837.2	48.7%	196.6	31.8%
MALE	554.6	47.7%	870.9	50.7%	417.0	67.5%
NON-BINARY	1.4	0.1%	2.1	0.1%	1.4	0.2%
UNKNOWN	10.8	0.9%	8.5	0.5%	2.8	0.5%

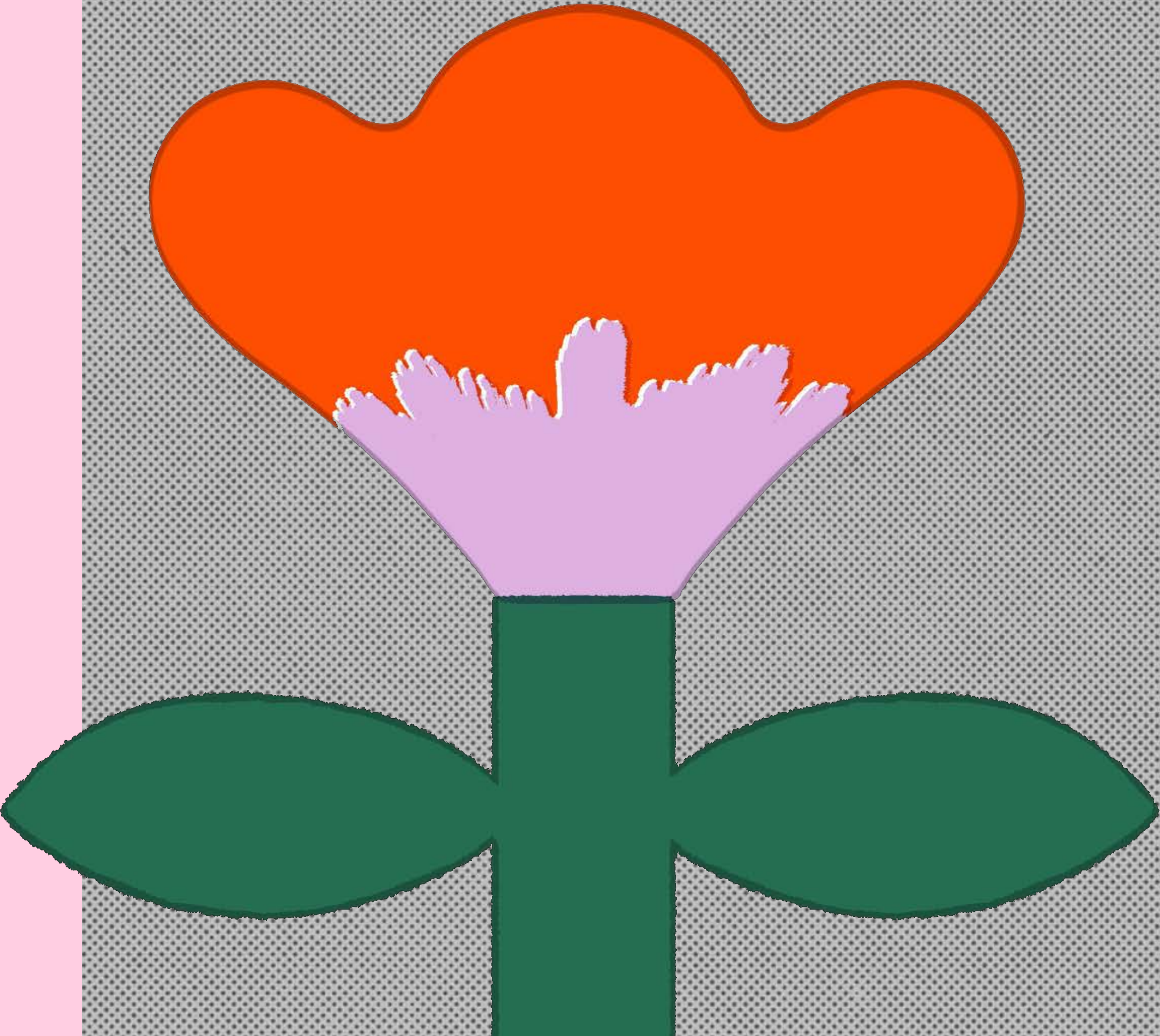
Part time employees
by gender & region

GENDER	AMERICAS		EMEA		APAC	
FEMALE	7.3	58.9%	156.4	58.1%	4.3	51.2%
MALE	4.8	39.0%	111.9	41.6%	2.0	24.3%
NON-BINARY	0	0%	0.1	0%	0	0%
UNKNOWN	0.3	2.1%	0.6	0.2%	2.1	24.5%

Contracted & freelance
employees by gender & region

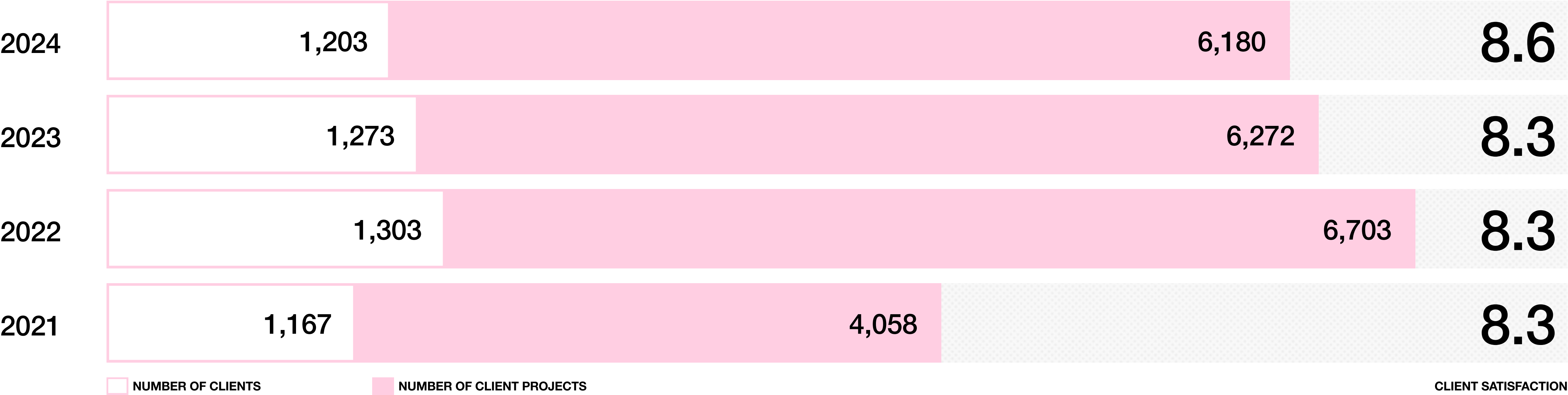
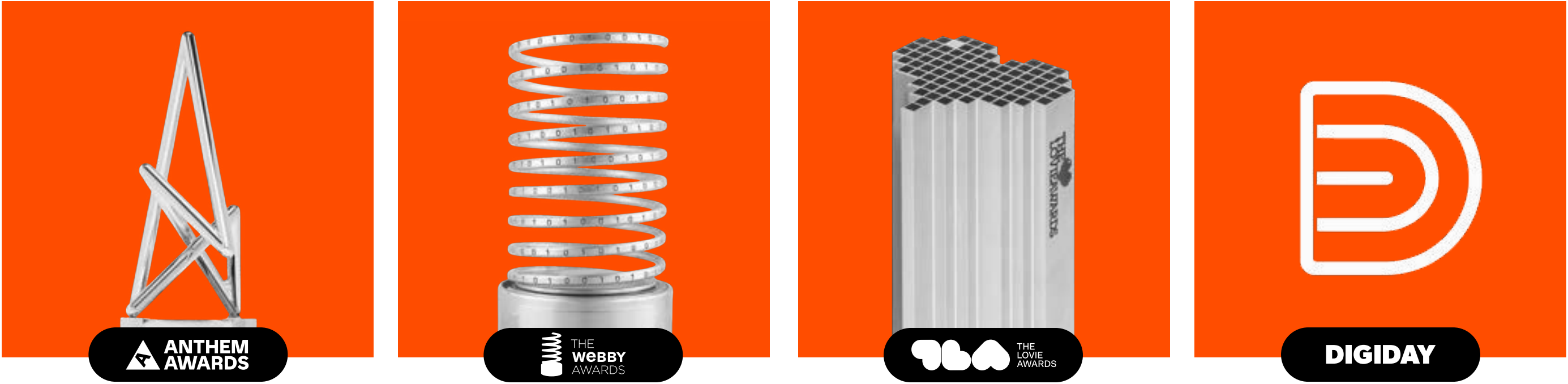
GENDER	AMERICAS		EMEA		APAC	
FEMALE	26.9	17.5%	44.1	18.7%	0.4	1.7%
MALE	80	52.2%	134.0	56.9%	2.4	10.3%
NON-BINARY	—		1	0.4%	—	
UNKNOWN	46.5	30.3%	56.2	23.9%	20.2	88%

DATA SNAPSHOT



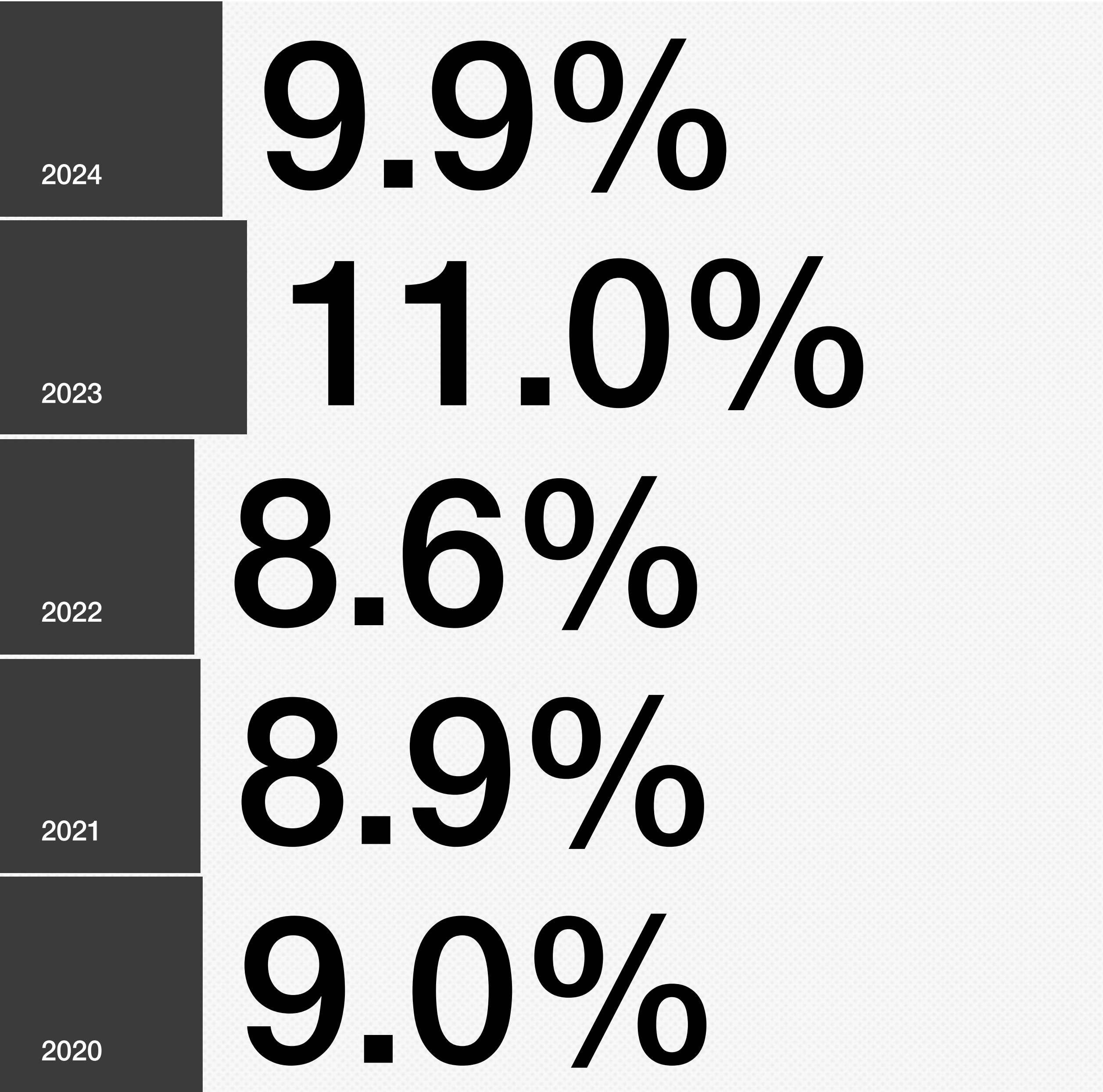
Clients

KEY AWARD WINS



CLIENT SATISFACTION

PERCENTAGE OF REVENUE FROM IMPACTFUL PROJECTS



Community

0.5%

2020

0.6%

2021

0.9%

2022 – 4,589 pro bono hours

2.8%

2023 – 14,998.5 pro bono hours

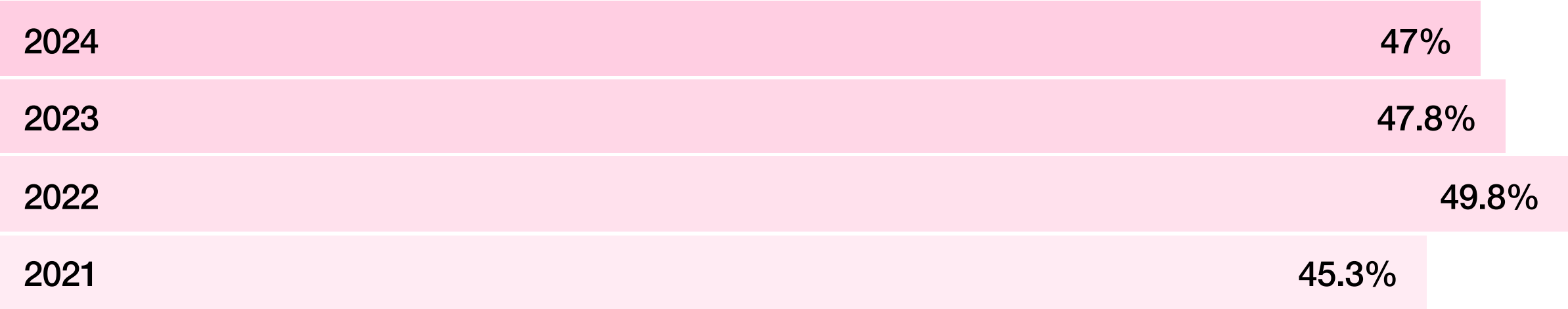
1.2%

2024 – 11,956.5 pro bono hours

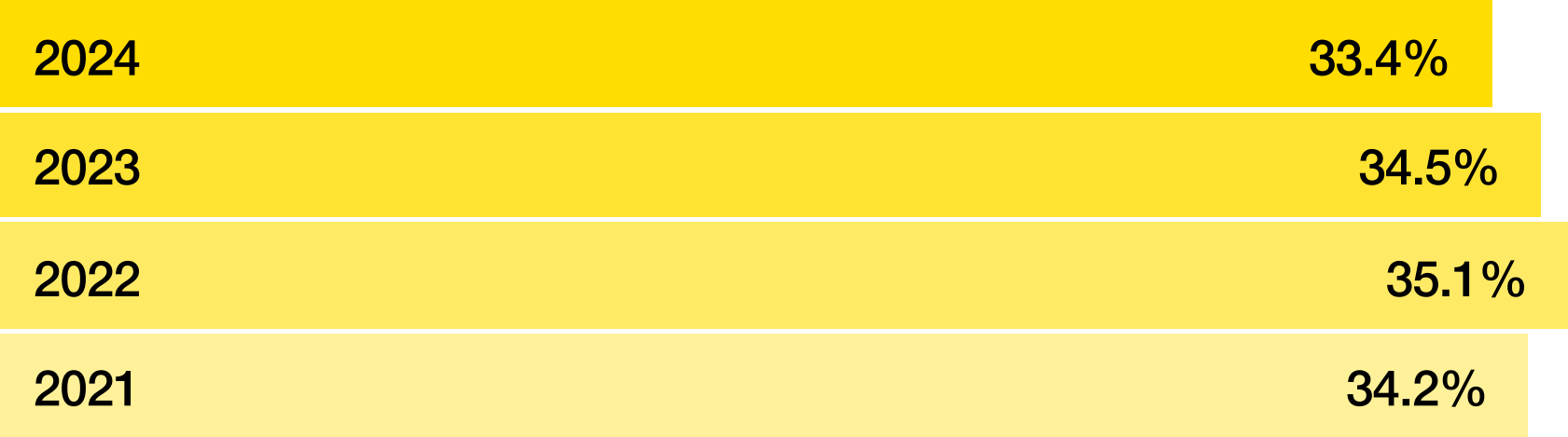
Percentage of total profit donated

Depsters

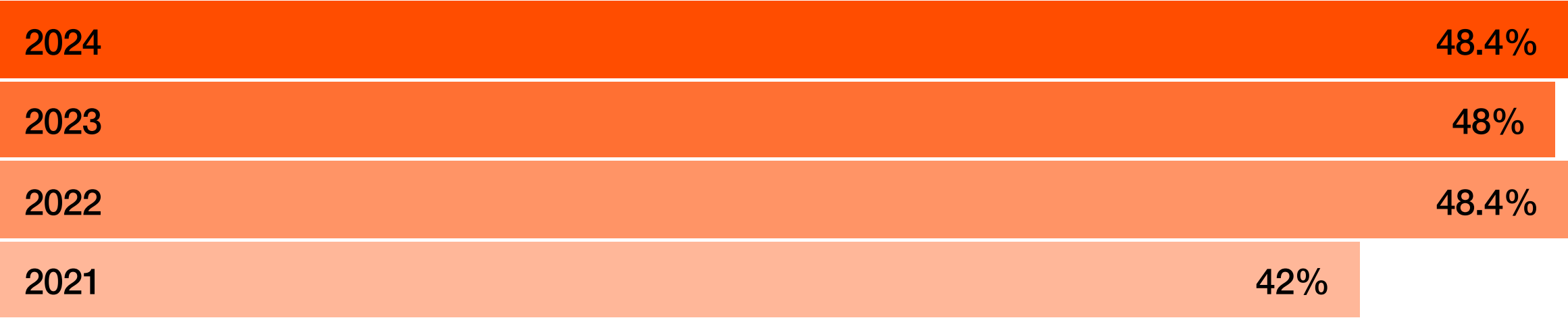
PERCENTAGE OF WOMEN AT DEPT®



PERCENTAGE OF WOMEN IN LEADERSHIP



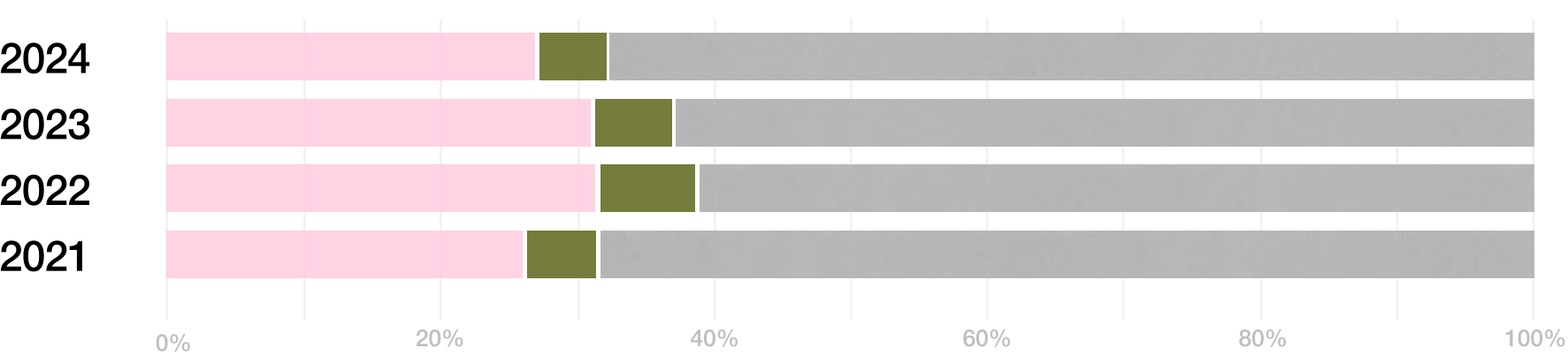
PERCENTAGE OF WOMEN MANAGERS



PERCENTAGE OF WOMEN IN TECH



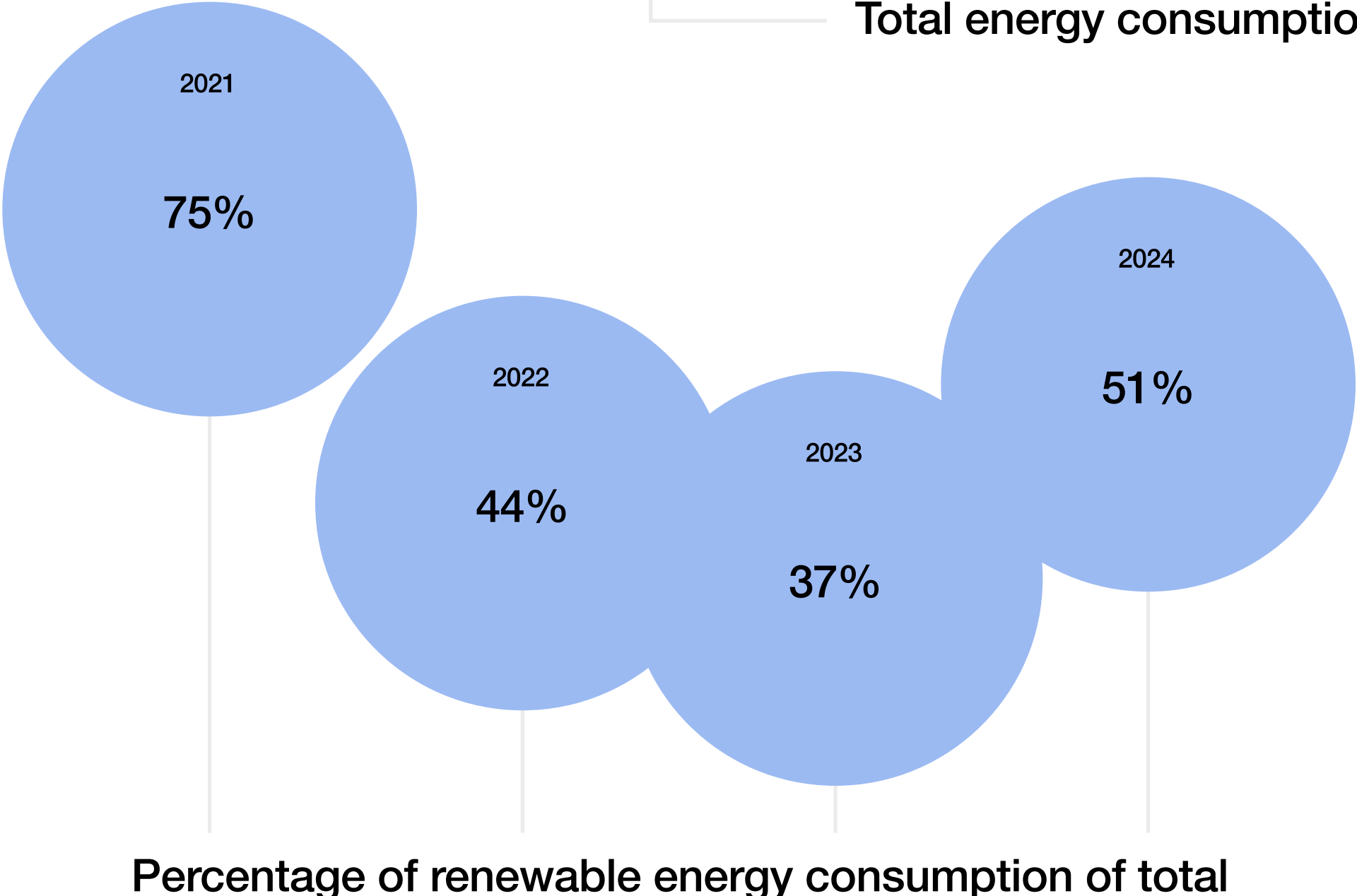
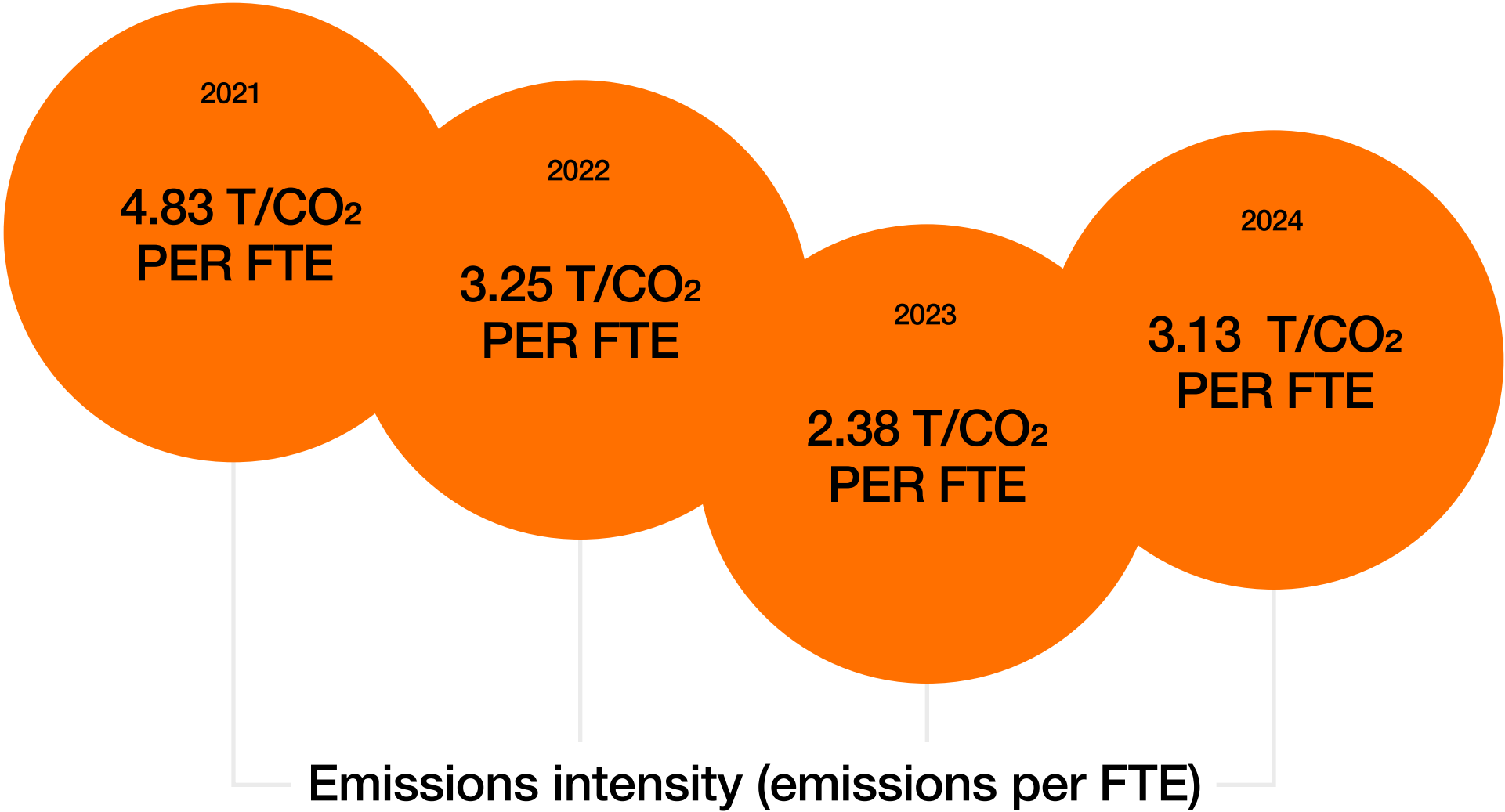
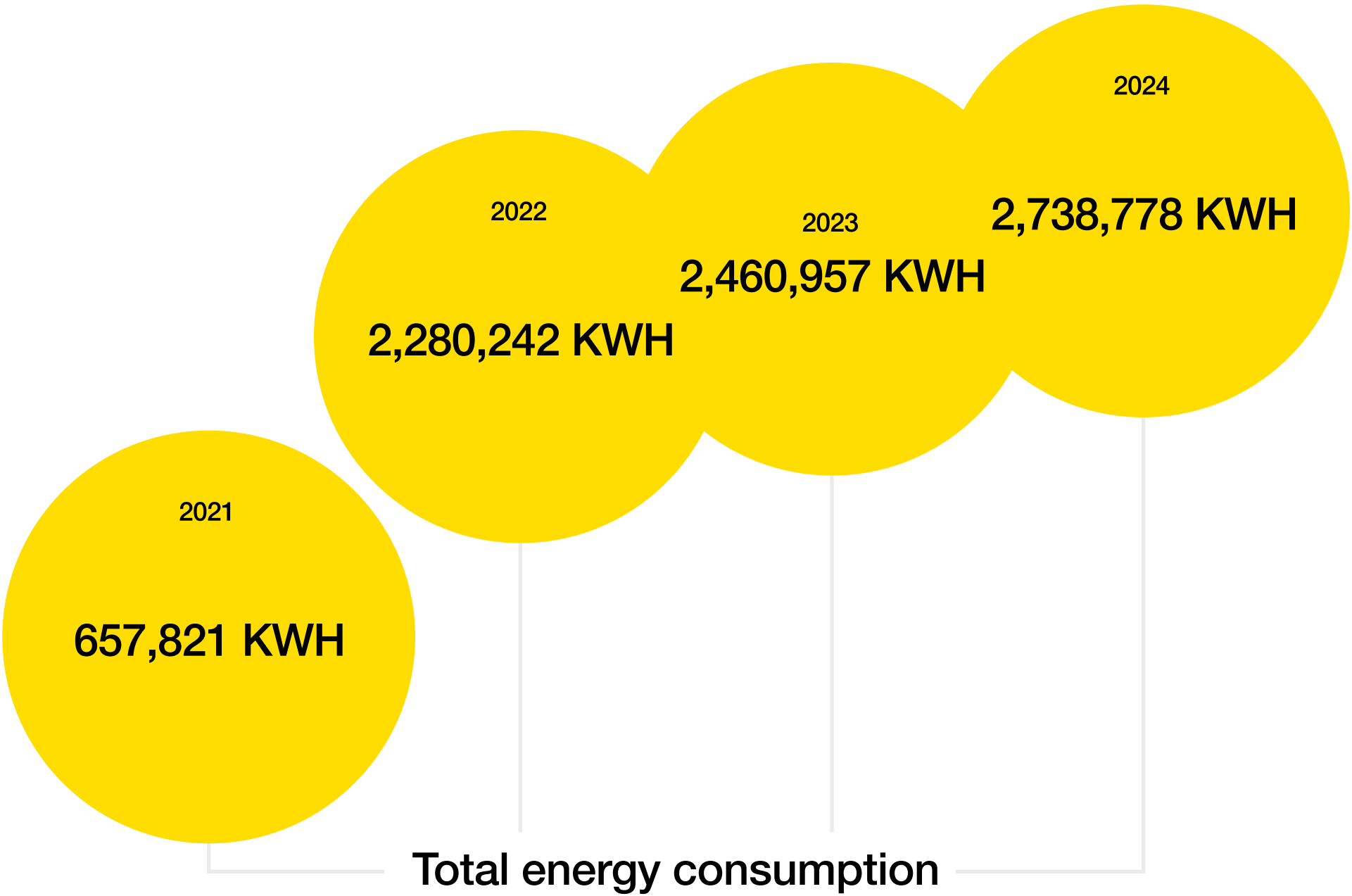
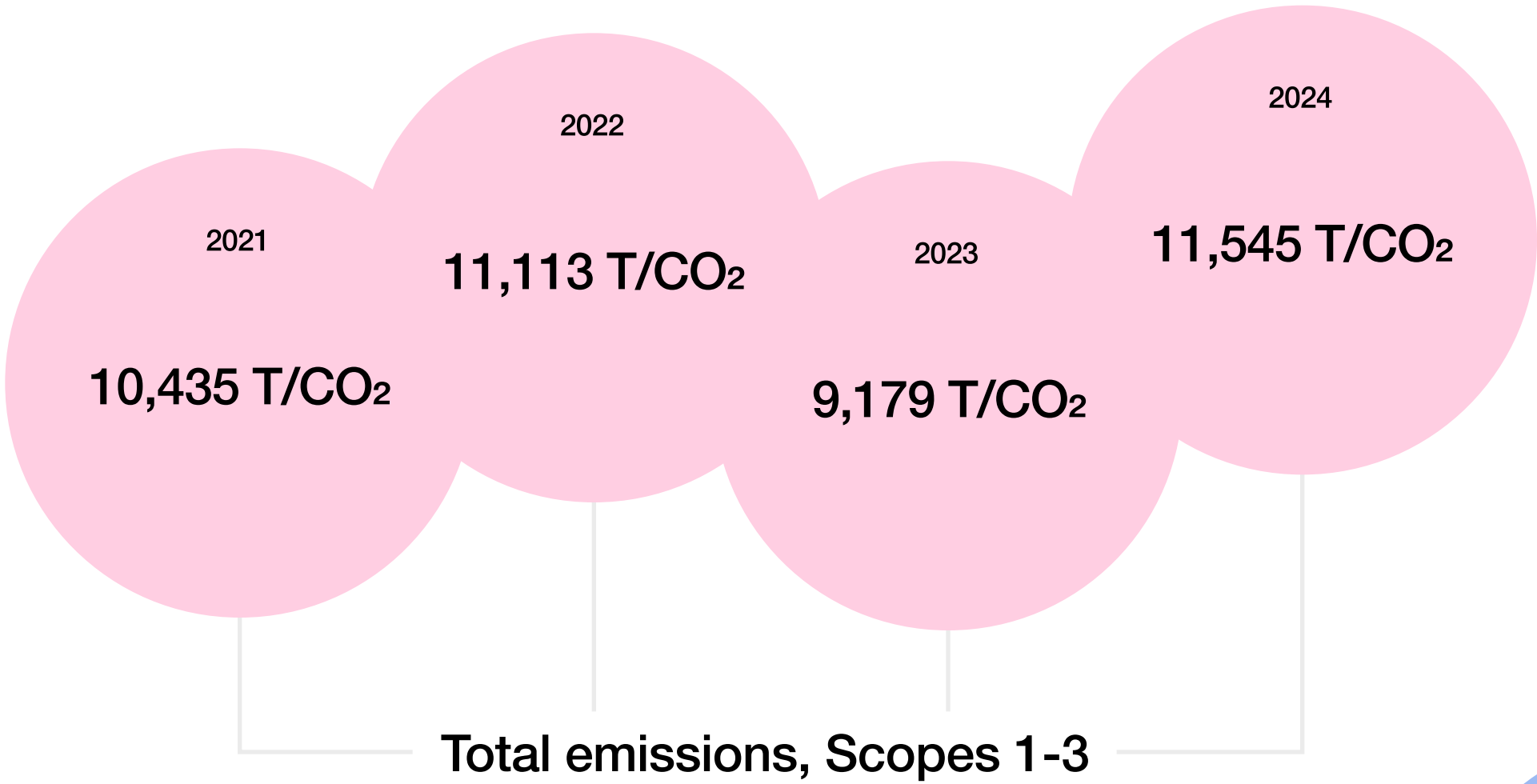
% OF THE COMPANY OWNED BY EMPLOYEES
% OF FTE THAT HOLD INDIRECT SHARES IN THE COMPANY



OVERALL EMPLOYEE SATISFACTION

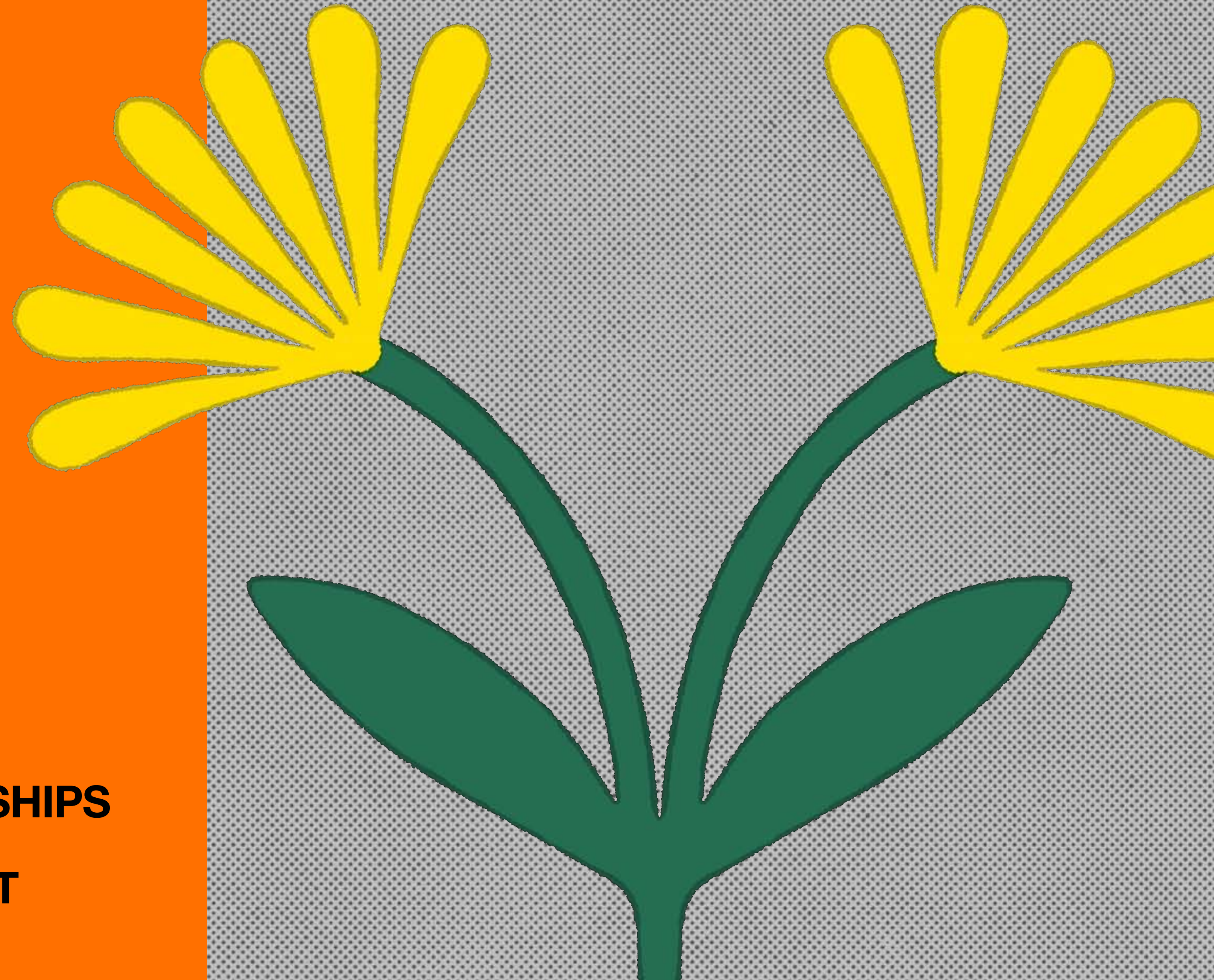


Environment



IMPACT STRATEGY

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- 3.2 CERTIFICATIONS & MEMBERSHIPS
- 3.3 AWARDS WE ARE PROUD OF
- 3.4 STAKEHOLDER ENGAGEMENT
- 3.5 OUR IMPACT STRATEGY



3.1 REFLECTIONS & VISION

Over the past few years, we have learned that the pace of change is accelerating, and businesses must adapt quickly. 2024 was no exception.



In 2024, more than half of the world's population underwent elections, and many ousted their incumbent parties and made their dissatisfaction with the status quo known. We started to see the seeds of an early rollback on corporate ESG commitments take root, while trust in all institutions continued to wane.

From 2021 to 2023, we built foundations for our impact and sustainability program, built out a small team, codified policies and procedures, and invested in a culture of impact. 2024 was about reassessing and reaffirming our progress to date, further embedding goals across our team and professionalizing the way we track progress and stay accountable to it. This was supported by our updated organizational structure, which opens the door for easier collaboration and accountability.

We saw great participation and impact through volunteering, community giving, and pro bono work. We exceeded our commitment to donate 1% of profit, donating almost 3% of profit, largely through pro bono work with deserving organizations. We also strengthened work in our Climate pillar, bringing on an external partner to support with measuring our footprint and setting science based targets.

We rolled out extensive in-office initiatives to make our spaces more sustainable and inclusive across the globe, and invested in a number of DEI initiatives – from events and training, to better data collection, and community-building within our Employee Resource Groups.

And of course, we still see our greatest lever for change at the intersection of digital and impact,

especially as our industry faces rapid transformation. DEPT® is invested in being a part of that transformation – an AI future – that is values-driven, ethical, and purposeful.

We are super proud of achieving our B Corp Recertification – a massive effort that started 15 months earlier and involved almost 60 team members. This included completing a gap analysis, identifying and executing improvements, and then finally documenting practices and being interviewed by B Lab– all across three assessments covering 100% of our operations. B Corp Certification is not perfect (nor are we), but we are proud to belong to a community that stands by doing better.



QUOTE “In light of all of that, by being consistent with our values and commitments, we aspire to be a business that is a safe haven for our employees and our community. In 2024, we learned these values and commitments are more important than ever.”

Looking forward, we are stepping into 2025 with solid operational foundations, from internal data controls and progress dashboards to clearer accountability structures. We are preparing for our Corporate Sustainability Reporting Directive obligations, including by completing a new Double Materiality Assessment. But we are eager to balance the reporting and certification ‘burden’ with real action. We have re-baselined a few of our goals, particularly in our Impactful Work and Climate Pillars, to better match best practices and our business strategy.

In short, we are both humbled by the imperfect and incremental nature of our work and tremendously proud of our achievements to date.



POOJA DINDIGAL
GLOBAL HEAD OF IMPACT

3.2 CERTIFICATIONS & MEMBERSHIPS

B Corp Certification

Certified B Corporations meet high standards of social and environmental performance, transparency, and accountability. B Corps complete the rigorous B Impact Assessment, covering five key stakeholder areas: Governance, Workers, Community, Environment, and Customers.

We first certified in 2021, following an internal movement from a small group of employees who challenged us to embrace this objective and make it a fundamental part of how we operate as a business.

In 2024, our recertification reflects the hard work building shared values across our entire organization. 100% of DEPT® is now represented in this recertification. In order to recertify, we had to make changes where needed and implement processes and policies: commit, prioritize, and deliver.

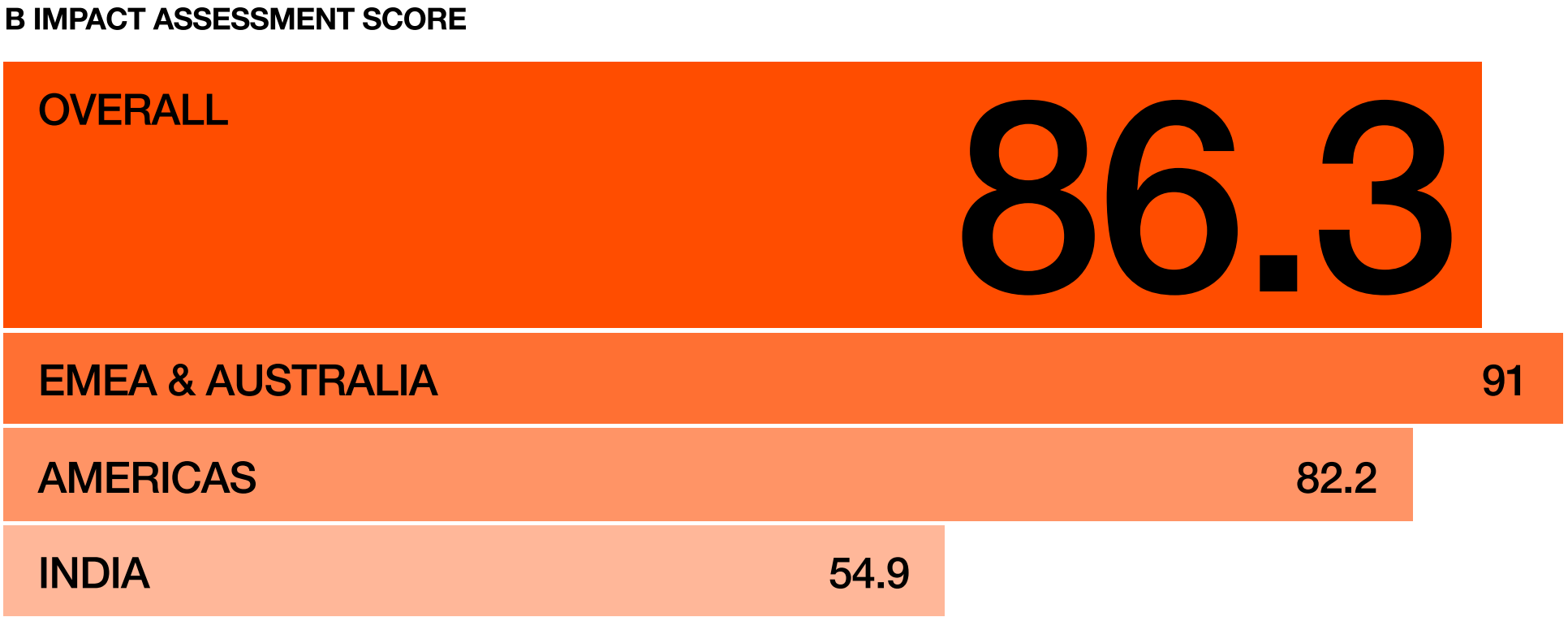
DEPT®

THE ONLY
GLOBAL AGENCY
TO RECERTIFY
AS A B CORP

Certified

B

Corporation



	2021: Initial Certification	2024: Recertification
TOTAL EMPLOYEES	±1,200 EMPLOYEES	NEARLY 4,000 EMPLOYEES
STAFF IN EMEA	80%	50%
STAFF IN AMERICAS	~20%	45%
STAFF IN APAC	N/A	5%
TOTAL COUNTRIES	13	17
TOTAL OFFICES	25	30



Each year, **The Climate Label Certified** companies measure their carbon emissions, adopt an internal carbon fee to support the climate transition, and fund projects that cut emissions from their operations and supply chain. They also fund high-impact carbon removal projects around the world and report their emissions and reduction plans publicly. “Climate Neutral Certification” transitioned to the Climate Label in 2024. DEPT® has been certified by The Climate Change Project (formerly Climate Neutral) since 2021, and will be recertifying as a Climate Label Certified company in mid-2025.



DEPT® is a member of **SoDA, The Society of Digital Agencies**, a global network of digital agency founders, creative innovators, and technology disruptors. SoDA members help the world's leading brands imagine and create the future of digital experiences.



The companies featured on the **Newsweek Greatest Workplaces for Women** ranked highest when evaluated on metrics including compensation, work-life balance, and proactive management on diversity, all of which are features of an organization dedicated to creating an equitable workplace.



Great Place To Work Certification recognizes employers who create an outstanding employee experience.



3.3 AWARDS WE ARE PROUD OF

The Anthem Awards recognize the purpose-driven work of individuals, businesses, and organizations across the world. A few of these award-winning projects include:



Bol

Christmas is widely celebrated as a feast of abundance, yet recent data shows one in five people in the Netherlands and Belgium feel overwhelmed by the excess of lights, Christmas songs, crowded shopping streets, and social pressure. In response, Dutch online store Bol launched a campaign highlighting diverse holiday experiences, sparking a nationwide conversation with its message: Make Christmas what you want it to be.



Sesame Workshop

We teamed up with Sesame Workshop to concept, design, and develop a unique experience: a digital space that sensitively tackles the complexities of grief for parents and caregivers. "Growing as We Grieve" empowers families to navigate their individual journeys of loss, reflection, and healing. It's a place to find comfort and learn coping mechanisms for themselves and their families.



20 ANTHEM AWARDS & ANTHEM AGENCY OF THE YEAR



THE
WEBBY
AWARDS

NETWORK OF THE YEAR
AGENCY OF THE YEAR



THE
LOVIE
AWARDS

AGENCY OF THE YEAR



campaign

DIGITAL INNOVATION
AGENCY OF THE YEAR



DIGIDAY

AGENCY OF THE YEAR

3.4 STAKEHOLDER ENGAGEMENT

DEPT® seeks to ensure that our strategy and objectives are closely aligned with what’s important to our key stakeholders: our people, clients, investors, community, environment, and more.



We completed our last Materiality Assessment in late 2022, during which we surveyed our core stakeholders on the social impact and sustainability topics they felt were most important for DEPT® to address. The results of this process inform our strategy today and remain relevant to our stakeholders, as a business that has not changed its core purpose or functions.

At the end of 2024, we kicked off a process to complete a new Double Materiality Assessment in preparation to comply with the European Corporate Sustainability Reporting Standards (CSRD). We are eager to understand how the principles of Double Materiality will impact our understanding of what the biggest and most important topics are for us. Though as a technology and marketing services firm with a relatively straightforward business model, we expect much to remain the same. Moving forward, we will update our Double Materiality Assessment every three years.

As always, we seek to more regularly engage with stakeholders across our business to understand their views and ensure stakeholders have plenty of opportunities to give feedback on our business, culture, and our sustainability and impact initiatives. In 2024, we worked intentionally on creating more room for open feedback and questions across these avenues, from internal Ask Me Anything sessions to town halls and Q&As. Anyone at DEPT® can submit anonymous feedback through our Ask Me Anything format, which goes directly to our executive team. This is in addition to annual employee satisfaction surveys and regular client satisfaction surveys.

We also seek to engage our general audience on topics related to impact and sustainability. In 2024, we published 22 pieces of impact-focused content, including blog articles and case studies, that generated more than 13,500 views. Our DEPT® Cares posts alone generated 7,000+ views on social media.

3.5 OUR IMPACT STRATEGY

Impactful Work

Strategy & Goals

We continue to believe that the most material and strategic way for our business to drive impact is through our core competencies—through reimagining digital transformation with impact and sustainability in mind.

To connect this belief to our business strategy, in 2020, we set a goal to have 15% of our revenue come from impactful work by the end of 2023, and then adjusted that goal to the end of 2025.

We’ve learned that we have a pretty solid baseline floating around 10% of revenue earned from these types of projects, but that in order to actually target a specific increase, we need to align that target with what we know about our team's ability to grow revenue or acquire clients of different types.

As such, we are adjusting our goal to increase the amount of Impactful Work we do each year by 1%, from a 2024 baseline.

Progress, 2024

Percentage of revenue from impact work **9.9%**

Sustainable Development Goals



3.5 OUR IMPACT STRATEGY

Diversity, Equity, and Inclusion

Strategy & Goals

Building a diverse, equitable, and inclusive workplace is key to attracting the best talent, fostering innovation, and strengthening our business. As such, we are committed to a number of aspirations:

- Increase representation of women and non-binary employees globally from 47% in 2024, by 2027.
- Increase representation of women and non-binary employees in leadership from 33% in 2024 globally, by 2027.
- Increase underrepresented/ historically minoritized ethnic and racial groups in leadership by 2027.
- Increase underrepresented groups* by 2027.

By 2027, we strive to become a best-in-class employer by fostering an inclusive, accessible environment where all employees can thrive.

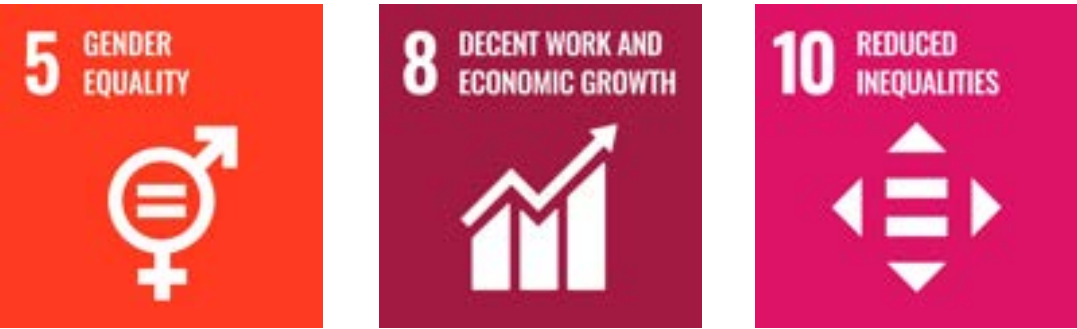
*Including ethnicity/racial identity, sexual orientation and D/deaf, Disabled and/or Neurodivergence

Progress, 2024

Percentage of women in leadership positions	33.4%
Percentage of women managers	48.4%
BIPOC representation**	29.7%

**Excludes India
BIPOC: Black, Indigenous, People of Colour

Sustainable Development Goals



3.5 OUR IMPACT STRATEGY

Climate

Strategy & Goals

This year, and through the support of an external partner, we were able to draft our first version of Science Based Targets, and will submit those for validation in the coming months. Each goal is based on our 2023 footprint:

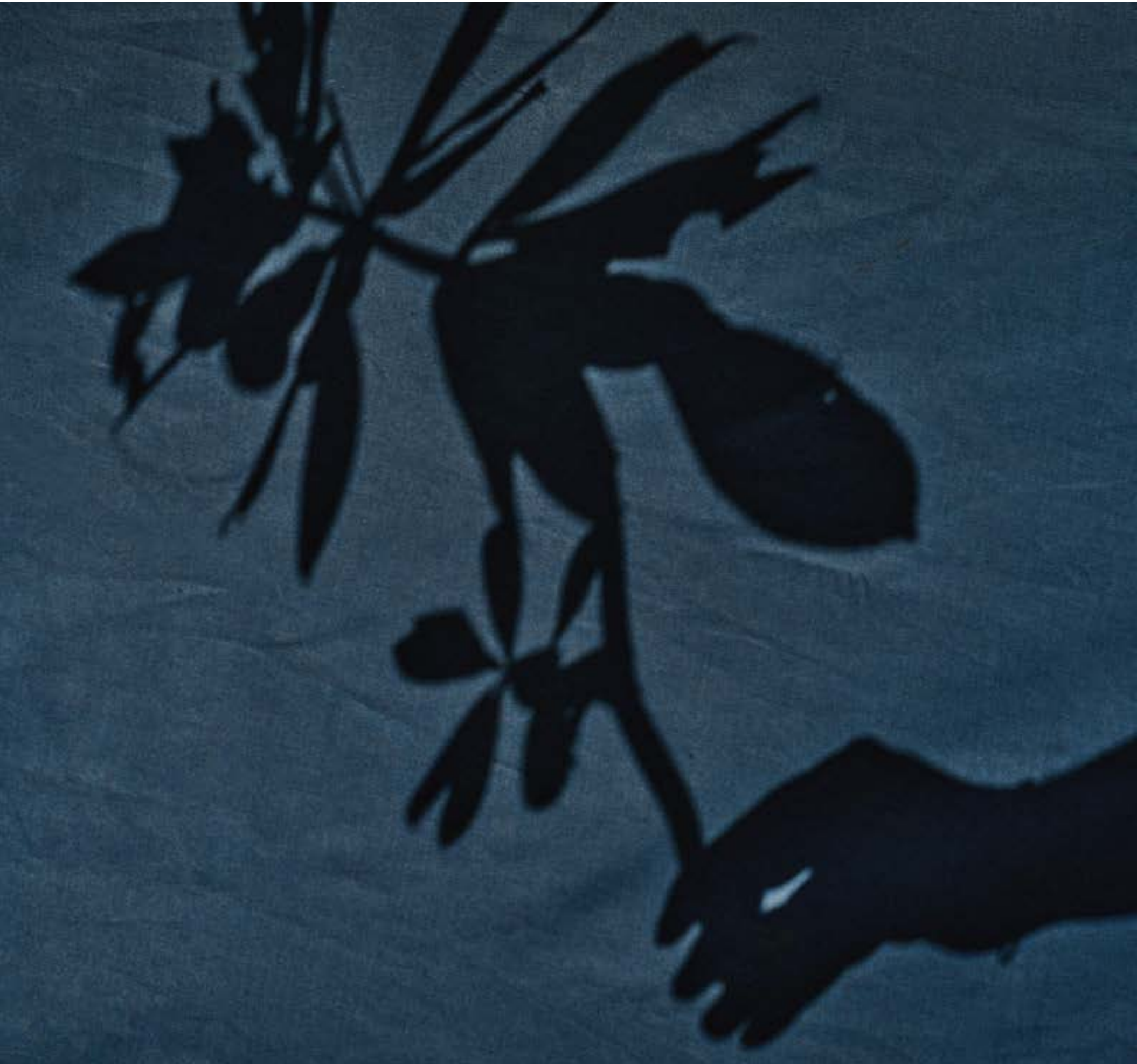
- Reduce Scope 1+2 Emissions by 42% by 2030.
- 100% of offices will be powered by renewable energy by 2030.
- Reduce Business Travel and Employee Commuting emissions 61.1% per FTE by 2033.
- 77% of suppliers by emissions covering Purchased Goods & Services & Capital Goods categories will have science-based targets by 2029.
- Reduce Scopes 1,2 & 3 emissions 90% by 2050

Each of the “new” goals is closely aligned with the climate goals and initiatives we were already working on, and will help us expand on that work.

Progress, 2024

Total emissions, scopes 1-3:	11,545 t/CO ₂
% of renewable energy consumption of total	51%
Travel Emissions per FTE	0.73 t/CO ₂
Scope 3 emissions	10,969.6

Sustainable Development Goals



3.5 OUR IMPACT STRATEGY

Community

Strategy & Goals

At DEPT®, we are sticking firmly to our commitment to donate at least 1% of our profits to pro bono work and charitable donations. This commitment enables us to support deserving causes across our communities and close to our values with our skills.

We also host DEPT® Cares activities throughout the year – volunteering and community involvement – and seek to ensure that 25% of staff and all leadership participate.

In 2024, we will continue to screen our suppliers, encourage good practices through direct engagement, and promote climate action. We will not set quantitative targets related to supplier diversity within our supply chain, given the features of our supply chain.

Progress, 2024

% of profit donated	1.2%
% of staff participated in DEPT® Cares Month	21%

Sustainable Development Goals



3.5 OUR IMPACT STRATEGY

Our impact strategy is fundamentally linked to our business strategy

Strategy & Goals

Happy clients Client satisfaction	>8.3
Happy Depsters Employee satisfaction	>7.5
Happy Depsters Voluntary attrition	<20%

Progress, 2024

Happy clients Client satisfaction	8.6
Happy Depsters Employee satisfaction	7.3
Happy Depsters Voluntary attrition	15.7%

Sustainable Development Goals



We continue to use the Global Reporting Initiative (GRI- see page 103 for our GRI table), B Impact Assessment (BIA), and Sustainable Development Goals (SDGs) to inform the indicators on which we measure and report. Our 2024 Impact Report looks back on our progress through the 2024 calendar and fiscal year and includes all entities controlled by DEPT® at the time*.

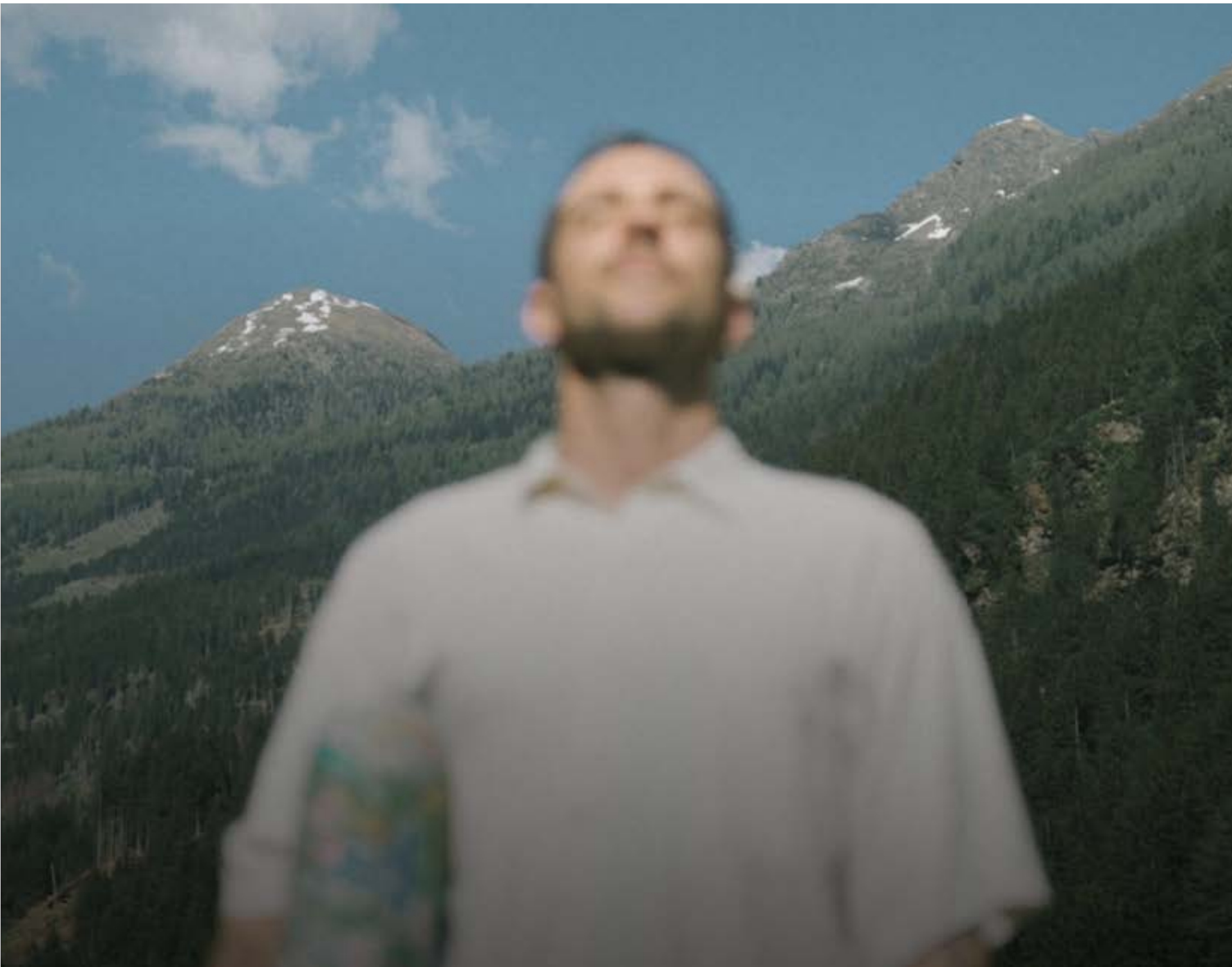
In addition to our annual Impact Report, DEPT® also publishes annual account information with the Netherlands Chamber of Commerce KVK Business Register. Annual account information undergoes a reasonable assurance process and includes a subset of ESG indicators that are also featured in this report. Indicators related to our Greenhouse Gas Emissions have been reviewed by a third party, Shift Advantage, through a limited assurance process. Looking forward, under the current regulation, DEPT® will be required to comply with CSRD obligations and report on the European Sustainability Reporting Standards (ESRS) in 2026, based on 2025 Financial Data. We are preparing for this requirement and anticipate that the indicators in this report, amongst others, will undergo a Limited Assurance process.

As part of our global commitment to transparency and diversity, DEPT® annually reports to the Dutch Government (Dutch Social and Economic Council) on gender representation in the board and senior leadership as required under Dutch law.

This obligation, which applies to large companies in the Netherlands, is designed to promote balanced gender composition at the top and sub-top levels of organizations. This legal requirement also reflects our broader ambition to foster inclusive leadership across all regions in which we operate.

DEPT® also responds to Ecovadis and Carbon Disclosure Project (CDP) surveys each year, both of which provide a rating of our ESG or climate disclosure and performance. In 2024, we received a “C” grade through CDP and a 48 score through Ecovadis.

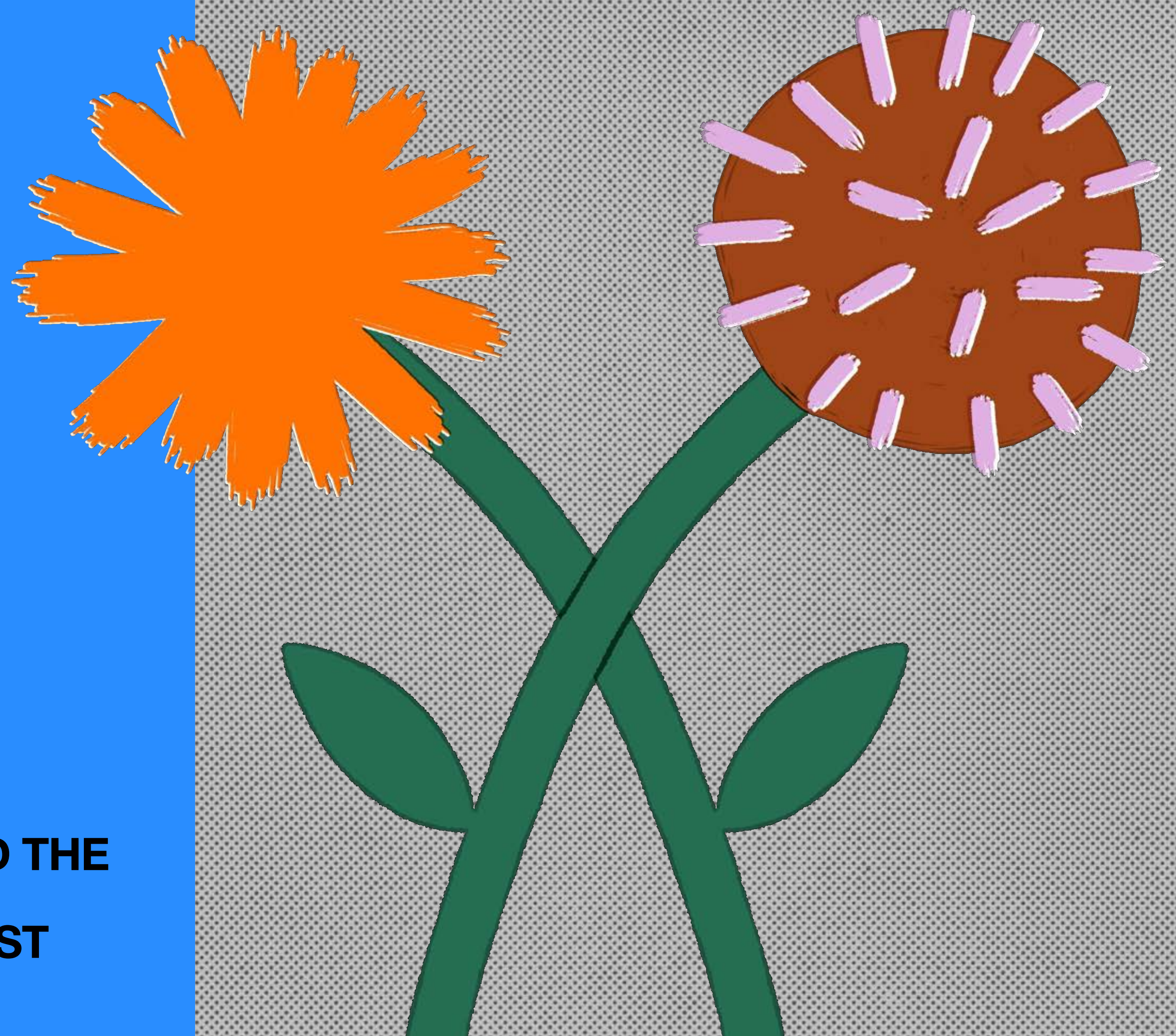
All data in this report is comparable to previous years of reporting and calculated through a consistent methodology. However, note that in previous years we provided employee data based on figures corresponding to the end of the fiscal and calendar year (31/12/202X). This year, we have provided figures that correspond to the average number of employees (headcount or FTE is specified) over the reporting period. This methodology is a more accurate representation of the size of our employee base, mitigating any risk that we omit employees that are administratively between contracts or simply are out of office on 31/12/202X. This change in methodology provides figures that are roughly comparable to previous reporting years, though not exact.



*Digital Agency Subholding B.V., Dept Holding B.V., Dept NL Holding B.V., Dept Creative & Media B.V., Dept Professionals B.V., Dept Design & Technology B.V., Dept Technology Macedonia Ltd, Dept Technology & Marketing Private Limited, Dept Digital Products Holdings Pty Ltd, Dept Aus Holding Pty Ltd, Dept Aus Subholding Pty Ltd, Dept Denmark Holding ApS, Dept Digital Marketing ApS, Dept Design & Technology ApS, Hello Monday ApS, Dept Digital Ltd, Dept Technology d.o.o., Dept Digital Marketing AG, Dept Design & Technology AG, Dept Uruguay S.A., Dept Agency Singapore Pte. Ltd., Digital Product and Design Services S.A., Dogstudio S.A, Agence Dogstudio Canada Inc, Heisenberg UK BidCo Ltd, Dept UK Holding Ltd, Dept Design & Tech. Ltd, Dept Marketing Technology Ltd, Dept Marketing Technology London Ltd, Dept Design and Technology Spain, SL, Dept Personalised Content Group Ltd, Dept Personalised Content Ltd, Dept Personalised Content SAS, Dept Personalised Content GmbH, Dept Personalised Content Canada Limited, Dept Personalised Content, Inc., Heisenberg BidCo GmbH, Dept Germany Marketing Holding GmbH, Dept Berlin GmbH, Dept Design & Technology GmbH, Dept Marketplaces GmbH, Heisenberg BidCo USA Inc, Dept US Holding Inc, Dept Data & Engineering Inc, Dept Commerce LLC, Dept Digital Products, Inc., Dept Marketing Creative, Inc., Dept Growth Marketing, Inc., Thinkbasic Inc, Dogstudio Inc, Hello Monday LLC, Sirius Merger Sub Inc, Dept Growth Marketing Holding, Inc.

CLIENTS

- 4.1 ETHICS, RESPONSIBILITY, AND THE FUTURE OF DIGITAL
- 4.2 A LOOK AT SOME OF OUR MOST IMPACTFUL WORK



Despite the headlines, we have seen a growing expectation – from customers, employees, boards, and governments – for organizations to integrate impact principles into their business strategies.



At the same time, these same businesses are under immense pressure to accelerate digital transformation. At DEPT®, we believe these two forces are not in conflict. They're inherently connected.

That's why we are committed to helping brands use digital as a force for good. Whether we are building accessible digital platforms, shaping AI governance strategies, or advising on sustainability communications, we help clients embed ethics, responsibility, and long-term impact into their digital evolution. We are proud to partner with organizations, guide them through emerging technologies and shifting regulations to ensure they can grow responsibly, and help them leverage the power of digital to solve the biggest challenges facing humanity.

We also recognize that technology, particularly AI, is a double-edged sword – capable of driving world-changing outcomes, both positive and negative. That's why we have invested in building strong ethical guardrails and launching initiatives such as our Digital Ethics Advisory Panel (DEAP) to ensure the good of our work outweighs the risks.

Our impact work takes many forms, from collaborating with mission-driven organizations to helping established brands evolve with purpose. To drive this work forward, in mid-2024 we launched DEPT®/IMPACT, a bundling of our impact-focused services within brand and media, commerce, customer experience, tech and data, and AI transformation. We are continuing to shape the DEPT®/IMPACT strategy to most effectively communicate our impact-driven solutions and help clients better leverage digital for good.

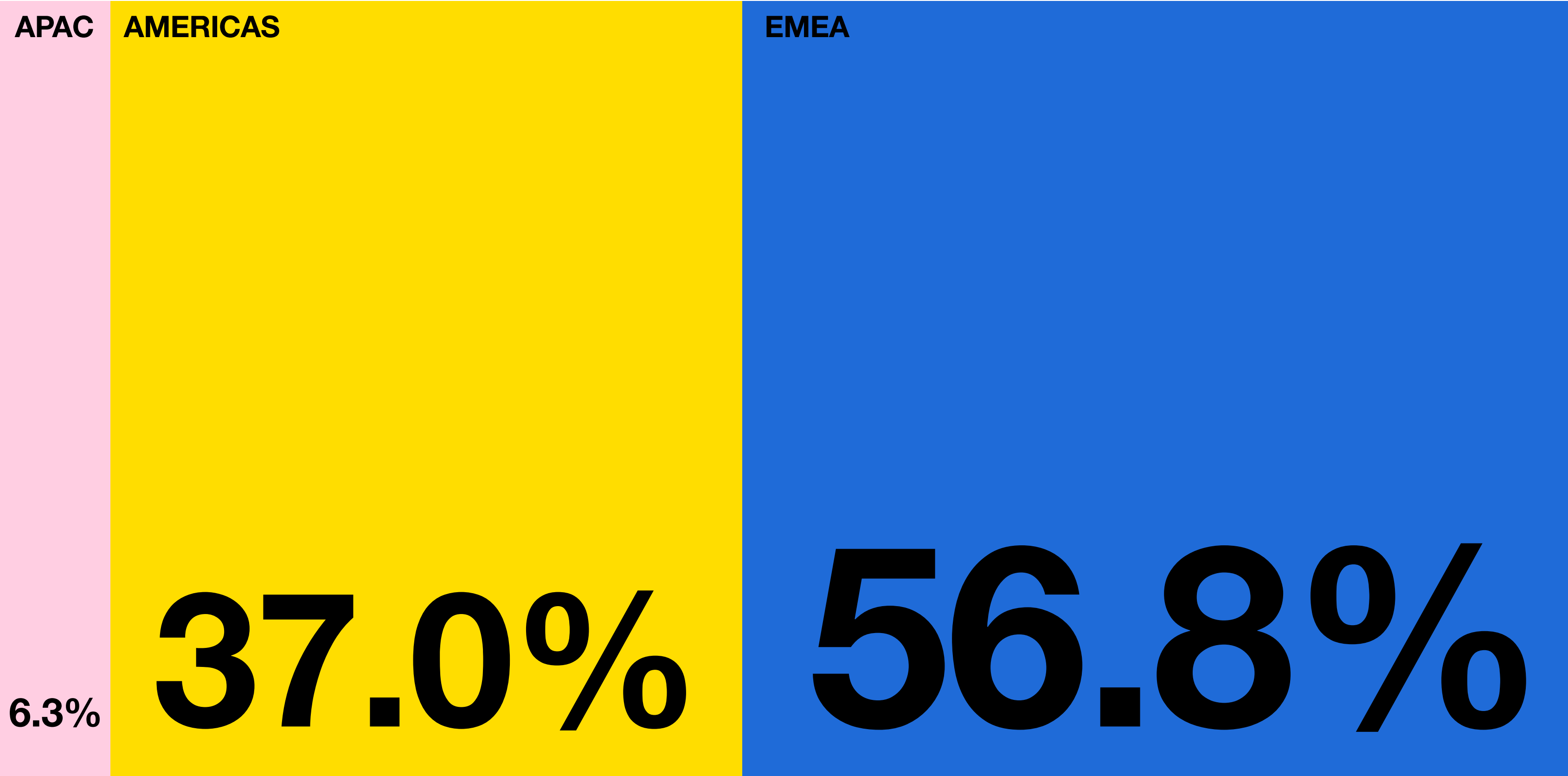
When we first established our commitment to impact-driven work, we set an ambitious goal: to have 15% of our revenue come from impact-focused projects. While 2024 saw a decline in our percentage of impact work year-over-year, we aren’t wavering in our commitment. Rather, we are adjusting our numerical target to more accurately reflect and connect to the business realities we face, backed by a better understanding of what it takes to grow revenue with certain clients or acquire new ones.

We now seek to increase the amount of revenue earned from impactful work by 1% each year, from a 2024 baseline. To meet our goal, we are strengthening our internal infrastructure, refining our tracking process, and increasing our investment in education, thought leadership, and partnerships with B Corps and social enterprises. At DEPT®, we remain confident that digital transformation and impact go hand in hand, and we are proud to help clients lead the way.

9.9%
OF REVENUE FROM
IMPACTFUL PROJECTS

189
TOTAL NUMBER OF
IMPACTFUL PROJECTS

IMPACT PROJECTS REVENUE BY REGION



QUOTE

“We are uniquely positioned to help marry some of the biggest technological innovations of the decade with impact and sustainability. By centering our values in our work with clients, we ask tough questions and deliver better, more future-forward, and more impactful work. We like to say, ‘Nothing great is made alone,’ and we mean that.”



ANDREW DIMITRIOU
GLOBAL CHIEF CLIENT
AND GROWTH OFFICER



4.1 ETHICS, RESPONSIBILITY, AND THE FUTURE OF DIGITAL

As AI, data, and digital transformation continue to evolve and advance, so do the ethical challenges that come with them. Our Digital Ethics Advisory Panel has become a key guide in helping us navigate AI and emerging technologies responsibly – both internally and in our work with clients.

Over the past year, the Panel has introduced foundational principles, an Ethics case submission forum, and various resources to help our employees navigate ethical digital innovation. This includes a Global AI Guardrails Policy, an AI Ethics Statement, and EU AI Act training. These are all aimed at enhancing AI literacy and helping our teams understand the implications of AI use and manage risks effectively.

With a dedicated internal digital ethics website, Depsters can easily submit their questions and access guidelines on ethical considerations and best practices in developing, implementing, and using digital technology. The Ethics Panel regularly works in conjunction with the AI governance team to support employees by reviewing AI tools and providing guidelines and advice on various AI use cases for clients.

Together, these teams help guide our organization through rapid advancements in technology and ensure our Depsters have access to the necessary tools and education to navigate the landscape ethically and responsibly in our client work.

We know that businesses today must be both commercially successful and socially responsible. The work we do – from driving sustainability in travel to designing more inclusive digital products – proves these goals aren't mutually exclusive. By staying at the forefront of technology, regulation, and ethics, we are committed to pioneering digital solutions that create lasting impact.





QUOTE “We are a few years into a world increasingly shaped by AI, yet the ethical implications and challenges continue to evolve. It is essential that we are well-equipped to navigate the challenges and implications AI presents, particularly in how we support and deliver value to our clients. In 2025, the Ethics Panel is excited to expand education and awareness initiatives, from creating content, hosting masterclasses, and engaging stakeholders across functions.”



LEANNE VOERMAN
PRIVACY COUNSEL AND DIGITAL
ETHICS ADVISORY PANEL CHAIR

AI-powered sign language education that changes lives

For 11 million Deaf and hard-of-hearing individuals in the U.S., effective communication is a daily challenge, especially for deaf children who risk language deprivation without early exposure to American Sign Language (ASL). Traditional ASL learning methods, like classes and video tutorials, are often inaccessible or lack real-time feedback.

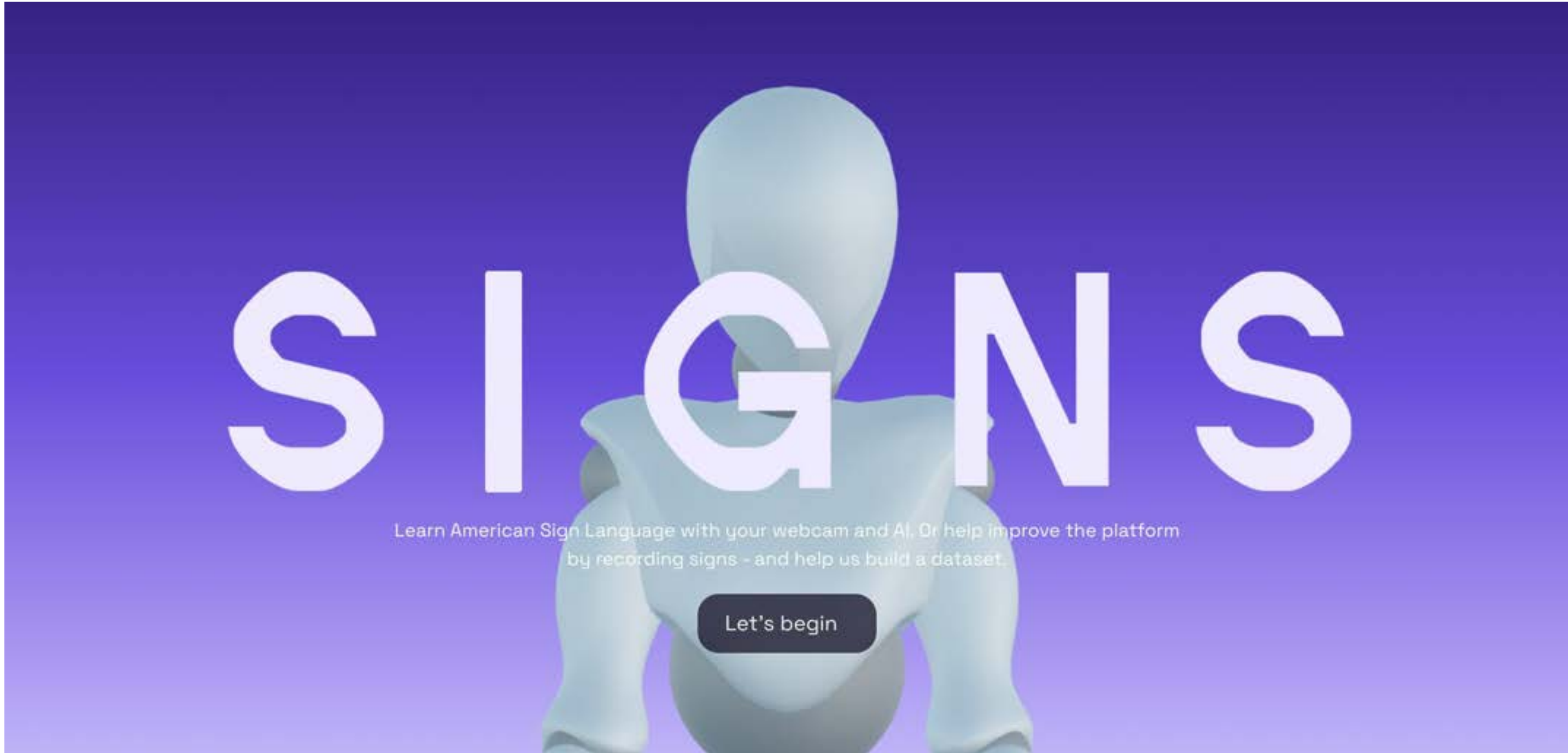
To address this, we collaborated with NVIDIA and the American Society for Deaf Children to create Signs, an AI-powered sign language platform. Signs transforms any camera into an interactive ASL coach using advanced AI, computer vision, and machine learning. It offers step-by-step guidance with a 3D avatar, real-time feedback on hand movements, and a growing ASL database.

Users contribute videos to train the AI, building an open-source dataset. With over 400,000 video clips and 1,000+ signs in development, Signs is not only teaching ASL but also shaping AI-powered accessibility. By making this dataset publicly available, Signs is paving the way for future AI-driven tools that understand sign language.



4.2 A LOOK AT SOME OF OUR MOST IMPACTFUL WORK

We are fortunate to partner with businesses from all around the world, spanning industries and audiences, all with varying levels of reach. Here are a few examples of our impact-driven work in 2024.



“Each year, we have a tremendous opportunity to create amazing, impactful work alongside our clients – from strategizing social campaigns that get people talking to developing digital platforms designed to serve some of our population’s most vulnerable.”



JOANNA TRIPPETT
CHIEF EXECUTIVE OFFICER
EMEA

THE FUTURE OF THE INTERNET IS ACCESSIBILITY

Building a more inclusive web, one platform at a time

HSBC’s new accessibility platform is setting the standard for inclusive digital banking. Built on Adobe Experience Manager, inclusion.hsbc.com empowers users of all abilities with screen reader support, keyboard-friendly navigation, and user-tested design – all in line with WCAG 2.1 AA (Web Content Accessibility Guidelines) standards.

Our team in India developed the accessibility plugin behind the platform: a scalable solution that instantly brings websites up to compliance and helps financial institutions offer more equitable access online.

Real-world testing with individuals with disabilities shaped the user experience, ensuring the platform worked for the people it was built to serve. Now adopted by HSBC and rolling out across other banks and financial services, this solution proves how thoughtful digital product design can drive real equity at scale.



“While accessibility is a compliance mandate, it also presents the opportunity to think creatively about how to best deliver an experience that works both for our clients and their end consumers. We are super proud to work on the HSBC accessibility platform and plugin and see it be used across the banking industry in India.”



YASH MODY
SENIOR VICE PRESIDENT OF
EXPERIENCE & ENGINEERING
APAC

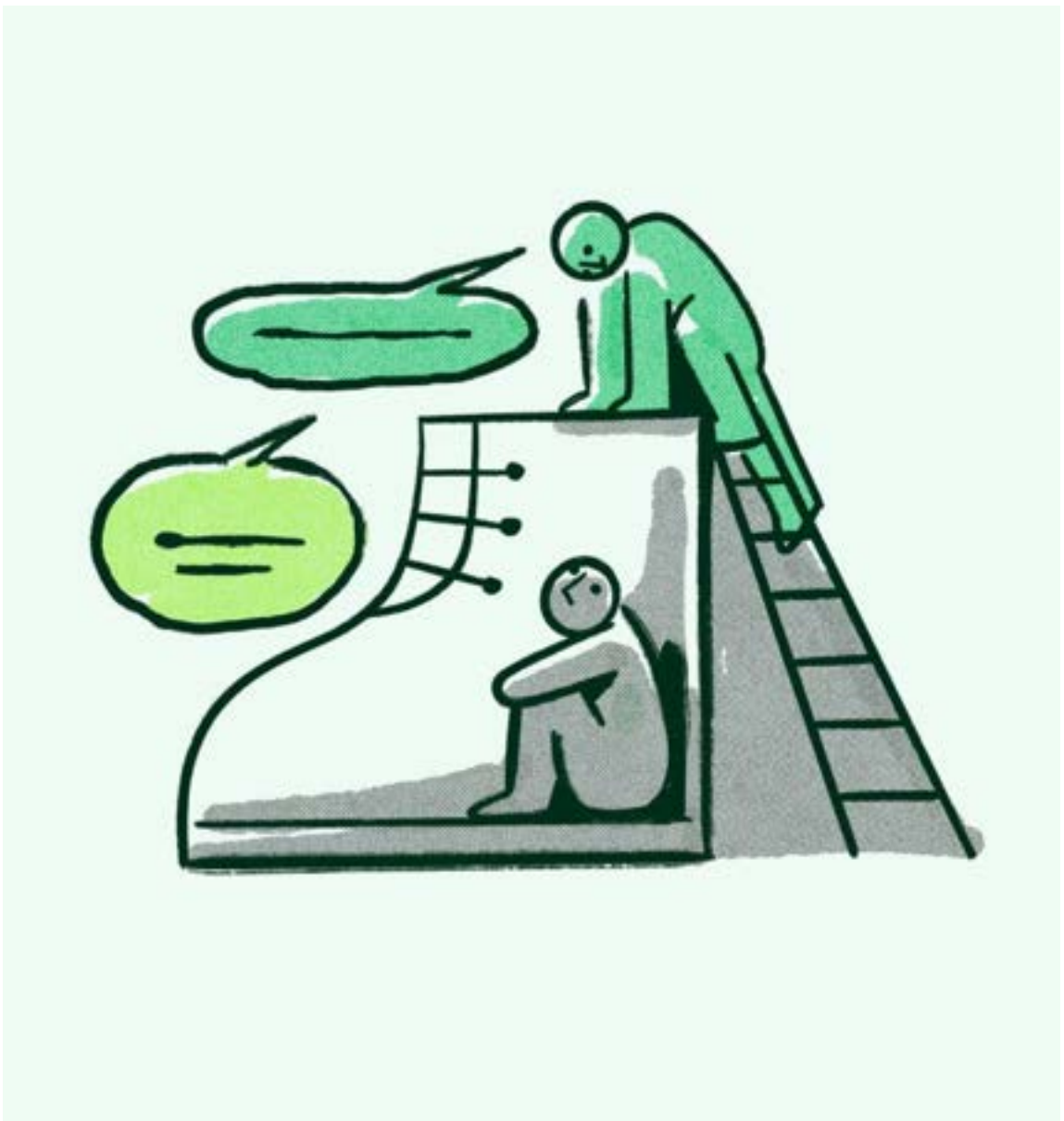
DIGITAL PRODUCTS THAT MOVE THE WORLD FORWARD

Blending humanity and the best of technology with ReflexAI

“HomeTeam is a project born from the urgent need to address the veteran mental health crisis. With 17 veterans lost to suicide daily, it was clear to us and our partners at ReflexAI and Google that we needed to innovate and do so quickly. The result is the best of AI and machine learning: educational modules, using AI-powered simulations to teach life-saving tactics and empower U.S. veterans to provide peer support to one another.”



FALLON FLAHERTY
SENIOR PRODUCER
HELLO MONDAY/DEPT®



Hello Monday/DEPT®, ReflexAI, and Google.org collaborated to build a solution that transforms how U.S. veterans support one another. HomeTeam, an AI-powered training platform, equips veterans with resources and confidence to engage in meaningful, peer-to-peer conversations.

U.S. veterans often face significant barriers to mental health care, from stigma to a lack of accessible services. Our role was to ensure the platform is not only functional but also approachable and deeply resonant with the veteran community.

By leveraging human-centered storytelling, thoughtful UX design, and engaging content, we helped turn complex mental health training into an intuitive and impactful experience.

With AI-powered conversation training and bite-sized, research-backed modules, HomeTeam makes peer support more effective and widely available to the veteran community. This initiative is a testament to how thoughtful design and innovative AI applications can drive real impact and bridge critical gaps in healthcare, providing veterans with the confidence, skills, and support network they need to help one another.

DIGITAL PRODUCTS THAT MOVE THE WORLD FORWARD

Bringing smarter maternal care to more families with Kali Healthcare

An AI-powered wearable is changing the game for prenatal care and making real-time pregnancy monitoring possible from anywhere. Kali Healthcare’s groundbreaking device, developed out of the University of Melbourne, eliminates the need for continual in-person scans, offering a safe, more convenient solution for expecting parents – especially in underserved communities.

We partnered with Kali to design the connected app and clinician portal, delivering a seamless digital experience that is intuitive, medically compliant, and built on ISO 13485 standards.

By integrating Internet of Things (IoT) and AI with user-first design, we helped turn cutting-edge tech into a trusted tool for clinicians and families alike. More parents, regardless of location, can benefit from safer, more convenient prenatal care, reducing risks and improving maternal and fetal health outcomes.

With DEPT®’s expertise in AI transformation and healthcare innovation, Kali Healthcare is redefining pregnancy monitoring and setting new standards for maternal care worldwide.



“The strength of the DEPT® team was in developing a user-friendly, performance-optimized system that was also compliant with ISO13485 and medical device standards. It is rare to find a partner who can deliver on all these objectives.”



EMERSON KEENAN
CEO & CO-CTO
AT KALI HEALTHCARE

DIGITAL PRODUCTS THAT MOVE THE WORLD FORWARD

Digital platform for boosting school attendance

The Stay in the Game! Attendance Network, supported by the Cleveland Browns Foundation and the Ohio Department of Education, represents more than 450,000 Ohio students in the fight against chronic absenteeism. With DEPT®’s partnership, the program has been able to scale more effectively by leveraging a custom-built digital platform – The Playbook – that enables educators to build, manage, and evaluate attendance campaigns.

Consistent school attendance is one of the strongest predictors of academic success, yet in the United States, more than 8 million students miss 18 days of school a year – about 10% of the entire school year. Stay in the Game! addresses this issue by helping schools implement data-driven strategies to improve student attendance. DEPT® worked closely with district administrators to develop a user-friendly platform that empowers educators with actionable insights and scalable tools to engage students and families in attendance initiatives.

By leveraging technology to make attendance intervention more efficient and effective, Stay in the Game! is helping more than 150 school districts make real change in education, one school day at a time.



“Our design and build of the Stay in the Game platform has been extremely rewarding for our team at DEPT®. In 2024, we helped to expand the platform nationally, with the ability to support future sports teams or other organizations across the country that are focused on improving school attendance in their districts. This type of software really works and has resulted in improved attendance across the board.”



JOSH PORTER
PARTNER DIGITAL PRODUCTS

INSPIRING INCLUSIVITY AND SUSTAINABILITY

Empowering women to make their mark with Johnnie Walker

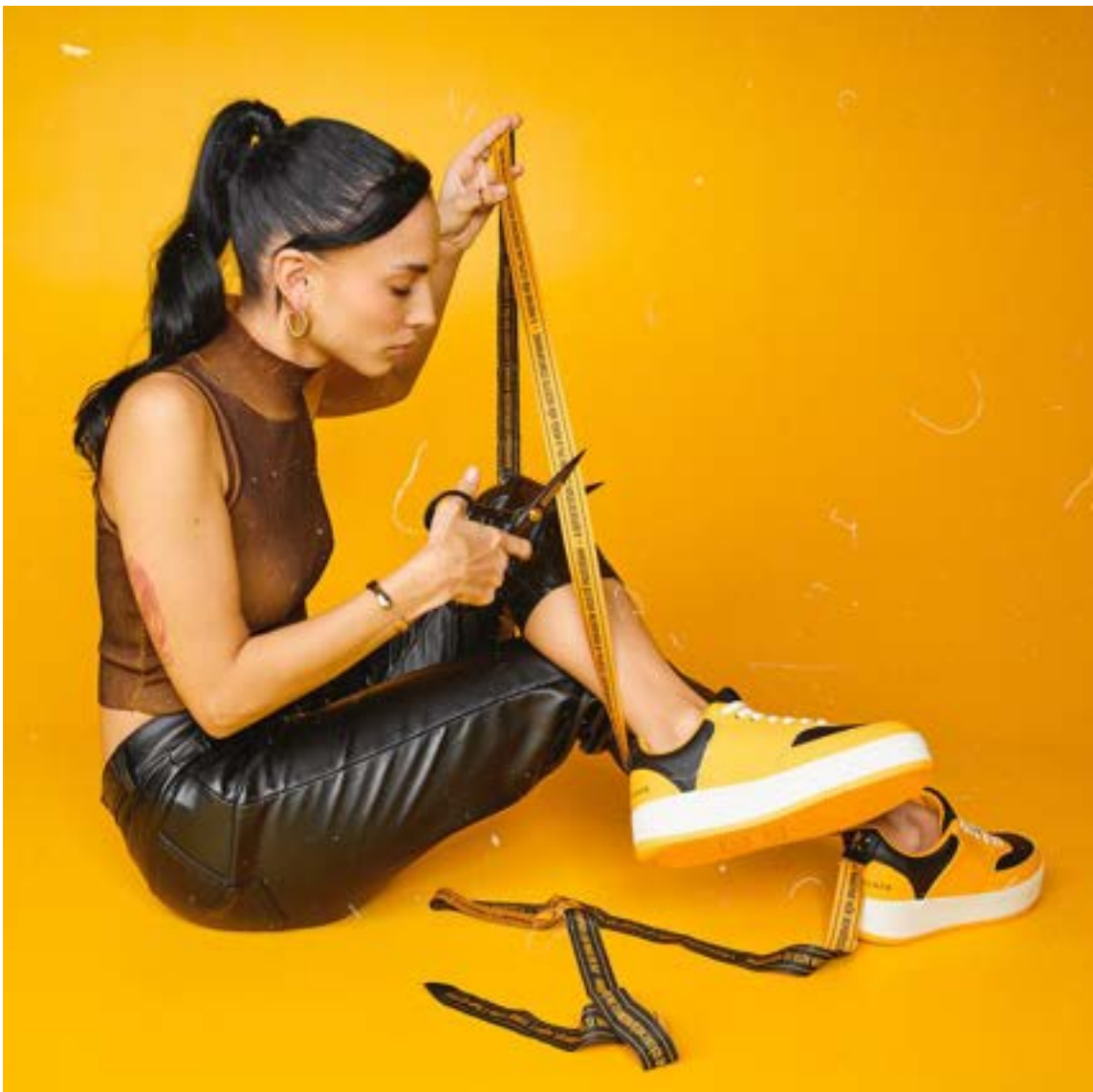
“The founder of Johnnie Walker knew that the greatest lives do not happen in a straight line. Progress occurs when you take unexpected turns and risk it all as you walk towards your own intrepid frontiers.”



DORA FEJES
SENIOR BRAND MANAGER WHISKY
DIAGEO EASTERN EUROPE

Johnnie Walker’s “Footsteps of Progress” campaign sparked a cultural shift in Eastern Europe, amplifying women’s voices in a space long dominated by male narratives. Together with Publicis Groupe Hungary, we set out to challenge gender norms and spotlight local female changemakers across politics, education, the arts, and beyond.

From influencer partnerships and augmented reality experiences to dynamic digital content, every element of the campaign was designed to uplift real stories of progress. At its center: the Sneaker of Progress, a limited-edition shoe with a tearable ribbon to symbolize the breaking of barriers. Proceeds supported grassroots women’s empowerment organizations – ensuring real impact beyond brand messaging.



The response to the campaign was powerful: 37 million impressions, media coverage in outlets such as Elle, a 10% lift in brand perception among women, and a surge in engagement from celebrities and communities across the region. Sales followed suit, with growth peaking at 77% in Bulgaria and 99% in Romania.

By reshaping narratives and championing inclusivity, Footsteps of Progress was bigger than a marketing campaign. It was a celebration of inclusion, designed to keep more women walking forward.

INSPIRING INCLUSIVITY AND SUSTAINABILITY

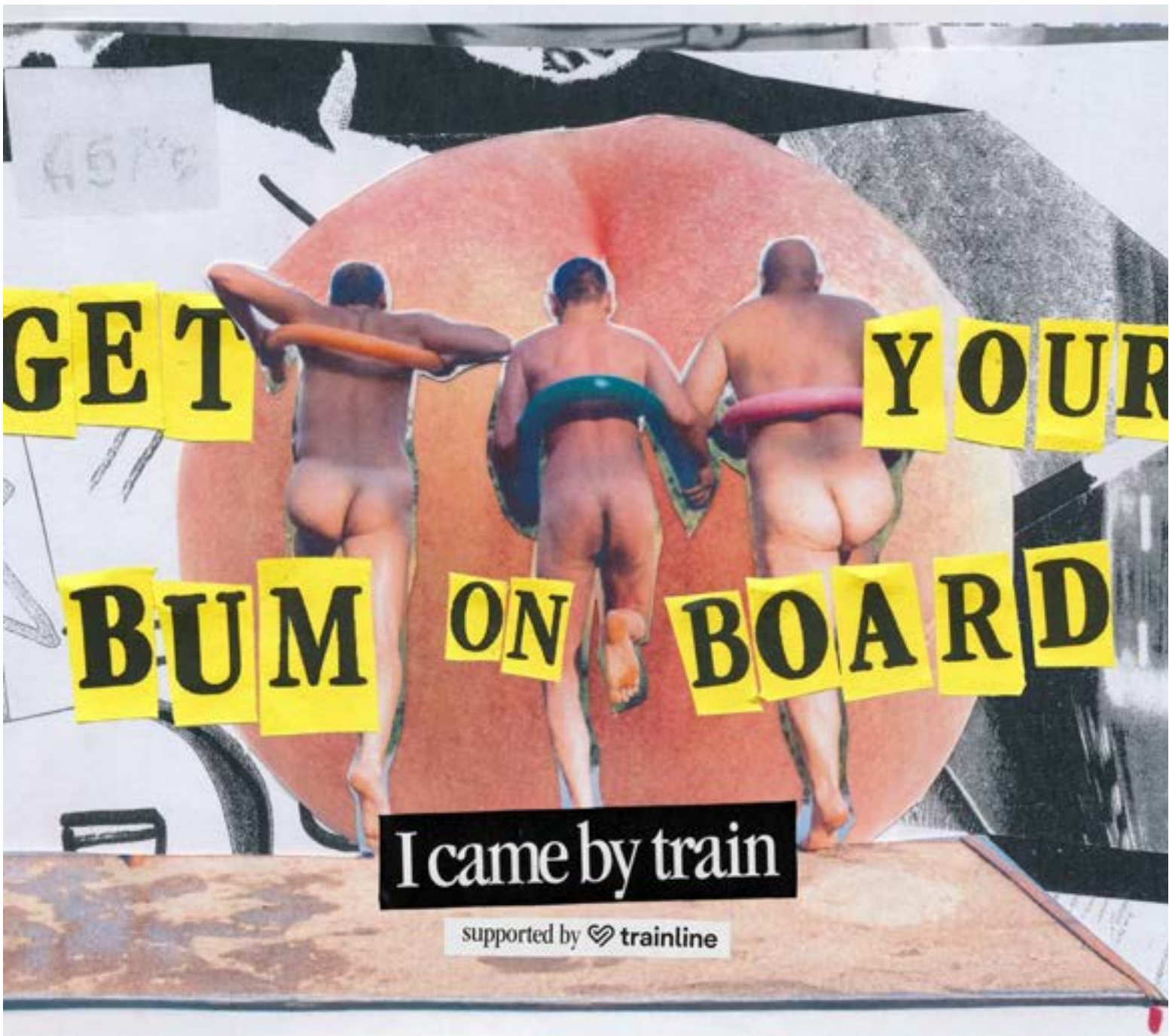
Making sustainable travel the easy (and cheeky) choice with Trainline

More than 30,000 people have pledged to swap car trips for train rides since the launch of Trainline’s “I Came By Train” campaign. It’s proof that purpose-led creativity, when done right, can spark real behavior change.

In 2023, DEPT® helped bring the movement to life digitally, and in 2024, we turned up the volume with Bums on Board: a bold, irreverent follow-up campaign designed to cut through the noise of sustainability messaging. Voiced by comedian Asim Chaudhry and styled with a punk-inspired aesthetic, the campaign made one thing clear: sitting on your bum (on a train) can help save the planet.

Through high-impact social content, strategic partnerships, and scroll-stopping digital activations, we have gotten people talking and riding. And with transport making up the UK’s largest source of emissions, shifting even one journey per person to rail can make a real difference.

Since the I Came By Train movement started in 2022, Trainline and DEPT®’s blend of humor, culture, and purposeful messaging has made choosing sustainability feel less like a sacrifice and more like something to celebrate, pushing the UK further along its path to net zero.



“It’s not often an individual feels they have the power to make a real difference, so when something as tangible as switching one journey for rail can have an enormous impact, it feels like the right time to challenge the idea that we cannot achieve much by sitting on our bums. Bottoms up, climate heroes.”

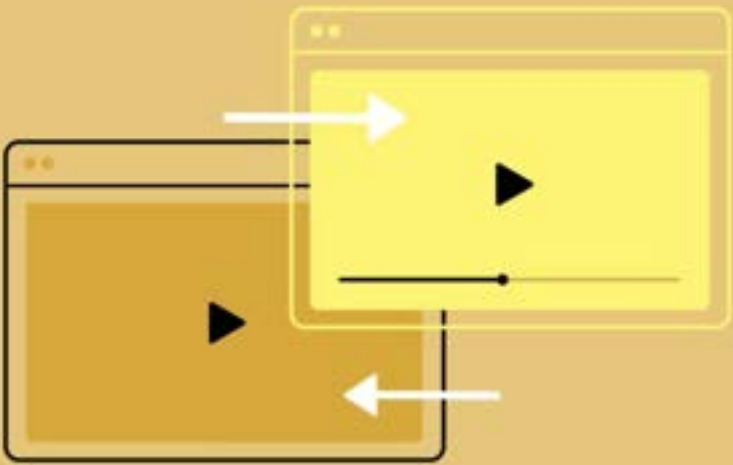


BEL MORETTI
CREATIVE DIRECTOR

● PROTECTING PRIVACY, PREVENTING MISINFORMATION

Building resilience against online threats and manipulation with Google

Redirect Method



Interrupt Online Radicalization

Google Jigsaw’s Info Interventions reached 3.5 million users with four practical tools to build online resilience against manipulation, extremism, and toxic discourse. DEPT® partnered with Jigsaw to bring these experimental interventions to life through an award-winning awareness campaign and interactive digital experience.

Each tool addresses a unique threat:

- Accuracy Prompts encourage critical thinking before sharing misinformation.
- The Redirect Method steers vulnerable users away from extremist content.
- Authorship Feedback uses AI to reduce toxic language in real time.
- Prebunking preemptively exposes common manipulation tactics.

Through a dynamic, interactive website, we enabled audiences ranging from policymakers to everyday internet users to explore these interventions through engaging visuals and real-world applications.

Through our expertise in storytelling and digital innovation, Info Interventions has transformed into an accessible, impactful resource for building a more informed digital future.

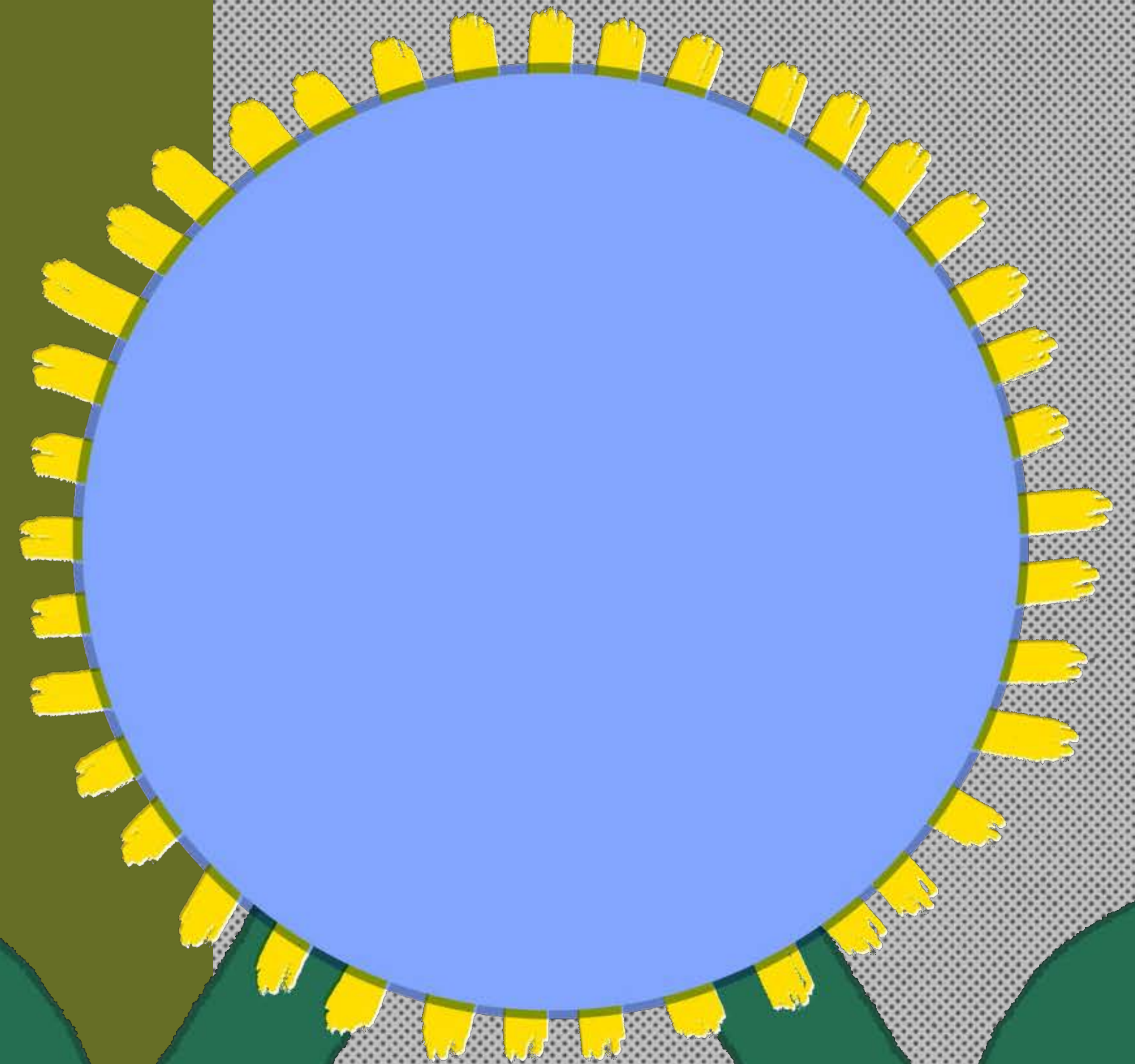
“At a time when digital misinformation and extremism pose escalating risks to open societies, this initiative has equipped countless individuals and organizations with effective tools to safeguard democratic values online.”



ANDREAS ANDERSKOU
MANAGING DIRECTOR
HELLO MONDAY/DEPT®

EMPLOYEES

- 5.1 **CREATING A MORE CONNECTED,
ENGAGED, VIBRANT CULTURE**
- 5.2 **HAPPY, HEALTHY DEPSTERS**
- 5.3 **INVESTING IN CAREER DEVELOPMENT**
- 5.4 **OUR FOCUS ON FINANCIAL SECURITY**
- 5.5 **DIVERSITY, EQUITY, AND INCLUSION**



2024 was a year of transformation, alignment, and foundation-building for DEPT®. As we navigated industry shifts, internal restructuring, and evolving client needs, we remained focused on uniting our teams under a shared vision – to create a workplace that is not only high-performing but also deeply connected.



At the start of the year, we introduced an updated set of core cultural values. These principles guided us through a year of change, reinforcing our commitment to doing great work, embracing challenges, and fostering collaboration:

BETTER TOGETHER
Nothing great is made alone. By leaving egos, politics, and negativity at the door and bringing our specialisms and collaborative energy to everything we do, we'll always make better work together.

RELENTLESSLY CURIOUS
Curiosity didn't kill the cat. But sticking to the status quo will. We'll always ask questions, kick the tires of existing solutions, and never settle for the expected in the pursuit of tomorrow's most pioneering work, today.

GET SH*T DONE
Coasters are for mugs. We are only as good as the work we do and the results we deliver for our clients. We do not wait for tomorrow. We take ownership, work hard, and drive things forward today.

To tangibly streamline our operations and strengthen our focus, we restructured the organization into regional teams (AMERICAS, EMEA, APAC). This shift moved us away from siloed teams and toward a more unified, client-centric approach, supported by specialized functions that enhance both commercial and creative excellence. We restructured amidst a tough economic environment, in which we saw tightening of belts across our industry. As a result of this, we experienced some difficult and unfortunate reductions in our workforce to maintain the sustainability of our business.

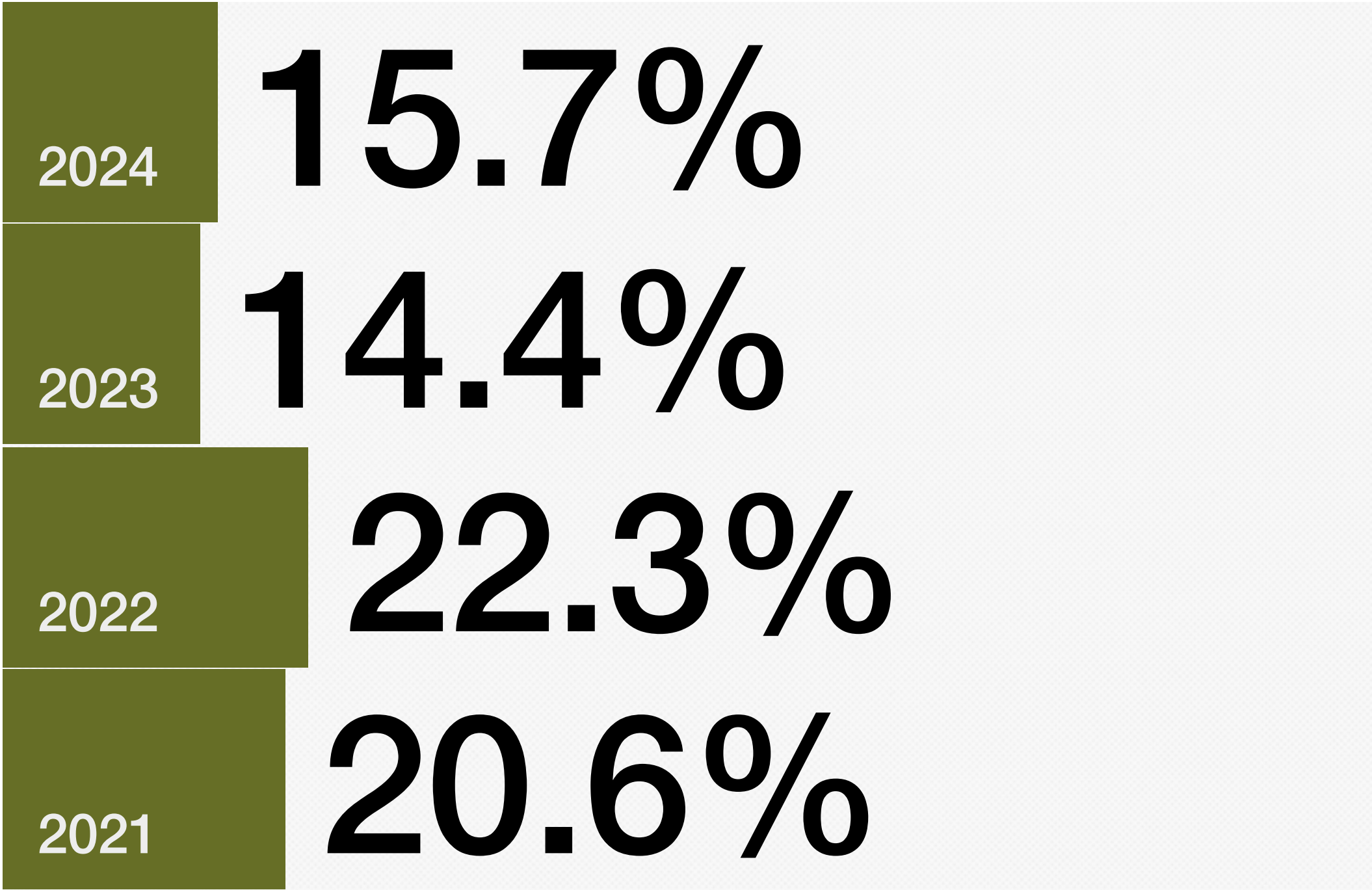
Despite that, we also took intentional steps to bring our people together. Alongside our “Be Better Together” value, we placed a renewed emphasis on in-person collaboration, encouraging Depsters back into the office. For example, Depsters in Sydney and Melbourne have begun coming back into the office three days a week, and employees within 50 miles of our Chicago, Boston, and Denver offices have enjoyed a gradual return of two to three days per week in-person.

This renewed focus on in-office collaboration isn’t just about presence, but building and strengthening relationships, sharing knowledge and experiences, and creating an environment where everyone can thrive and create great work. To make this possible, we conducted an inclusivity audit of our offices worldwide, introducing measures such as lactation rooms, multi-faith spaces, gender-neutral restrooms, and sensory-friendly areas to support neurodiverse employees.

By focusing on alignment, culture, and connection, 2024 laid the foundation for a more cohesive, unified DEPT®: one where our people feel supported, engaged, and inspired to push boundaries for the better of our clients – and the world – together.

Employee Growth Rate: N/A

VOLUNTARY TURNOVER RATE



“We have some of the smartest people in the industry doing their best work at DEPT®, and we seek to co-create an environment and culture alongside them that is collaborative, curious, challenging, and fun. ‘Be better together’ is not just a phrase on our website, it is truly how we behave to build the place we want to work together.”



SARAH STEELE
GLOBAL CHIEF PEOPLE OFFICER

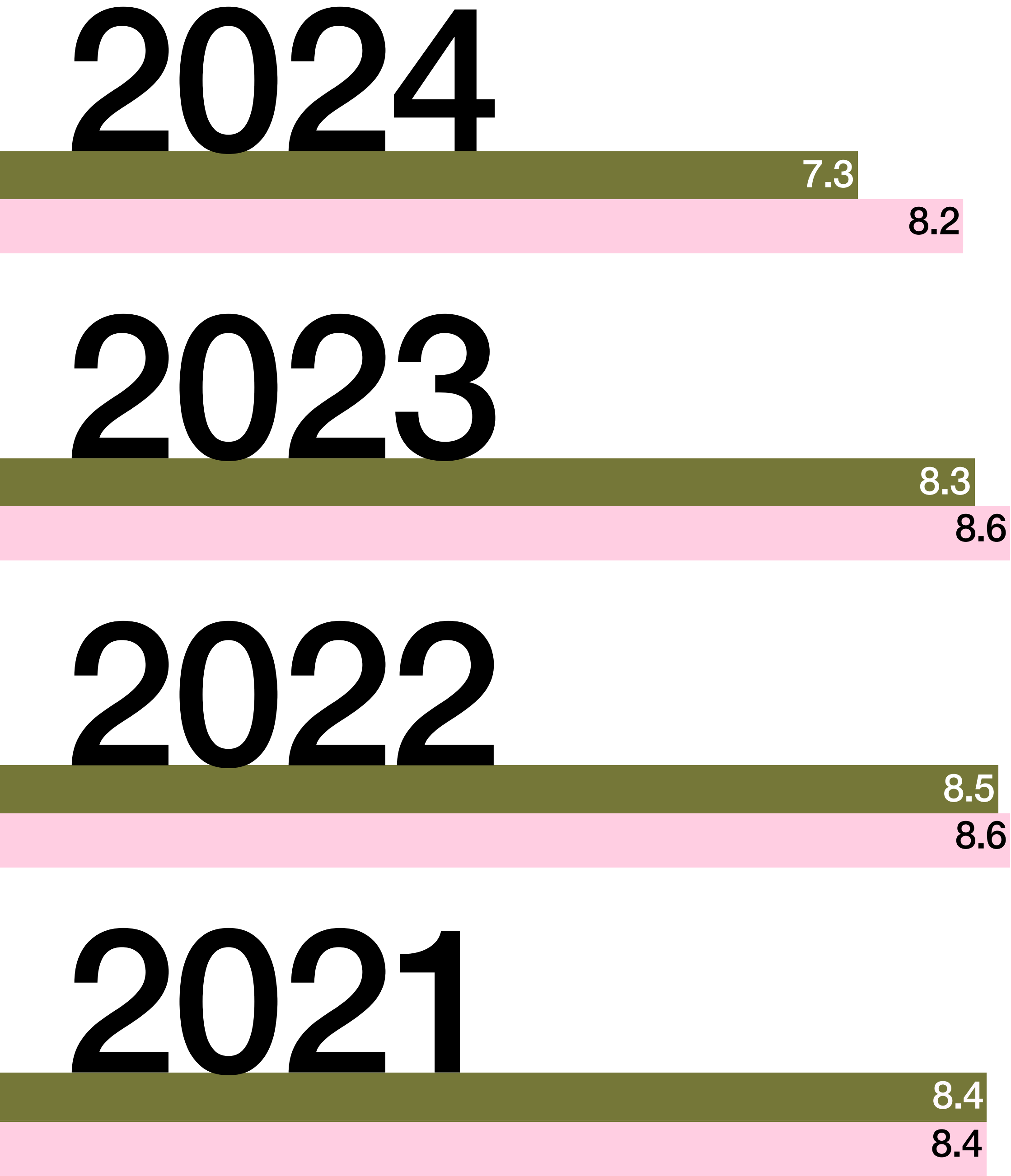
5.1 CREATING A MORE CONNECTED, ENGAGED, VIBRANT CULTURE

We recognize that employee experience is at the heart of our success. To continuously improve how we support our people, we rely on Peakon, an employee engagement platform that helps us gather and analyze feedback across our global teams.



Each year, we conduct several Peakon surveys to assess overall engagement and key experience drivers such as worker voice, career development, compensation, and diversity. This data provides a clear snapshot of how Depsters feel about working here, allowing us to identify strengths and address areas that need improvement.

As we refined our company structure and ways of working in 2024, Peakon remained an essential tool in monitoring employee sentiment and ensuring our changes supported, rather than hindered, our culture. We had 70% staff participation in our last Peakon survey in late 2024.



OVERALL EMPLOYEE SATISFACTION, GOAL: 7.5
FREEDOM OF OPINION DRIVER SCORE

It’s worth noting that although our Peakon Score for 2024 remained above the industry average, it was lower than we have typically grown to expect at DEPT®. Our reduced score reflects an expression of employee sentiments related to internal restructuring as well as industry and business volatility.

Throughout 2024, DEPT® experienced significant changes, and we saw the uncertainty and anxiety associated with change reflected in these scores. Employees sought more communication and connection to our global strategy, a better daily experience of inclusion at work, as well as a clear system of growth and reward. The latest Peakon survey was also a reflection of the immediate sentiments surrounding the recent return to office (RTO) announcement, which was a source of stress for some employees.

We know we have a lot to improve on here, and we are eager to get our score back to at least 7.5. To reach that goal, we are prioritizing actions such as transparent job frameworks, career growth and appraisal processes, harmonized and fair benefits, better organizational communications, and training for our leaders.

Additionally, as our return to office policy has focused on encouraging, rather than mandating, teams be in-person, while still emphasizing flexibility, we’ve already seen improvements in attitudes toward RTO.

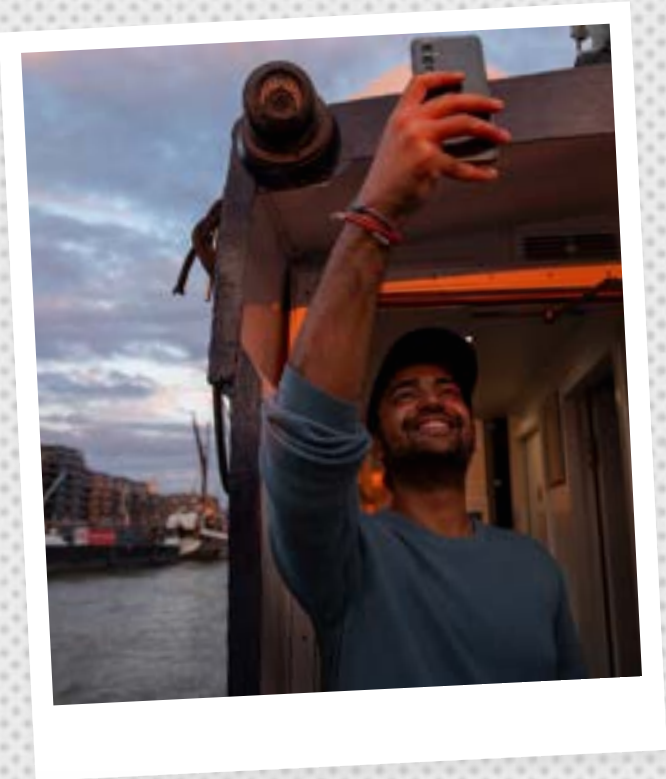
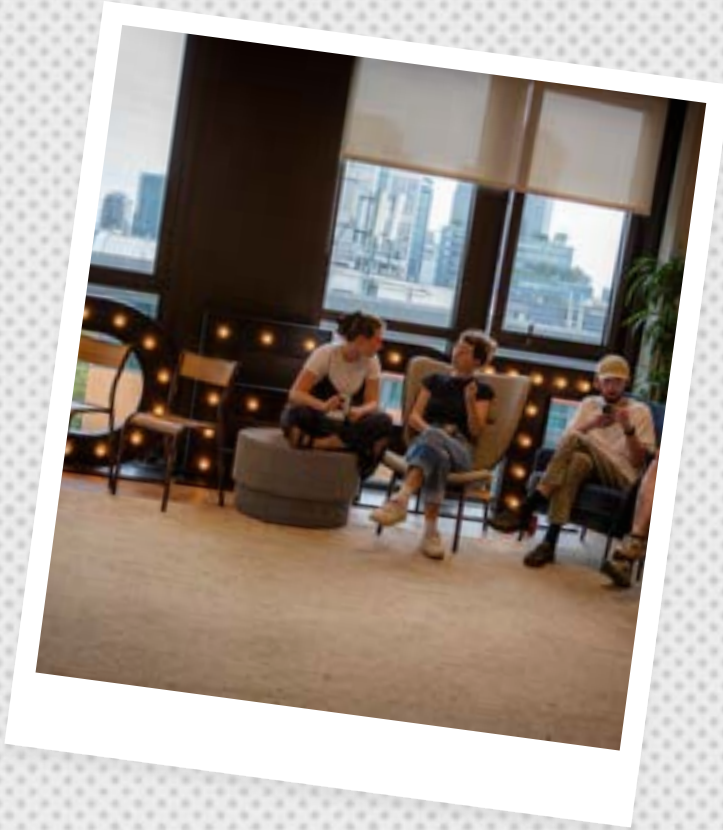
In 2025, we plan to survey employees every four months, rather than twice a year, to help leadership remain more tuned in and responsive to employee needs.

Alongside that, creating a connected, vibrant culture across all regions has been a priority for us. Through localized initiatives, team-driven events, and structured support for in-office engagement, we have strengthened our sense of community and belonging.

QUOTE “To create more inclusive and sustainable office spaces, we also needed to create a more inclusive and sustainable office culture. In our UK and Ireland offices this means exploring creative and innovative ways to bring diverse groups of people to the office. For example, we have introduced events that are not centred around drinking and not always after-hours to promote inclusivity. We are also launching DEPT® Outings in summer 2025 to inspire more Depsters at a smaller scale by empowering them to use their lunch break or after-work hours to go to local art galleries, pop-up shops, and other events or experiences.”



BETH PEMBERTON
OFFICE EXPERIENCE LEAD
UNITED KINGDOM AND IRELAND



In EMEA, some examples of this included our DEPT® Social Club in the Netherlands, Wellness Challenges across the UK, and the Cultural Boost Committee in the DACH region – all dedicated to bringing teams together and enhancing workplace culture and wellbeing.

In the Americas, we started to welcome employees back to the office with weekly office lunches and events.



“Chicago's return to office is about more than just social. We are adding career development events, like the Search Summer Games, where teams actively participate to drive innovation in modern search practices. The closing ceremony, with our Google partners, was a hit, and we are planning more learning opportunities for 2025.”

MIGUEL ONTIVEROS
OFFICE MANAGER
CHICAGO

And in APAC, we focused on strengthening our in office culture with celebrations for everything from Diwali to International Women’s Day in India, to Family Feud, Ping Pong, and Mario Kart tournaments in Australia.



“In Australia, we are focused on bringing that in-person connection back, even though it hasn't been a walk in the park. Throughout the year, we have had small, fun activities like game tournaments, our regular monthly birthday cake and Pizza Friday, as well as bigger office events. It's about making the office a place we genuinely enjoy being, and building those real-life bonds that are so important to our work.”

LUCY MORRISON
JUNIOR DESIGNER

5.2 HAPPY, HEALTHY DEPSTERS

Our benefits and wellness programs are designed to account for diverse cultures and needs across the business. Full-time and part-time employees are largely eligible for the same set of benefits.



Parental leave

DEPT® is compliant with minimum requirements across the board for parental leave for employees, which varies depending on the country. On top of that, we look to provide additional weeks of paid parental leave where possible.

In Australia, we offer an additional 8 weeks of parental leave to the team, equal for both non-birthing and birthing parents, on top of the 16 weeks of leave provided by the government. In India, parents receive up to six months for primary caregivers and two weeks for secondary caregivers.

New for 2024, in the United States, all parents, regardless of caregiver status, receive eight weeks of leave. Birthing parents receive an additional six weeks (paid through short-term disability benefits at 60% of base pay). Parental leave benefits vary across EMEA and closely depend on the laws of the given country.

For example, in the Netherlands, birthing parents receive 16 weeks of pregnancy leave at 100% of their pay. Non-birthing parents receive two weeks of leave at 100% pay and three following weeks at 70% pay. In the UK, we offer between four and six weeks of parental leave for non-birthing or partner leave, and full pay for 12-26 weeks of leave for the birthing parent. New in 2024, parents in Croatia receive 20 days of additional time off on top of government benefits as well as a direct “baby bonus” upon the birth of a child.

Gender response healthcare

In 2024, we took meaningful steps to ensure that our health and well-being policies reflect the diverse needs of all Depsters, particularly when it comes to supporting working parents and fostering gender inclusivity in the workplace.

In EMEA, we rolled out new policies to create a breastfeeding- and lactation-friendly workplace, offering personalized return-to-work plans for new parents, designated break times for expressing milk, and expanded access to lactation rooms. These efforts have resulted in nearly 99% of our office spaces in EMEA now having dedicated lactation facilities. Additionally, we expanded gender-neutral restrooms across multiple office locations, including Split, Amsterdam, Rotterdam, Dublin, Bern, Cologne, Hamburg, Toronto, and Aarhus, ensuring that employees of all gender identities have access to inclusive and comfortable facilities.

In the Americas, we introduced bereavement leave policies that now include pregnancy loss, recognizing the emotional and physical toll this can take on employees and ensuring they have the time they need to recover. We also implemented workplace accommodations for pregnant employees, providing greater flexibility and support to ensure comfort in the workplace. To further our commitment to working parents, we expanded lactation room availability to cover 75% of office space across the region, offering private and well-equipped spaces for parents returning to work.

The US team continues to provide coverage for elective abortions, non-elective abortions, and fertility services. Our healthcare plans also continue to cover a variety of treatments for individuals with gender dysphoria, ranging from behavioral health services to hormonal therapy and gender reassignment surgery.

Australia also made significant strides in gender-inclusive benefits with the introduction of support leave, which provides five additional paid days for employees undergoing IVF, miscarriage, or gender-affirming medical procedures. This policy acknowledges the varied medical needs of our workforce and ensures employees have the time and support necessary to prioritize their health. Additionally, lactation rooms with full facilities were established in both Sydney and Melbourne, reinforcing our commitment to providing a workplace that supports employees at every stage of their personal and professional journey.



“Our benefits plans seek to match the needs of our employees, and particularly in the US, we know they need to be responsive to the changing realities of care that our employees face. Our policies are gender-responsive, and cover a variety of needs from abortions, to fertility services and gender-affirming care, reflecting our commitment to a workplace that supports the diverse needs of each Depster.”



MARLENA EDWARDS
SENIOR VICE PRESIDENT, PEOPLE AMERICAS

Mental health & physical well-being

In 2024, we expanded access to mental health resources, introduced new wellness initiatives, and continued investing in programs that support both individual and team well-being across all regions.

One of the most significant expansions this year was the broader availability of OpenUp, our mental health support platform. Previously available to employees in select countries, OpenUp is now accessible to all EMEA employees, including part-time workers, and extends to three family members per employee. This expansion has led to high engagement across regions, with participation rates exceeding 50% in Germany, Spain, and the Netherlands, and reaching nearly 49% in Switzerland. Satisfaction scores also remained strong, with Germany, Spain, Croatia, and Denmark all reporting a 10/10 rating, reinforcing the value of this resource in supporting employee well-being.

Beyond individual coaching and therapy, we also organized EMEA-wide OpenUp sessions to address key topics impacting our workforce. These initiatives reflect our proactive approach to fostering emotional resilience and psychological safety within DEPT®.

Physical well-being remains a priority as well. We continue to offer subsidized gym memberships and on-site wellness activities, ensuring that employees have accessible options for maintaining their health. New to the Netherlands, we introduced the Alleo Benefit Program, which allows employees to use their holiday allowance on a variety of wellness-related services, from fitness subscriptions to mental health apps.

In the Americas, we expanded Employee Assistance Program (EAP) benefits and introduced a new \$600 annual Flex Benefit, giving employees the flexibility to support their well-being in ways that matter most to them – whether that is pet daycare, childcare, home office improvements, or wellness-related expenses.

We also introduced new wellness initiatives in APAC. This includes a work-from-home allowance for teams in Australia, as well as a variety of shopping discounts and offers through Employment Hero. To better support our teams in India, we offer fresh and healthy meals, plus cab or Uber booking services for Depsters working late in the office.



“Employers play an increasingly important role in supporting the mental and physical wellbeing of their employees, both at work, but also equipping them with tools and resources outside of work as well. We are super proud that the expansion of OpenUp resulted in this greater support for employees and their families – not only available to them but actually utilized to great success.”



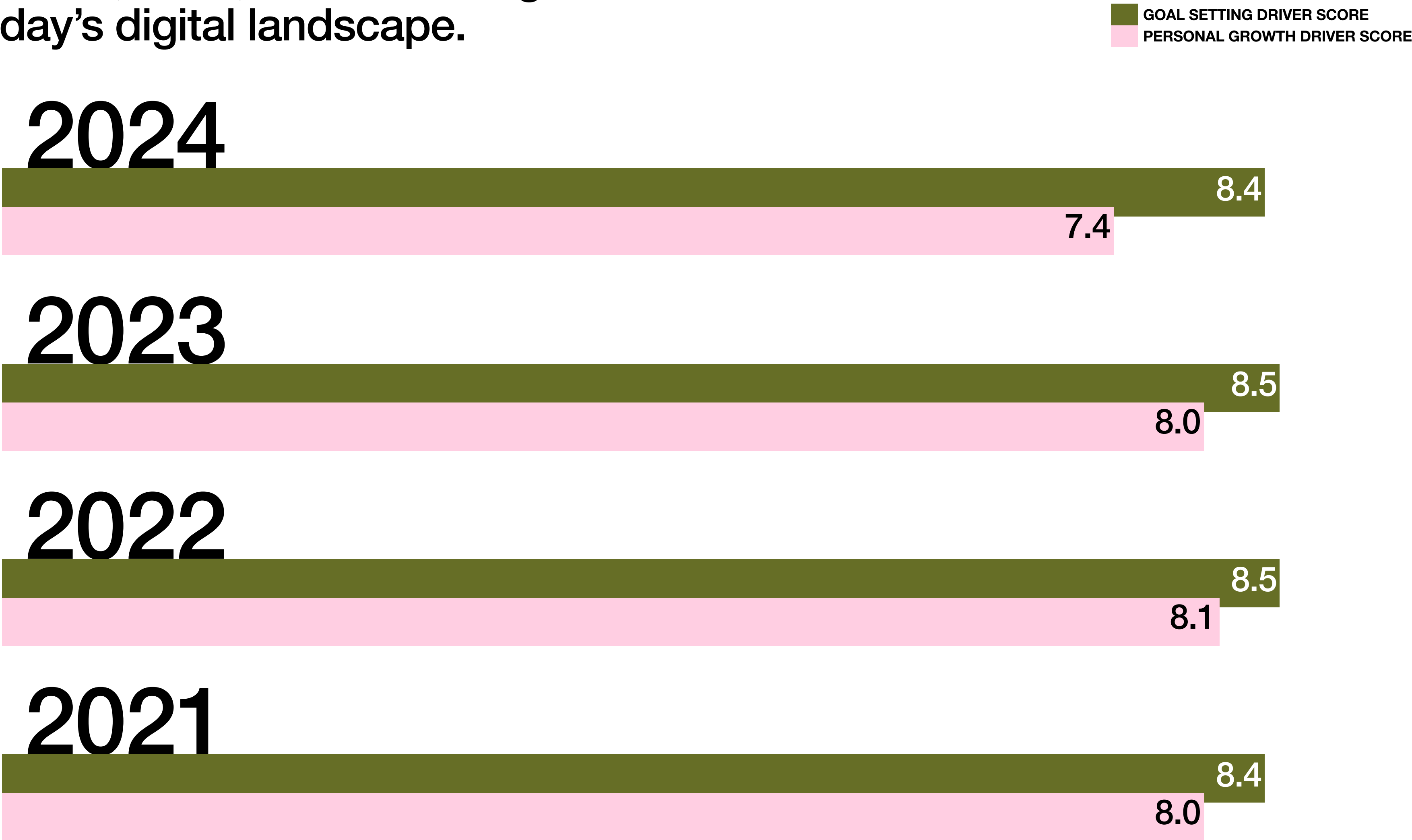
MARJAN SMIT
SENIOR VICE PRESIDENT, PEOPLE,
EMEA

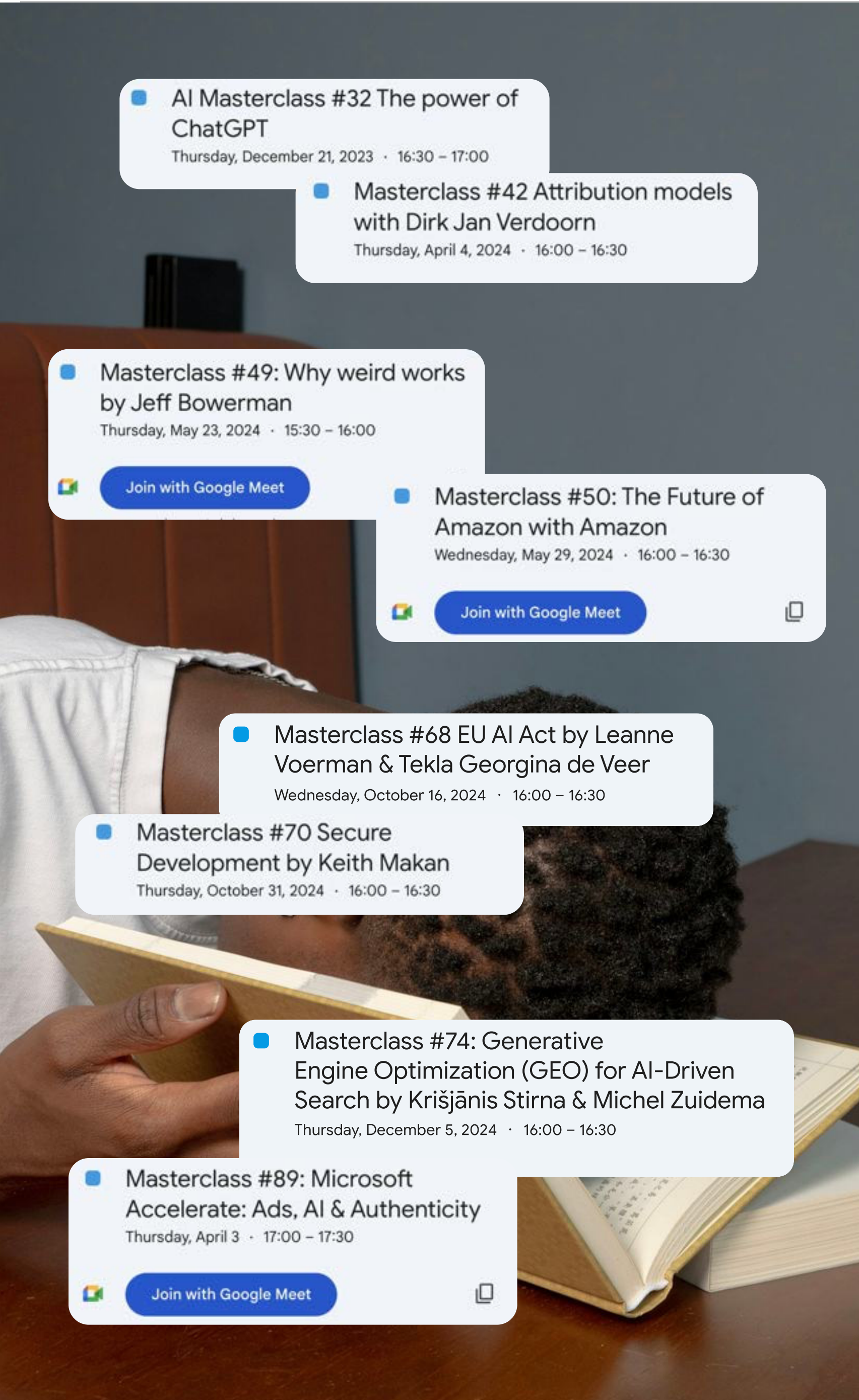
5.3 INVESTING IN CAREER DEVELOPMENT

In an industry where change happens at an unprecedented pace, we have a responsibility to equip our teams with the skills, tools, and knowledge necessary to navigate today’s digital landscape.

In addition to mandatory employee training, we provide specialized training programs tailored to individual markets, crafts, and job functions. We also continue to invest in learning and development initiatives for early-career professionals, ensuring the next generation of Depsters are well-prepared to thrive.

In 2024, amidst rapid advancements in technology – specifically AI’s place in the workforce – as well as change within our internal structure, we saw a lower personal growth driver score than normal. To ensure Depsters feel confident about their ability to grow in both technical skills and overall career path, we are focused on building out more transparent job frameworks, career growth and appraisal processes, and additional training. In 2025, we’re also building a performance management framework that ladders up to the business strategy, ensuring every Depster will understand how their work contributes to the overall success of the business.





Global

In 2024, we delivered mandatory company-wide training on information security, privacy, and AI, reinforcing our commitment to responsible business practices and professional integrity.

We also expanded our weekly masterclass series, providing continuous learning opportunities for employees across all regions. While these masterclasses were exclusively focused on AI in 2023, we expanded to topics across our work for 2024. Depsters across all regions led presentations both closely related to our crafts and on more general topics, such as personal development or leadership. The weekly live sessions are completely optional and averaged about 100 unique participants each, with recordings to ensure all Depsters can access the talks at any time. Some notable sessions this past year included the examples showcased on the left.

This year, we also advanced our commitment to inclusive learning and professional development. This included launching our first global DEI training: Unconscious Bias and Inclusive Workplace Foundations. In 2025, this training will be embedded into onboarding, so every new hire will begin their DEPT® journey with an understanding of our commitment to inclusion. We also introduced a DEI-specific reflection in all employee performance reviews, allowing employees and managers to recognize contributions to inclusion within their teams.

“The team at DEPT® is naturally curious. Our people are always eager to share knowledge and learn from each other, and this comes to life via our weekly masterclasses. Thanks to consistent interest and participation, we have expanded the themes this year into all sorts of personal and professional topics. We've got incredibly smart and talented people working at DEPT®, and it is so valuable that we get to learn from one another.”



PAULINA PRYSTUPA
PROJECT MANAGER,
INTERNAL COMMUNICATIONS

EMEA

In the Netherlands, we continued to offer DEPT®/YOU training programs, giving employees access to a wide range of upskilling opportunities. In 2024, we facilitated 364 training sessions across various disciplines, supporting technical growth, leadership development, and strategic thinking. In the DACH region, we introduced Lateral Leadership Training, equipping 39 emerging leaders with foundational management skills over the course of four dedicated training rounds.

In EMEA, our structured performance review process ensures that 100% of employees receive at least one formal review per year, with most employees participating in both spring and fall evaluations.

“In the Netherlands, we continued to invest in our DEPT®/YOU trainings, covering a range of topics from hard to soft skills. Some of these included modern front-end development, basic presentation skills, Google Slides, beginner's Dutch, and international communications in business English”



MONIKA ROPUS
LEARNING & DEVELOPMENT COORDINATOR

Americas

In the Americas, we introduced a more structured approach to professional development, offering monthly training sessions on a diverse range of topics, including Presentation Skills 201, Business Storytelling, New Manager Orientation, Executive Presence, and Giving and Receiving Feedback. These trainings were designed to support employees at all levels, from individual contributors to emerging leaders. 85% of employees received a performance review for their 2024 performance, and we began the transition to a new review cycle, designed to enhance professional development opportunities and create a more dynamic, growth-oriented culture.

“We offer a wide variety of training to the team in the Americas that is both focused on their onboarding experience – joining DEPT® and building out relevant technical skills – as well as later on in their tenure, more focused on soft skills. Employees can access training via self-paced online learning, live training sessions, and more intensive multi-week ‘workshops.’ One example of a highly successful training in 2024 was Executive Presence: How to Grow Your Own Leadership Presence, focused on empowering individuals at all levels to develop a stronger, more influential presence in the workplace.”



KATIE LONG
SENIOR DIRECTOR LEARNING & DEVELOPMENT

APAC

Across APAC, we strengthened performance review processes to ensure alignment between evaluations and salary decisions, enhancing transparency and career progression. In Australia, 100% of employees participate in structured performance reviews through Employment Hero. Meanwhile, in India, we laid the groundwork for expanding training initiatives in 2025, with a specific focus on increasing both the quantity and quality of learning opportunities for employees.

“We are super proud of our approach to learning and development philosophy in India and are laser focused on both equipping new entrants to the workforce as well as skilled professionals with hard and soft skill development and career mobility. We focus on ensuring our team members either come ready with or are able to achieve relevant technical certifications, that they are trained in AI and automation, and that they receive support on soft skill development, particularly helpful when working across cultures, as our team does at DEPT®. ‘Program Chrysalis’ refers to our intensive training for young professionals, wherein they are equipped with a variety of technical skills and are able to be deployed after only six months.”



CHANDAN/ANDY BHATWADEKAR
HEAD OF PEOPLE
INDIA & SINGAPORE



5.4 OUR FOCUS ON FINANCIAL SECURITY

Building on our progress from 2023, we continued to pay 100% of our employees at or above the local living wage in 2024.

We also conducted an analysis of wage rates against local living wages to ensure we are keeping up with inflation and the rising cost of living. In addition, this year we worked on an extensive project to harmonize job levels and job roles across the organization.

Prior to 2024, DEPT® teams were working with legacy salary scales and job levels from when they joined the company. Harmonizing and creating a global approach to this work will allow us to complete an accurate and global Binary Gender Pay Gap analysis to monitor equal pay and ensure transparency and fairness in compensation structures.

Note: In 2023, we reported data on DEPT® wages relative to the family living wage in each region of our operations. Living wage data is often not publicly available, and as such, we have prioritized procuring data on the individual living wage, as aligned with our global commitment, in 2024. We will periodically procure and report on Family Living Wage, but not each year.

	AVERAGE % ABOVE LOCAL MINIMUM WAGE	MEDIAN % ABOVE LOCAL MINIMUM WAGE	AVERAGE OF % ABOVE INDIVIDUAL LIVING WAGE	MEDIAN OF % ABOVE INDIVIDUAL LIVING WAGE
OVERALL	348%	165%	210%	118%
AMERICAS	664%	64%	330%	8%
EMEA	153%	76%	135%	56%
APAC	288%	55%	204%	17%

5.5 DIVERSITY, EQUITY, AND INCLUSION

Building resilience through DEI

In an era when many organizations are scaling back their DEI commitments, we remain steadfast in our belief that inclusion is not a passing trend – it is fundamental to building a stronger, more resilient company. We approach DEI pragmatically and purposefully. A diverse, equitable, and inclusive workplace attracts the best talent, fosters innovation, strengthens client relationships, and ensures we are representative of our ever-changing world.

In 2024, we laid the groundwork for a more data-driven and intentional approach to DEI, focusing on transparency, inclusion, and structural improvements that drive lasting impact. A key milestone was our first global demographic data collection effort, which provided a clearer picture of the diversity within our organization across areas such as sexual orientation, race, and gender identity, as well as individuals who are D/ deaf, disabled, and/or neurodiverse*. These insights now inform our regional and global aspirations and help us identify and address potential barriers to equity and inclusion across our workplace.

Our commitment to inclusion also took shape through deepened Employee Resource Group (ERG) activities and action, strengthening their presence and collaboration globally to elevate historically underrepresented voices and foster intersectional inclusion.

We also bolstered our inclusive hiring practices, held flagship events to engage our teams on DEI topics, and launched our first-ever mandatory DEI training, which ensured all Depsters were introduced to unconscious bias awareness and inclusive workplace principles.

Looking ahead to 2025, we are turning insights into action. Our five pillars of focus are:

- Developing equitable and inclusive ambitions at global and regional levels, grounded in culturally nuanced insights and focused on removing barriers to inclusion
- Advancing equitable pathways to leadership by focusing on inclusive career progression and succession planning that removes barriers to advancement.
- Strengthening our ERGs, fostering greater collaboration across regions, and embedding intersectionality into their initiatives.
- Leveraging insights from 2024 to enhance DEI training, emphasizing fostering inclusive leadership and providing tailored onboarding experiences accessible to all employees.
- Creating an inclusive workplace experience, including an updated audit of our offices to enhance accessibility and ensure that every employee can thrive.



“Especially now, standing by our Diversity, Equity, and Inclusion principles is more important than ever. It's been shown time and time again that focusing on these strategies actually allows you to build stronger, smarter and more resilient teams – by being intentional about finding and retaining the best talent wherever it may exist, and removing the historical barriers that may have previously limited access to opportunity.”

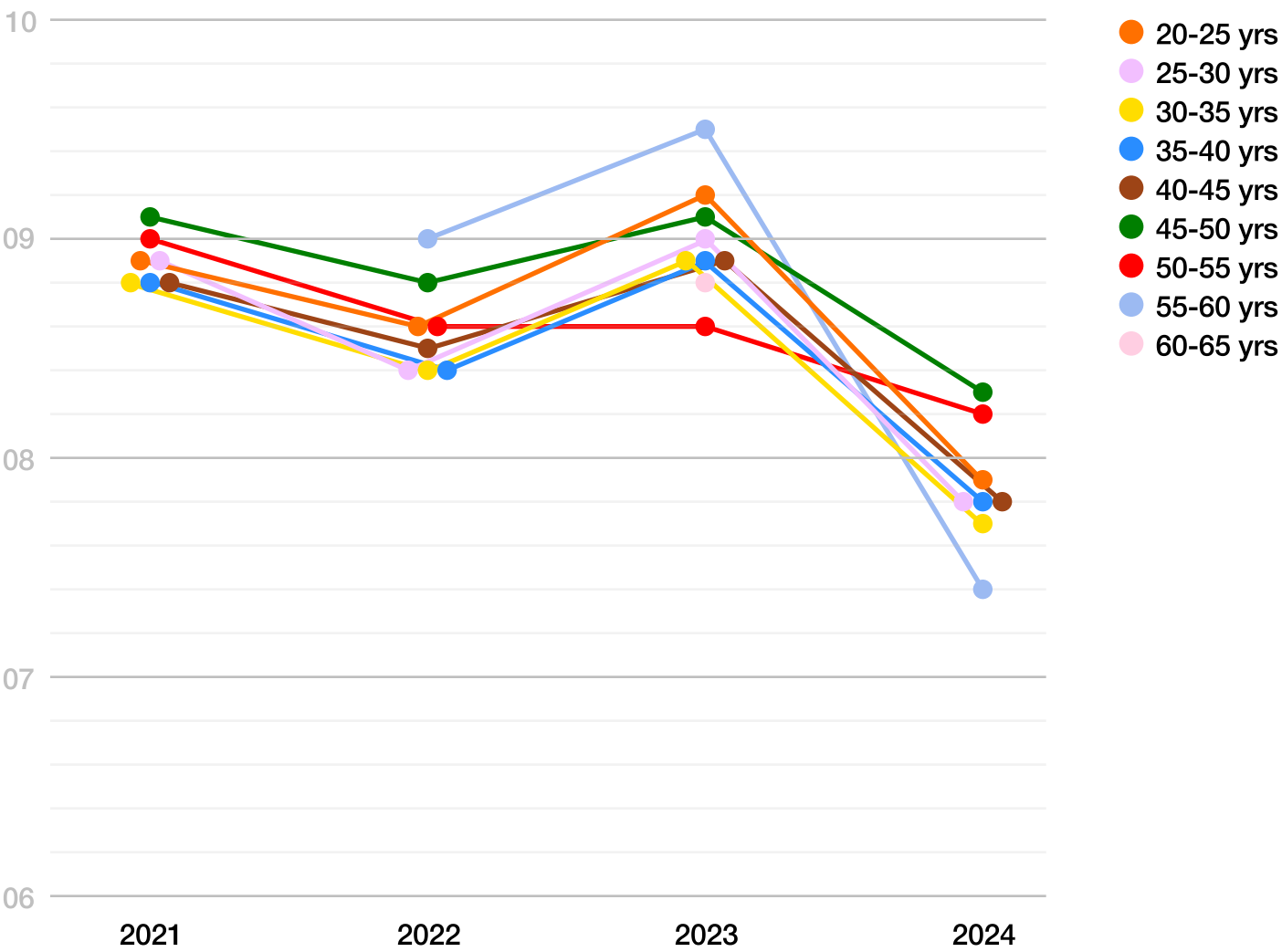


SANDRA MASILISO
GLOBAL DEI LEAD

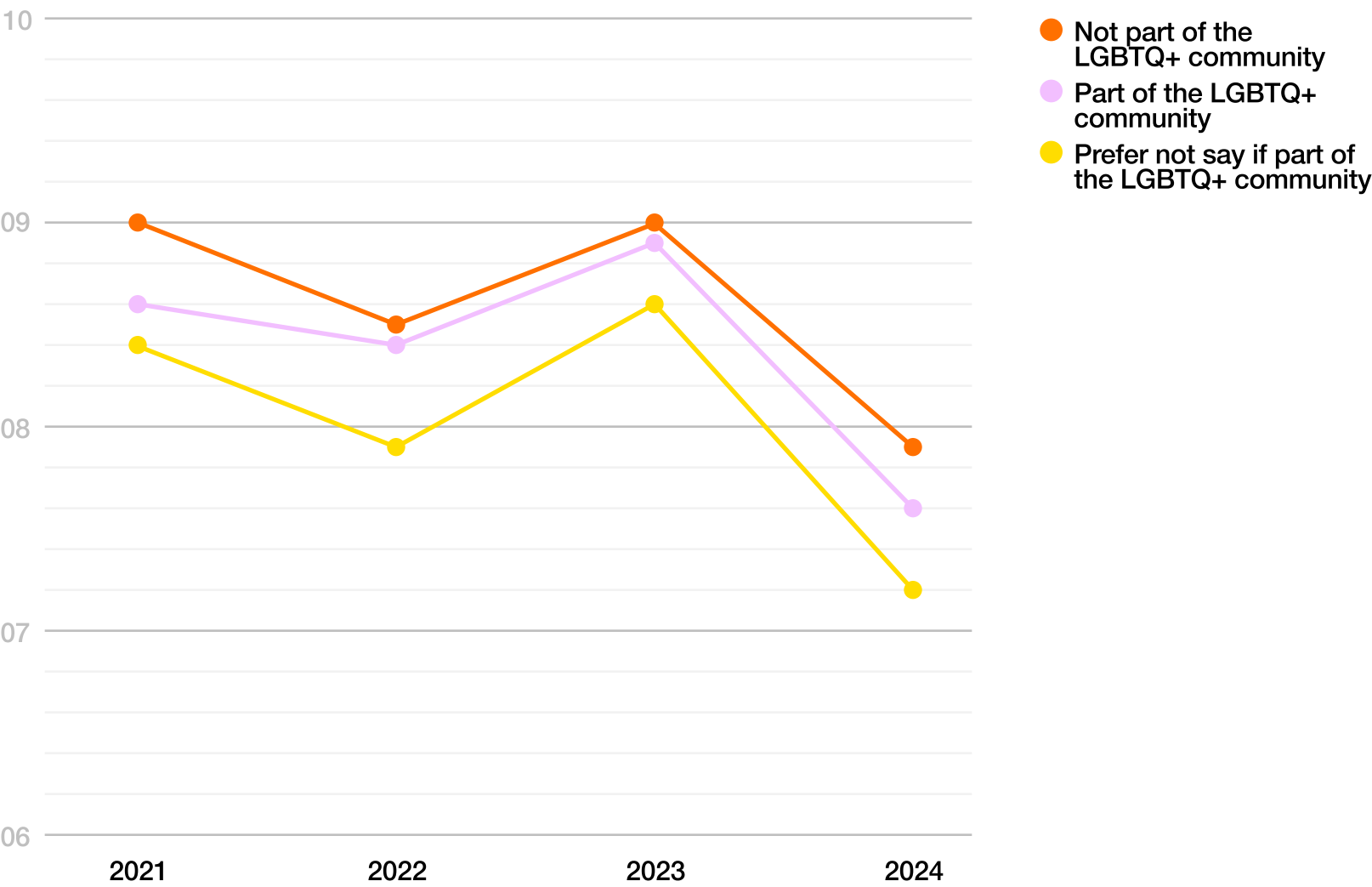
*Deaf with a capital D is used to refer to individuals who have been deaf prelingually – for the entirety of their lives, or since before they started to learn to talk. It is an important distinction because Deaf people tend to communicate in sign language as their first language, whereas, the 'lowercase d' deaf simply refers to the physical condition of being hard of hearing, and such individuals impacted do not always have a strong connection to the Deaf community and may not use sign language. Disabled refers to having an impairment or being limited by a physical, mental, cognitive, or developmental condition that has a ‘substantial’ and ‘long-term’ negative effect on your ability to do daily activities. Neurodiversity refers to the different ways a person’s brain processes information and describes the idea that people experience and interact with the world around them in many different ways; there is no one "right" way of thinking, learning, and behaving, and differences are not viewed as deficits.

Driver scores show us how employees feel about specific aspects of the employee experience, here, if they feel included and respected at work (scale from 0 – 10)

DIVERSITY DRIVER BY AGE



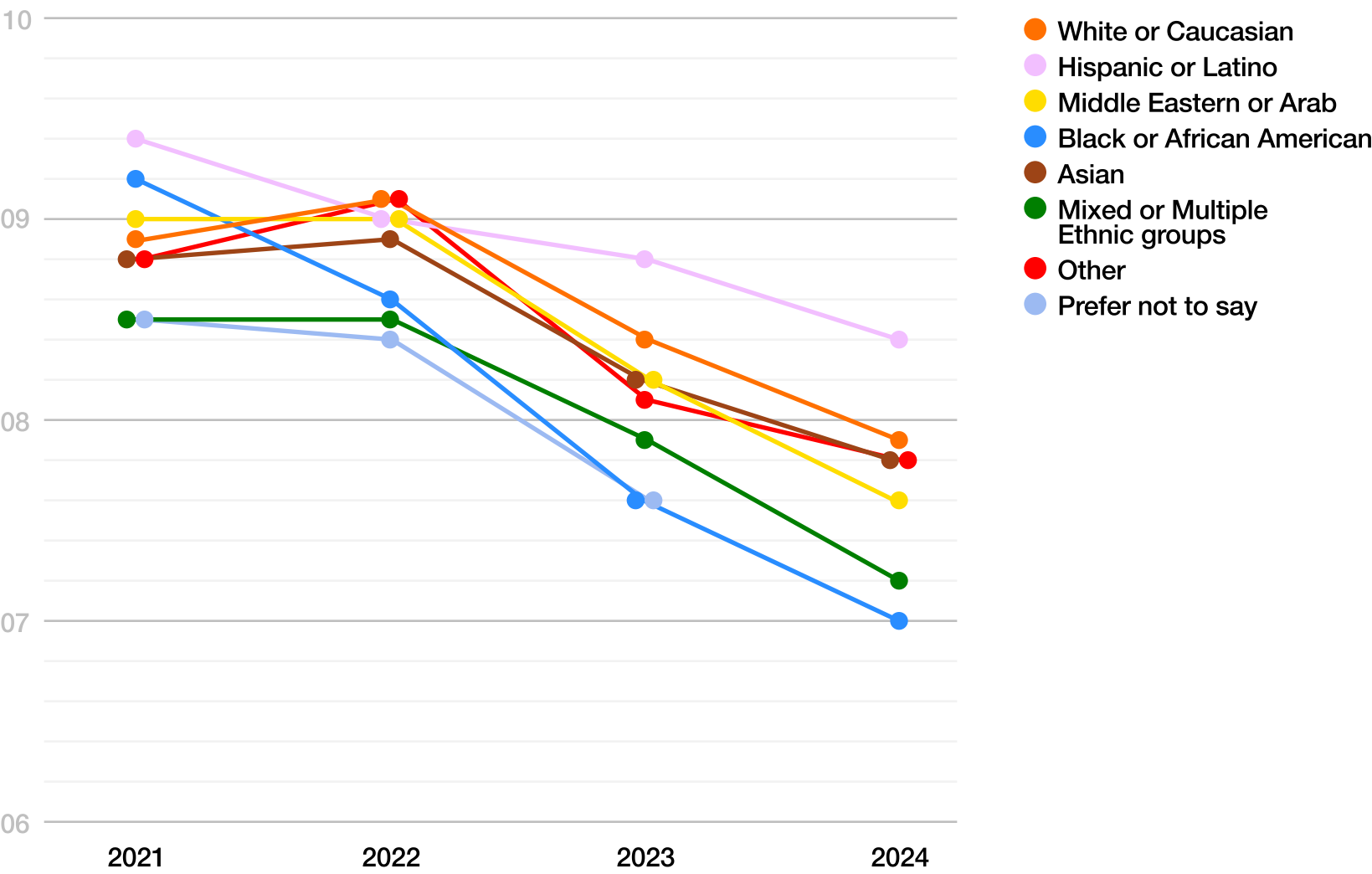
DIVERSITY DRIVER BY SEXUAL ORIENTATION



DIVERSITY DRIVER BY GENDER



DIVERSITY DRIVER BY ETHNICITY



While we observed a decline in Diversity Driver scores in 2024, this decrease corresponds to the overall decline in employee satisfaction scores discussed earlier in this report. Importantly, we see few outliers in our Peakon scores or Diversity Driver scores based on demographic characteristics, and where we do, we work to address them directly.

DEI in recruitment

A truly diverse workforce starts with inclusive hiring policies and partnerships. In 2024, we enhanced our recruitment approach to widen access and attract talent from historically underrepresented communities through inclusive job design, outreach, and process improvements.

The Ignite program, developed to widen access and improve Black representation in marketing, was expanded beyond Canada to our UK offices, leading to six hires from the program. We also built strategic partnerships with organizations such as Creative Lives in Progress, King’s Trust, 10K Black Interns, Catch 22, and TikTok Creative Academy, broadening our reach to diverse talent pools. We continued to partner with Blue Road Academy, an organization dedicated to advancing the careers of newcomers to Europe with Salesforce training, professional development, and direct connections with top employers.

To support a more equitable hiring process, we standardized recruitment practices through inclusive hiring training for recruiters, a recruitment buddy program to improve candidate experience, and a review of our values and competencies through an inclusion lens. We also expanded demographic data collection across gender, race, veteran status, and disability status in the U.S. to inform and strengthen our data-driven equity efforts.

“Just as building a more inclusive world requires collaboration, and working with partners is essential to building a diverse and inclusive team. In the UK, our partnership with Creative Lives in Progress enables us to collaborate closely with an organization dedicated to supporting creative talent from underrepresented backgrounds. They provide portfolio reviews, networking opportunities, and a job board to their community, each of which we actively participate in. Similarly, we partner with the King’s Trust and 10K Black Interns that each of whom has their own programming focused on getting underrepresented talent into fulfilling careers. As a result of these partnerships, we have been able to bring a number of candidates on board to DEPT®.”



HOLLY WILLIAMS
SENIOR TALENT ACQUISITION PARTNER



Employee Resource Groups

We continue to embed DEI into the full employee experience, ensuring that inclusion isn’t just a policy, but part of our day-to-day culture. Our global and local ERGs play a crucial role in driving impact in 2024, leading initiatives such as:

- Socioeconomic community support in the UK during the holiday season.
- Period-packing parties in Manchester through DEPT®/Women.
- Student outreach and insight days with DEPT®/MOSAIC in Chicago and London.
- Organizing donation programs supporting causes aligned with our values.

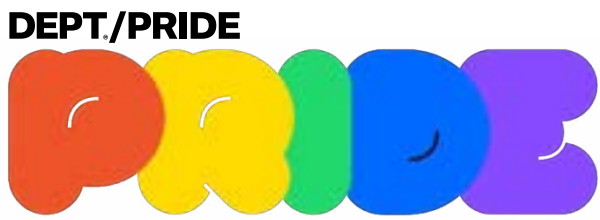
● GLOBAL EMPLOYEE RESOURCE GROUPS



DEPT®/Women is dedicated to creating an environment of diversity and inclusion. We elevate the voices of women, non-binary and gender-diverse individuals, as well as those impacted by gender-based discrimination, providing a safe, equitable space to speak freely and share experiences with value and respect, regardless of age, race, abilities, or sexual orientation.

“DEPT®/Women has been on a roll. sparking growth and empowerment like never before! In 2024, we supercharged our mentorship program and turned International Women’s Day into a whole week of celebration. We’ve already kicked off 2025 with a bang, packing March with exciting events like Masterclasses, two International Women’s Day external events, and a women-led AMA takeover. And guess what? We are just getting started with an even bigger mentorship program on the horizon. Our journey is all about creating a vibrant and inclusive space for women, non-binary, and gender-diverse individuals, and everyone impacted by gender-based discrimination.”

LENA BOTTOS
CHIEF OF STAFF AND DEPT®/WOMEN CHAIR



DEPT® Pride is dedicated to encouraging and empowering LGBTQIA+ Depsters to be their authentic selves, regardless of sexual orientation, gender identity, or gender expression. Our aim is to support members of the community by creating a safe space where they can be seen, heard, and represented. For all of our allies across DEPT®, we are a resource for education and information.

“2024 was another incredible year for DEPT® PRIDE! We celebrated Pride Month with a guest speaker, a remote drag bingo event, and the sale of DEPT® PRIDE x DEPT® Apparel merch – all in support of our chosen charity, Kaleidoscope. We hosted several successful remote safe space sessions and raised even more funds through DEPT® Cares initiatives throughout the year. Looking ahead to 2025, ERGs are more important than ever, and we are eager to continue all our efforts from this past year. Beyond that, we are committed to strengthening our efforts in inclusive recruitment, hiring, and training, as well as ensuring our policies truly support and reflect our community.”

DUDLEY WILD
GLOBAL VP OF PEOPLE OPERATIONS AND DEPT®/PRIDE CHAIR



DEPT®/MOSAIC aims to encourage all Depsters to be bold and passionate about making a societal difference, no matter their background or location. We aim to connect our diverse ethnic and racial heritage communities, creating an inclusive, motivating, and supportive environment for everyone. We aim to be a force for good, breaking down systemic barriers, promoting cultural appreciation, and advocating equal opportunities.

“Last year, MOSAIC focused on laying the groundwork by building community, fostering dialogue, and creating spaces for meaningful conversations. We hosted events aimed at deepening cultural awareness and engagement within our organization. We welcomed students from neighboring schools with majority BIPOC backgrounds and offered them the opportunity to experience ‘a life at DEPT®’ in Chicago and London. This year, we are moving with more intention and strategy. We’ve expanded our initiatives to include safe space chats, mentorship, and recruitment buddy programs as well as further learning opportunities. We are excited about the momentum we are building and look forward to continuing this important work by creating spaces where every voice is heard, every culture is celebrated, and inclusion is not just a conversation but a commitment.”

MAKENZIE BEARD
SENIOR PROJECT MANAGER AND DEPT®/MOSIAC CHAIR



● REGIONAL EMPLOYEE RESOURCE GROUPS



BLA3Q

BIA3Q fosters professional development, networking, social, and leadership opportunities, and a safe space for Black employees and allies.

Parents

The Parents ERG is an inclusive space for parents in the workplace, and features panel discussions, access to resources, and a Slack channel.



RISE

RISE elevates the voices of all women, non-binary, and gender diverse employees as well as those impacted by gender-based discrimination, through a safe space for all to speak freely and share experiences with value and respect.

Onyx

Onyx is committed to celebrating the richness of Black culture and focuses on removing barriers that Black communities face in the workplace.

DEI Collective

The DEI Collective pledged to understand where inequity lies. They are focused on creating a world where differences are championed, celebrated, and uplifted.

Allies for Action

Allies for Action leverages the unique skill sets at DEPT® to enhance the growth/ exposure of non-profit organizations in line with our core values.



Adelante!

Adelante! brings together the Latinx community to share recipes their abuela taught them, family traditions, or chat during their monthly cafecitos – “coffee breaks.”

AAPI

AAPI celebrates and supports employees across the Asian American and Pacific Islander community, fostering cultural awareness, connection, and empowerment.

DEI Board

The DEI Board assists with the integration of current DEI initiatives and advocates on behalf of inclusion in the workplace.

D/deaf, disabled, and neurodivergent inclusion and accessibility

For the first time in 2024, we collected global demographic data on D/deaf, disabled, and neurodivergent employees, providing a clearer picture of our workforce. This data has been instrumental in shaping our next steps for accessibility and inclusion.

One of our biggest initiatives this year was ensuring accessibility across our digital platforms and physical offices. We introduced alternative text for images, keyboard navigation support, high-contrast design, and screen reader compatibility across internal platforms. We also expanded inclusive user testing, trained employees on accessibility best practices, and integrated accessibility considerations into client projects.

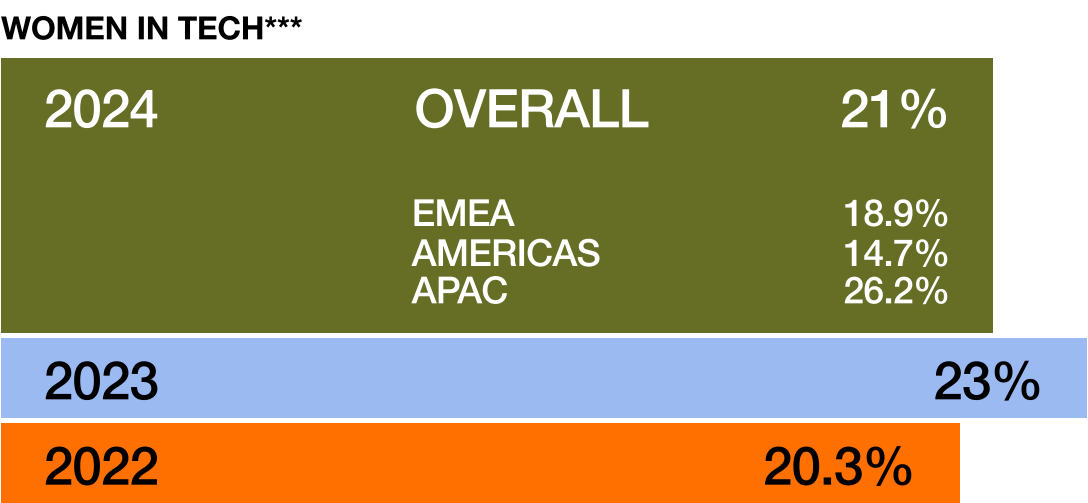
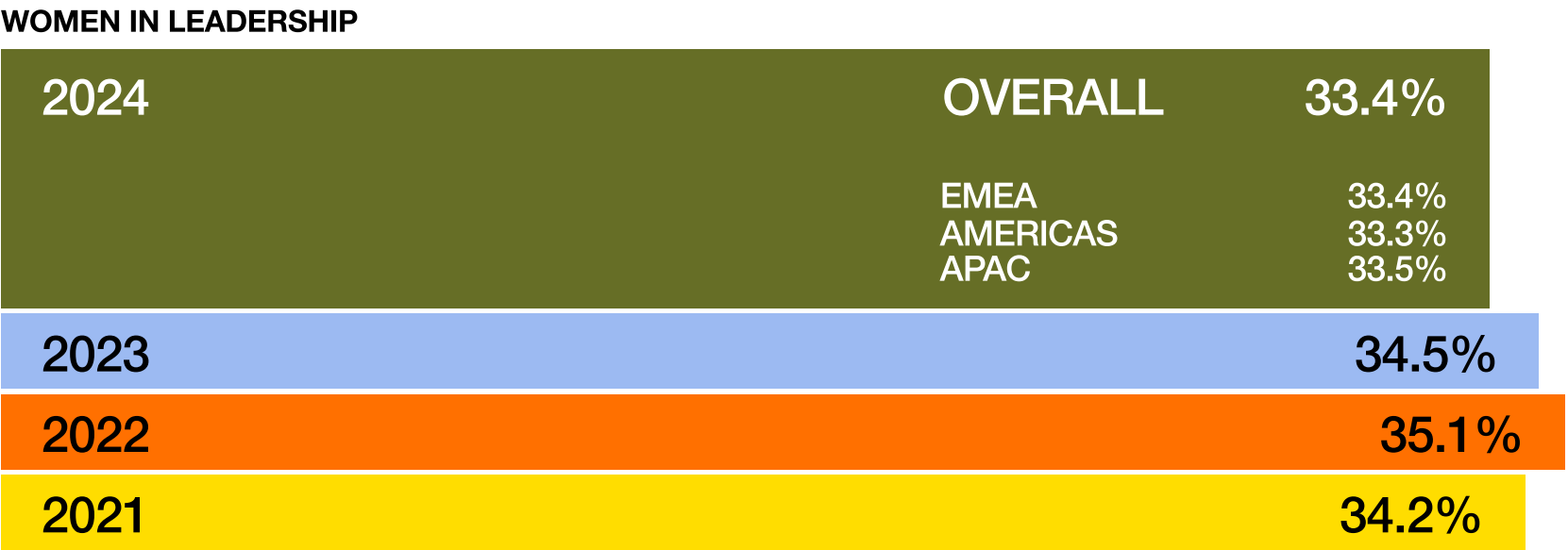
To create a more supportive work environment, we added new inclusive workplace adjustments in job descriptions, explicitly stating that candidates who require reasonable accommodations, whether D/deaf, disabled, or neurodivergent, are encouraged to request support. In 2025, we’ll build on this work by introducing a Neurodiversity Inclusion Guide, launching training for office managers on accessibility best practices, and collaborating with an inclusive design consultant to audit and enhance office spaces for employees with disabilities.

Our DEI Aspirations

- Increase the representation of women and non-binary employees from 47% in 2024 globally by 2027.
- Increase the representation of women and non-binary employees in leadership from 33% in 2024 globally by 2027.
- Increase underrepresented/historically minoritized ethnic and racial groups in leadership by 2027.
- Increase underrepresented groups by 2027.

While our DEI Aspirations aim for greater representation across minoritized genders (including women and non-binary individuals), this reporting is focused on representation of women in the workforce to most closely align with third-party reporting standards, allow comparison with prior years, and report on the most material data to our operations. For more information on non-binary representation within our workforce, see pages 6-7.

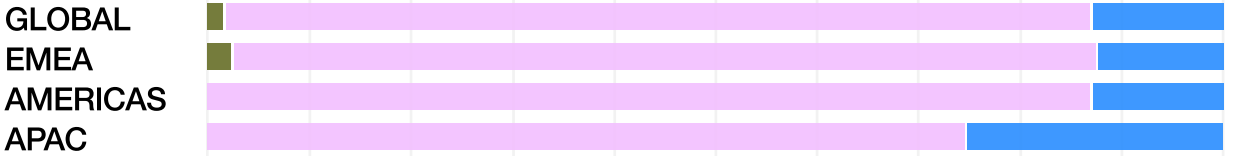
*All demographic data is provided voluntarily, with typical response rates between 70-75%
**Managers refer to any individual who has at least one direct report. Our Senior Leadership team consists of the top ~200 leaders within DEPT®, leading various teams across the organization.
***Tech refers to our engineering teams.



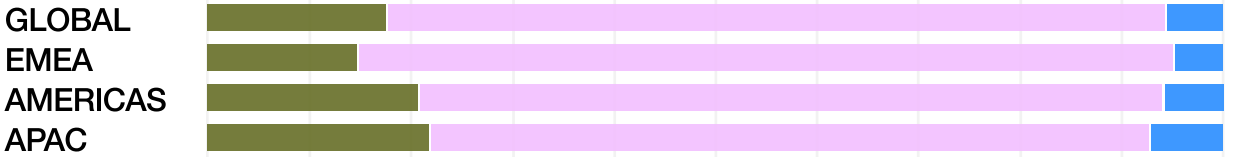
AGE BREAKDOWN FOR ALL EMPLOYEES



AGE BREAKDOWN FOR LEADERSHIP POSITIONS



AGE BREAKDOWN FOR MANAGERS



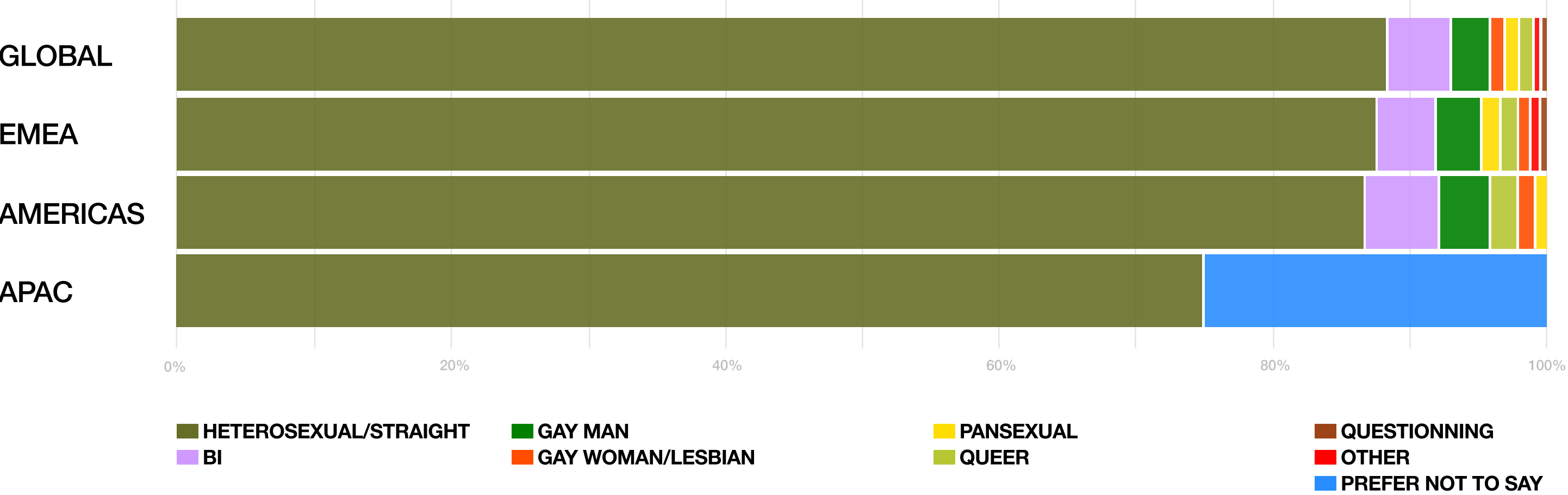
AGE BREAKDOWN FOR TECH



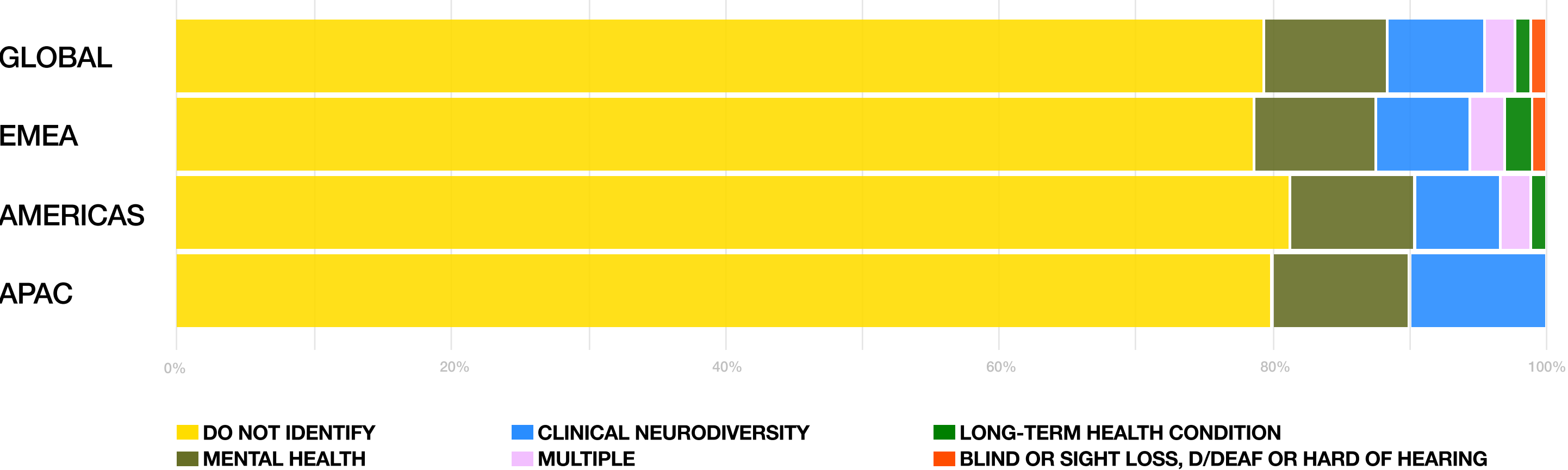
< 30 YEARS 30—50 YEARS > 50 YEARS

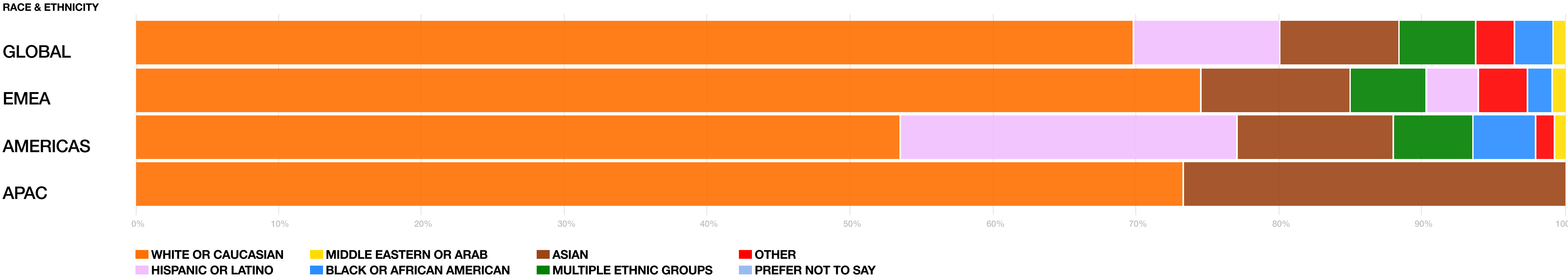
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***Tech refers to our engineering teams.

LGBTQIA+



D/DEAF, DISABLED AND/OR NEURODIVERGENT





BIPOC INDICATORS

10.7%	16.9%	5.3%	9.7%	7.2%	13.2%	26.1%	11.2%	ASIAN
3.4%	4.5%	5.3%	—	2.7%	2.5%	2.1%	1.7%	BLACK
—	4.6%	—	8.5%	—	4%	—	2.7%	LATINO
6.7%	—	—	—	3.9%	—	1.5%	—	MIXED
1%	6.3%	—	5.9%	—	4.9%	3.5%	8.1%	OTHER
—	0.4%	—	—	—	0.6%	—	0%	PACIFIC ISLANDER
78.2%	67.3%	89.4%	75.9%	86.3%	74.8%	—	—	WHITE
OVERALL	LEADERSHIP	MANAGERS	TECH					

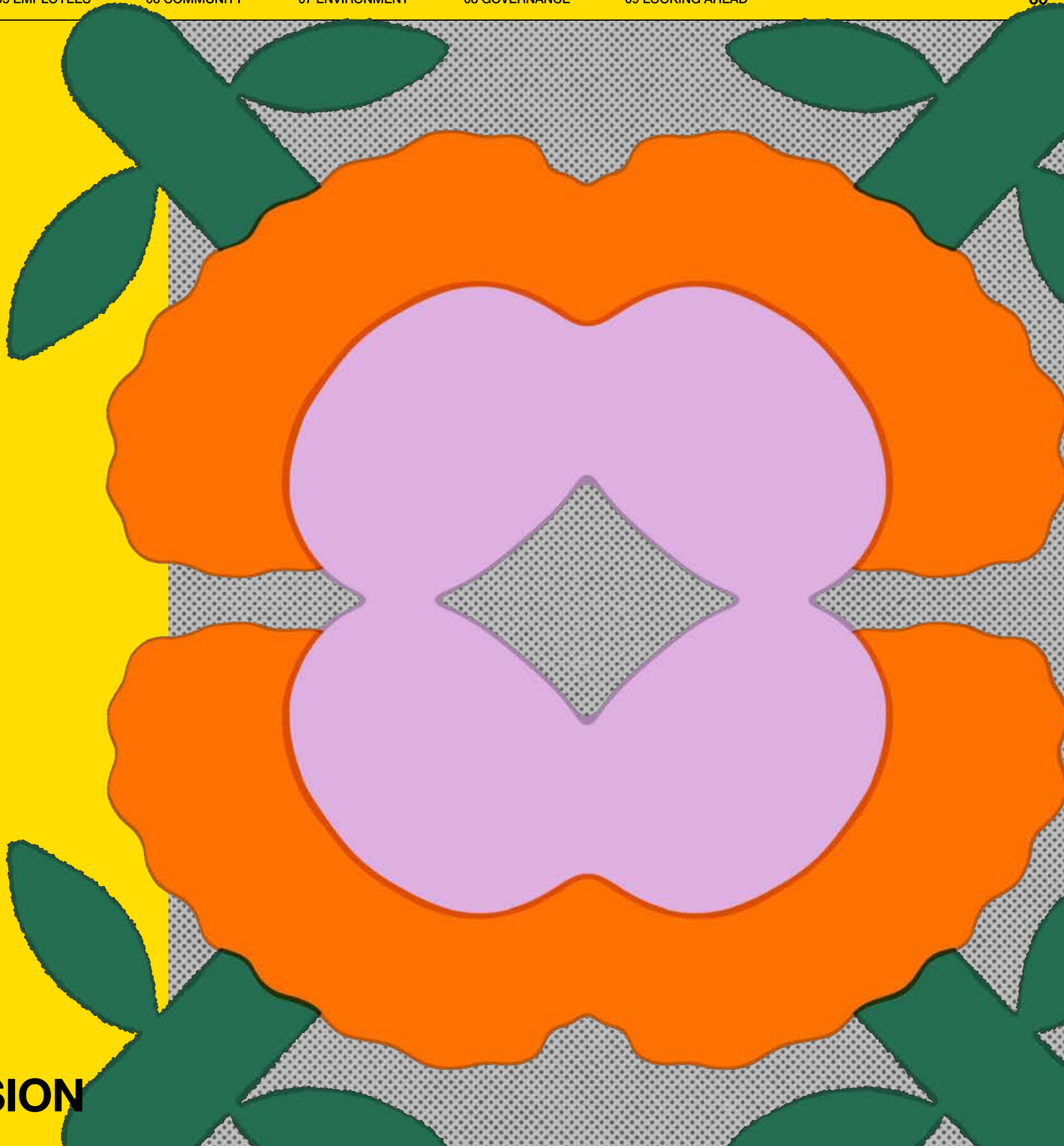
UK
US & CANADA

*All demographic data is provided voluntarily, with typical response rates between 70-75%
**Managers refer to any individual who has at least one direct report. Our Senior Leadership team consists of the top ~200 leaders within DEPT®, leading various teams across the organization.
***Tech refers to our engineering teams.



COMMUNITY

- 6.1
- THE HIGHEST PARTICIPATION EVER
FOR DEPT® CARES
- 6.2
- 1% FOR GOOD COMMITMENT
- 6.3
- SURROUNDING OURSELVES WITH
SUPPLIERS THAT SUPPORT OUR MISSION



With nearly 4,000 employees spread across 13 countries and representing 87 nationalities, DEPT® is truly a global company. Despite our large-scale presence, we still operate with the mindset of a smaller organization.



This approach, which we describe as “big enough to cope, small enough to care,” applies just as much to our business model as it does to the way we give back to the widespread array of communities we are a part of.

6.1 THE HIGHEST PARTICIPATION EVER FOR DEPT® CARES

As DEPT® has grown, so has DEPT® Cares. Once a single-afternoon activity for a handful of Depsters in Amsterdam, we expanded this beloved tradition to a month-long initiative in 2023, giving Depsters around the world more opportunity to close their laptops and make a hands-on difference in their communities.



This year, we celebrated the biggest DEPT® Cares ever.

Over **800 Depsters** showed up for dozens of volunteer opportunities organized by our local teams. From Austin to Boston, Buenos Aires to Berlin, Skopje to Mumbai, we gave back over **4,700 hours.**

Throughout the month of June, we spent quality time with elderly people, planted trees, wrote messages of support for soldiers overseas, helped feed our neighbors, cleaned up beaches and parks, and even opened our office doors to show children what life at an agency is like.



Our teams that organized clean-ups collectively gathered **50+** bags and **60+** kgs of garbage in one city.



Working for local soup kitchens, food banks, and other initiatives fighting hunger, Depsters around the world packed **45,000+** meals, repacked **17,000+** kgs of food, sorted **1,000+** kgs of potatoes and **1,000+** kgs of peaches, and donated **50+** kgs of food.



To provide support for those in need, we donated **120+** packages of feminine hygiene products, **100+** flower arrangements, **70+** kgs of clothes, and **25+** school packages.



Our teams volunteering outdoors planted **200+** trees, adopted **100+** trees, spread **14+** ft of mulch across **120** trees, built four insect hotels, cleaned seven neighborhood gardens, collected **50+** bags of weeds, cleaned toys and medicine for **200+** shelter dogs.

Depsters from 34 cities across 15 countries participated. In total, we achieved a 21% company-wide participation rate, successfully increasing our participation from 18% in 2023.

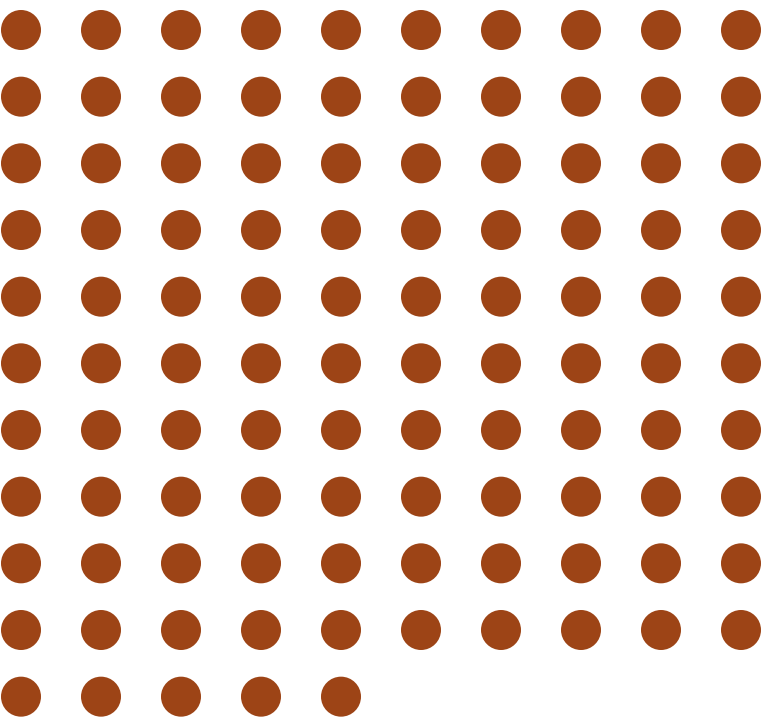
While we did not hit our 25% target in June, we did successfully introduce the addition of DEPT® Cares: Holiday Edition in December based on employee feedback, giving Depsters a second opportunity to participate. Although we can assume at least some of the Depsters who participated in the Holiday Edition also participate in our summer initiative, the availability of both events certainly brought us much closer to our goal.

Over 500 Depsters, or 13% of the company, took part in our pilot Holiday Edition focused on donation-drive activities like gathering gifts for children in need, collecting coats and warm clothing for homeless shelters, and supporting animal rescues.

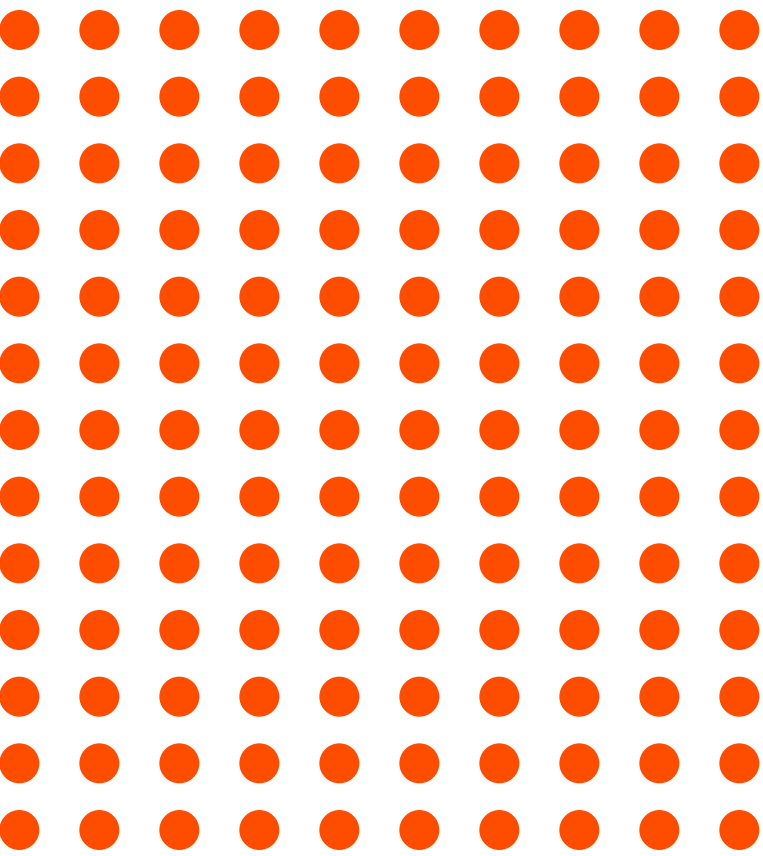
As part of DEPT® Cares: Holiday Edition, we also introduced a poster contest and donation-matching activities in collaboration with our ERGs to highlight and support causes close to our hearts.

DONATIONS MADE DURING DEPT® CARES: HOLIDAY EDITION

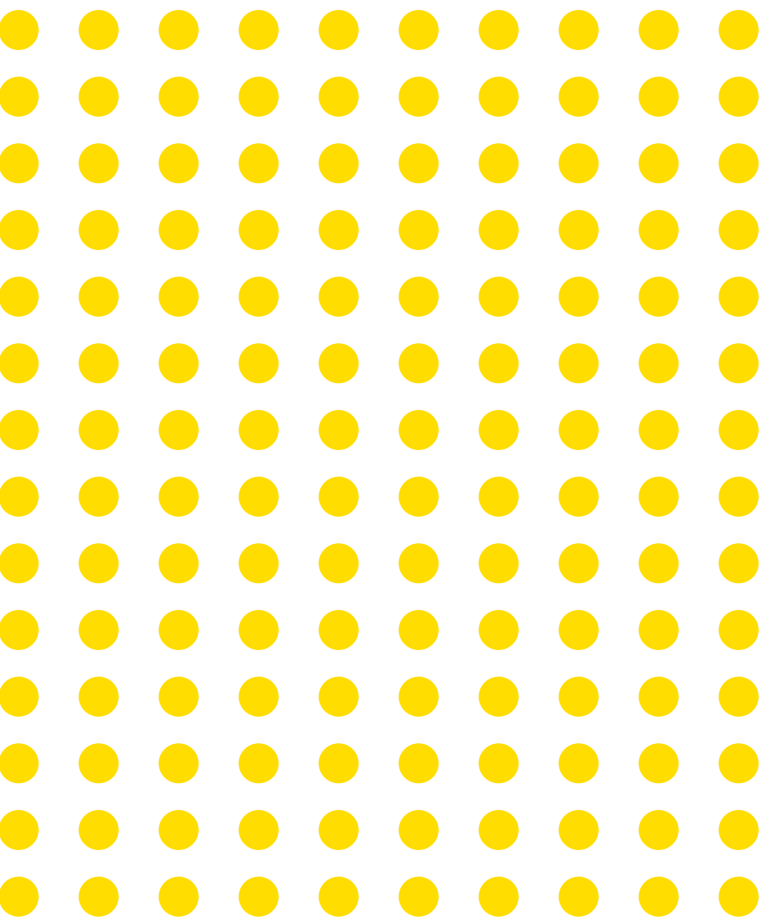
115+ BAGS OF CLOTHING



130+ BOXES OF ESSENTIAL SUPPLIES



140+ BOXES OF GIFTS



For these global non-profits, we collected €1,200 in donations, which DEPT® matched with €1,900. All in all, it is safe to say: We have a new holiday tradition!



QUOTE

“DEPT® Cares is more than just a few hours of picking up trash on a Friday. It is a massive global effort where Depsters around the world volunteer months in advance to organize meaningful and inclusive local volunteer activities. These activities help us connect to one another and get off our laptops but also foster connections to our local communities – building the understanding that we can all make a difference through simple actions to address global challenges.”

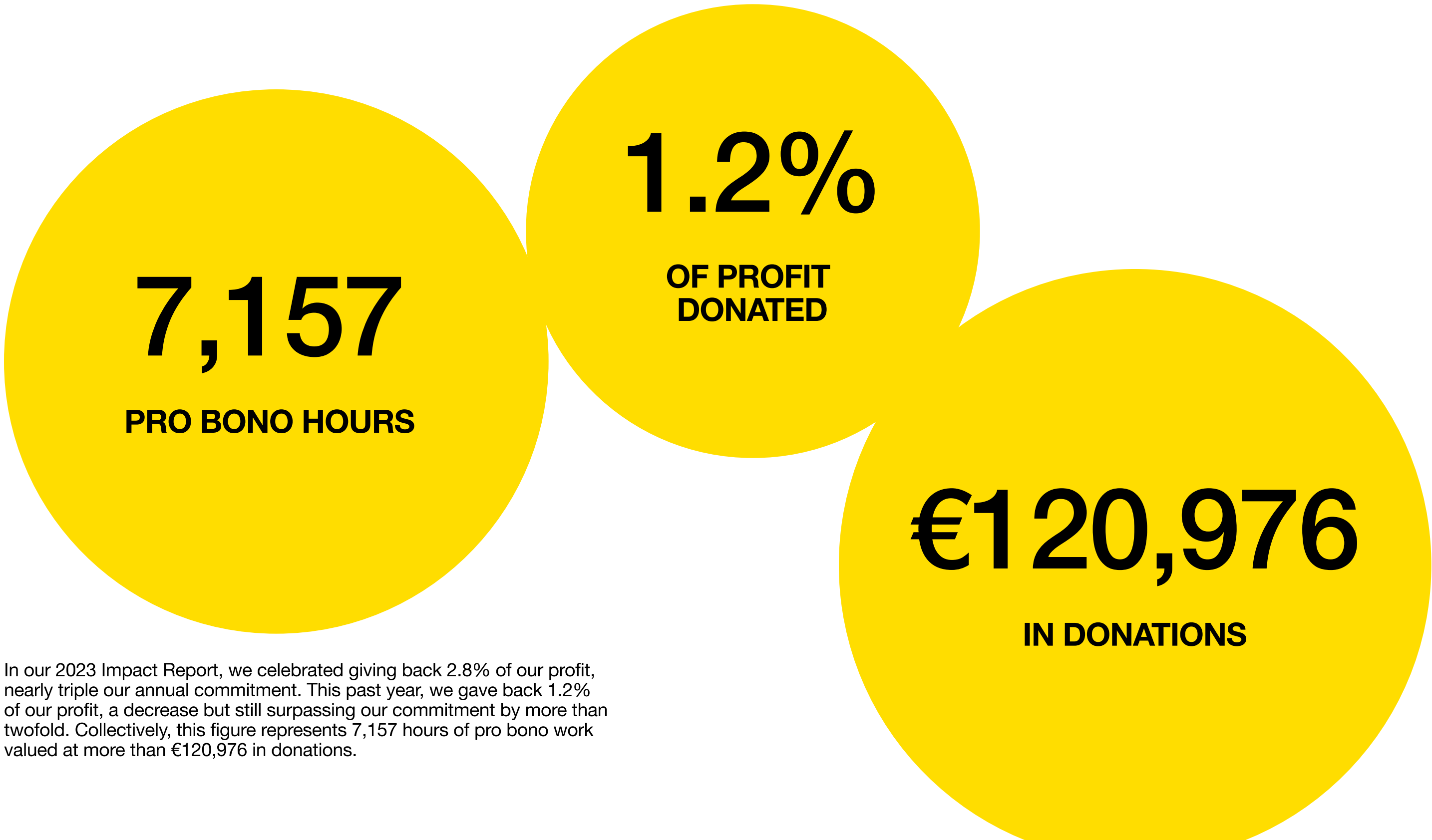


MARIA PARDO JARAMILLO
PROJECT MANAGER,
SUSTAINABILITY & IMPACT



6.2 1% FOR GOOD COMMITMENT

A core component of our impact strategy is our 1% For Good Commitment, the percentage of our profit we intend to give back to our global community every year through pro bono work or monetary donations.



In our 2023 Impact Report, we celebrated giving back 2.8% of our profit, nearly triple our annual commitment. This past year, we gave back 1.2% of our profit, a decrease but still surpassing our commitment by more than twofold. Collectively, this figure represents 7,157 hours of pro bono work valued at more than €120,976 in donations.

“Our 1% for Good Commitment is a super interesting component of our overall impact strategy. It not only gives us an avenue to use our skills to support deserving causes, but it also provides our teams the opportunity to bring the issues and organizations they care about to work. Often much of our pro bono work is with local, community-based organizations and helps keep us connected, even as a global company.”



CARRYN QUIBELL
CHIEF EXECUTIVE OFFICER, AMERICAS



Of the 1% of profit we target to give back, we aim for 75% of the value to come from pro bono work and 25% to be from monetary donations. Our monetary donations go toward non-profits and charities, often supporting causes driven by local interest or global events and crises. Not only do we take action to support our team members directly impacted by geopolitical, environmental, and humanitarian events, but we empower our Depsters to make an impact by matching donations to various causes throughout the year.

This year, we supported organizations such as the Blue Road Academy, Red Cross, California Fire Foundation, YMCA of Western North Carolina, and Alzheimer’s Research UK, amongst others – all causes close to our team’s hearts.

We take a flexible approach to choosing clients for pro bono work. We begin by ensuring we provide our pro bono services to organizations in need, including:

- NON-PROFITS
- REGISTERED CHARITIES
- NGOS
- GOVERNMENT INSTITUTION
- B CORPS
- SOCIAL ENTERPRISES
- LOCAL, SMALL, OR MINORITY-OWNED BUSINESSES

From there, we empower our Depsters to take on work that inspires them and their teams. This results in our pro bono work being dedicated to a mix of globally recognized organizations and smaller groups making a difference in the communities our individuals are a part of.

Looking ahead, we feel we have demonstrated that this approach has enabled us to reliably achieve and exceed our goal. However, we do feel we can create further impact by proactively improving our capabilities in terms of pro bono work.

To accomplish this, we aim to make pro bono work a greater priority across DEPT® by establishing incentives for sourcing potential projects and creating a centralized system for vetting and approving work.



St. Paul’s Child and Family Care Centre



DEPT® partnered with St. Paul's Child and Family Care Centre (CFCC), a vital community service supporting children with Autism and Intellectual Disabilities, to enhance its online presence through a pro bono website redesign. Our team engaged in collaborative workshops with St. Paul’s staff and key stakeholders, focusing on understanding their unique needs and refining their digital communication strategy. We prioritized accessibility and user experience, ensuring the website became a more effective resource for families and caregivers seeking support.

Our work centered on optimizing the website's content and structure to better reflect St. Paul's commitment to sensitive, individual care. We refined the tone of voice, improved navigation, and ensured clear, accessible information architecture. Our team also provided comprehensive training and support, empowering St. Paul's staff to easily manage and update the website. This project aimed to create a refreshed online presence that strengthens St. Paul’s CFCC's ability to connect with and serve its community, ultimately providing easier access to vital respite services and support resources.

“Through our collaboration with St. Paul’s CFCC, we discovered the profound impact a truly accessible, welcoming and intuitive online presence can have on the families and the children who use the St. Paul’s CFCC Services. It wasn’t just about updating a website; it was about creating a digital space that echoed the supportive environment created by the team at St. Paul’s. Seeing the team empowered to manage their own content, ensuring ongoing accessibility, reinforced our belief that digital solutions, when designed with empathy, can become vital tools for community resilience.”



CATHERINE SWANWICK
PROJECT MANAGER

HYPE



Through our dedication to supporting organizations that champion diversity and inclusion within the technology sector, we have forged a meaningful collaboration with HYPE, an Atlanta-based nonprofit committed to empowering girls of color with essential technology skills. Understanding the critical role of strategic marketing in amplifying their mission, our team has contributed over 100 volunteer hours to enhance their marketing strategies.

This comprehensive support has included the launch and management of Google grant campaigns, designed to maximize their reach and visibility, as well as in-depth social media consultation, aimed at refining their online presence and engagement. Through these efforts, we have focused on significantly increasing their overall awareness and driving vital donations, ultimately contributing to their ability to cultivate a robust pipeline of diverse talent for the tech industry.

“Working with local, community-based non-profits, you have to be prepared to be agile and figure out how to do ‘more with less.’ We were able to work on HYPE's first Google ads search campaigns through Google grants and drive 2,028 page views to their donations page and 121 clicks with only \$1,200 in spend. We've also worked with HYPE to share helpful intel, optimization, and keyword strategies, audience insights, and SEO/CRO website improvement.”



JACK RICCARDI
ASSOCIATE DIRECTOR



CHLOE ROBERTS
DIRECTOR

6.3 SURROUNDING OURSELVES WITH SUPPLIERS THAT SUPPORT OUR MISSION

Our recertification as a B Corp is the perfect example of how becoming a B Corp isn't a one-time achievement; it is an ongoing journey. And, as we work to improve our own impact strategy and practices, we want to make sure we are working with suppliers who are doing the same.



As a professional services firm, most of what we procure through our supply chain is focused on ensuring that our teams are well-supported to deliver the digital experiences and optimization our clients need.

Our largest purchases span the following categories:

- Technology, IT & telecommunications
- Office-related expenditures (rent, energy, etc.)
- Pension & benefits plans
- General professional services (legal, accounting, consulting)
- Travel
- Freelance talent
- Marketing

We are committed to managing the social and environmental impacts across our supply chain, encouraging our suppliers to operate sustainably, and making more preferential choices where possible.

In 2024, we expanded and improved on our Sustainable Procurement Procedure, which features a risk analysis of our supply chain, a materiality-based supplier screening, and leads to supply chain engagement procedures, such as capacity-building or remediation measures.

It includes several policies and procedures that serve as both proactive and preventative measures to incentivize responsible practices and mitigate risks throughout our supply chain: **Supplier Code of Conduct, Supplier Screening Procedure, Supplier Risk & Opportunity Assessments, and Modern Slavery and Human Rights Policy.**

How do they work? Essentially, they assess and address topics related to the supplier’s ESG pillars:

GOVERNANCE

Legal and business ethics, including compliance with laws, anti-bribery and corruption, competition, and financial controls.

SOCIAL

Human and labor rights, such as non-discrimination and diversity, child labor, freedom of association, remuneration and benefits, working hours, health and safety, and human rights, including modern slavery.

ENVIRONMENT

Environmental management, emissions, waste, and other impacts.

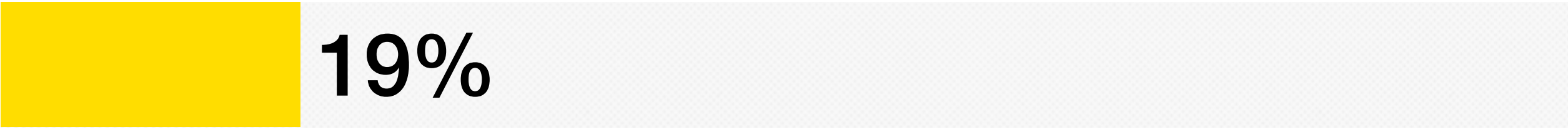
In 2023, we screened 20% of our overall supplier spend and we learned that 14% of our supply chain contained "preferential suppliers” – those that are local, sustainable, minority-owned, and purpose-driven. We provided resources on DEI, human rights, climate change, business ethics, and community initiatives to 12% of our suppliers.

As of 2024, we have improved to complete assessments of 95% of our overall supplier spend*. We were able to do this by prioritizing a number of ‘heavyweight’ suppliers, those that represented the largest portions of our enterprise spending. For this group of suppliers, such as Apple, Oracle, Microsoft, Salesforce, and BeFrank, we reviewed publicly available information and reporting as part of our assessment

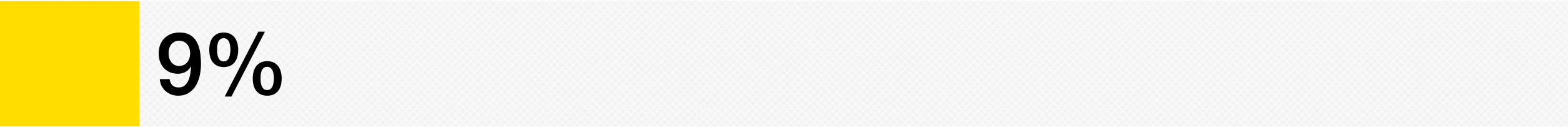
*Excluding labour, flow-through, rent, and intercompany expenses.

Characteristics of our 2024 supply chain

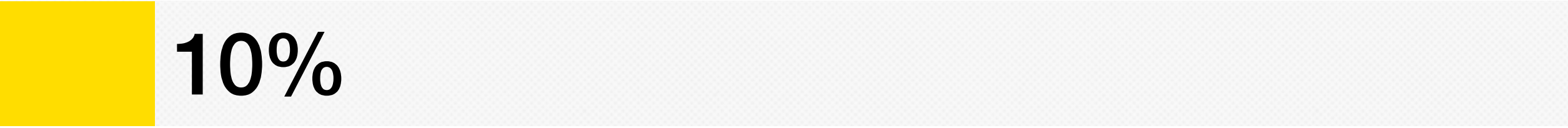
% OF SPEND WITH SUPPLIERS THAT SIGNED THE SUPPLIER CODE OF CONDUCT



% OF SPEND WITH DIVERSE SUPPLIERS



% OF SPEND WITH LOCAL SUPPLIERS



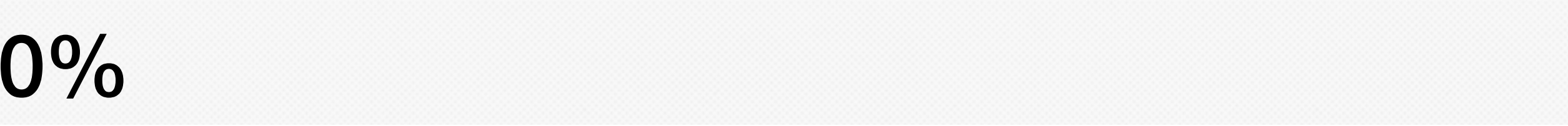
% OF SPEND WITH SUPPLIERS WHO HAVE POSITIVE SOCIAL INITIATIVES (HAVE A HUMAN RIGHTS POLICY)



% OF SPEND WITH SUPPLIERS WHO HAVE POSITIVE SOCIAL INITIATIVES (HAVE A DEI TARGET IN LEADERSHIP)



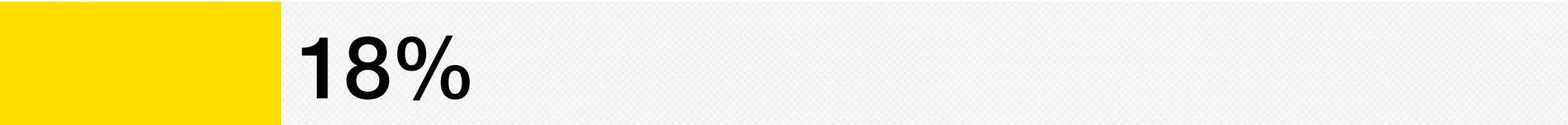
% OF SUPPLIERS WITH WHICH OUR RELATIONSHIP WAS TERMINATED DUE TO NON-ESG COMPLIANCE



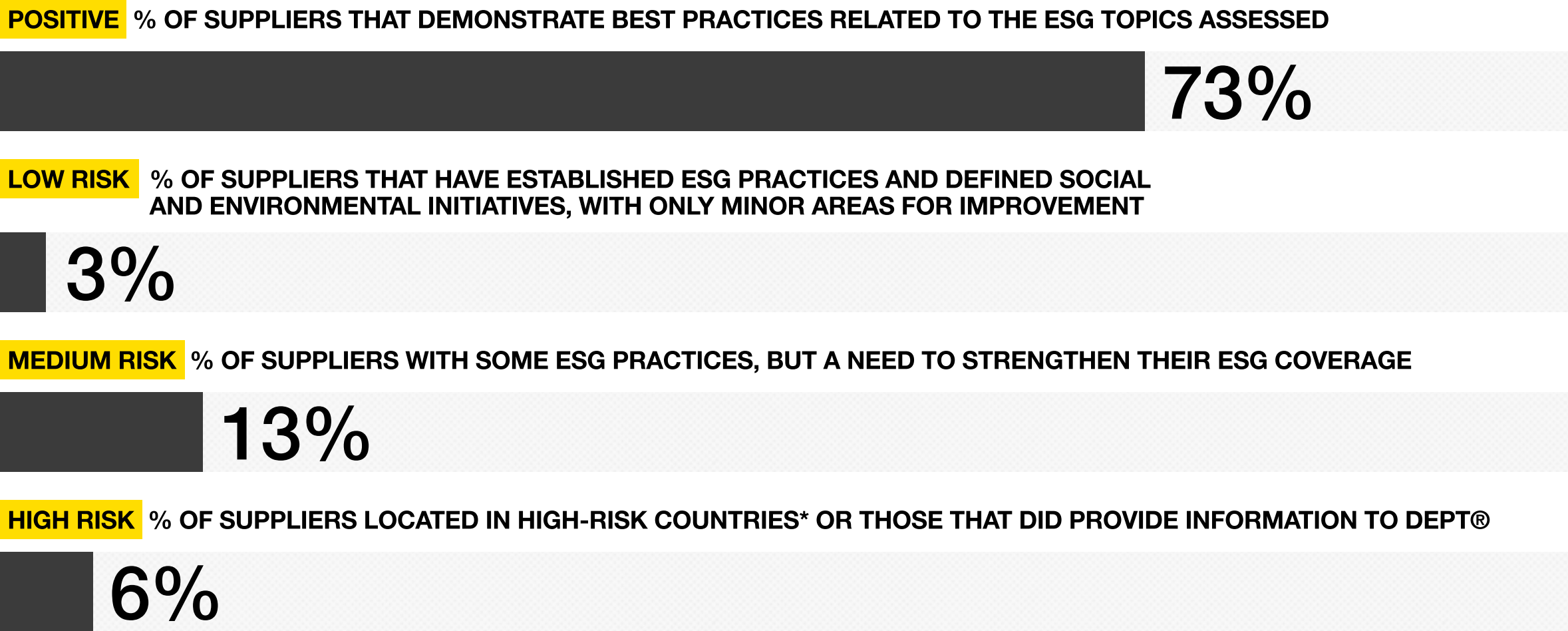
% OF SPEND WITH SUPPLIERS WHO HAVE POSITIVE SOCIAL INITIATIVES (HAVE FAIR PAY INITIATIVEY)



% OF SPEND WITH SUPPLIERS WITH CAPACITY BUILDING ACTION PLANS, IMPROVEMENT PLANS, OR CORRECTIVE ACTIONS IN PLACE

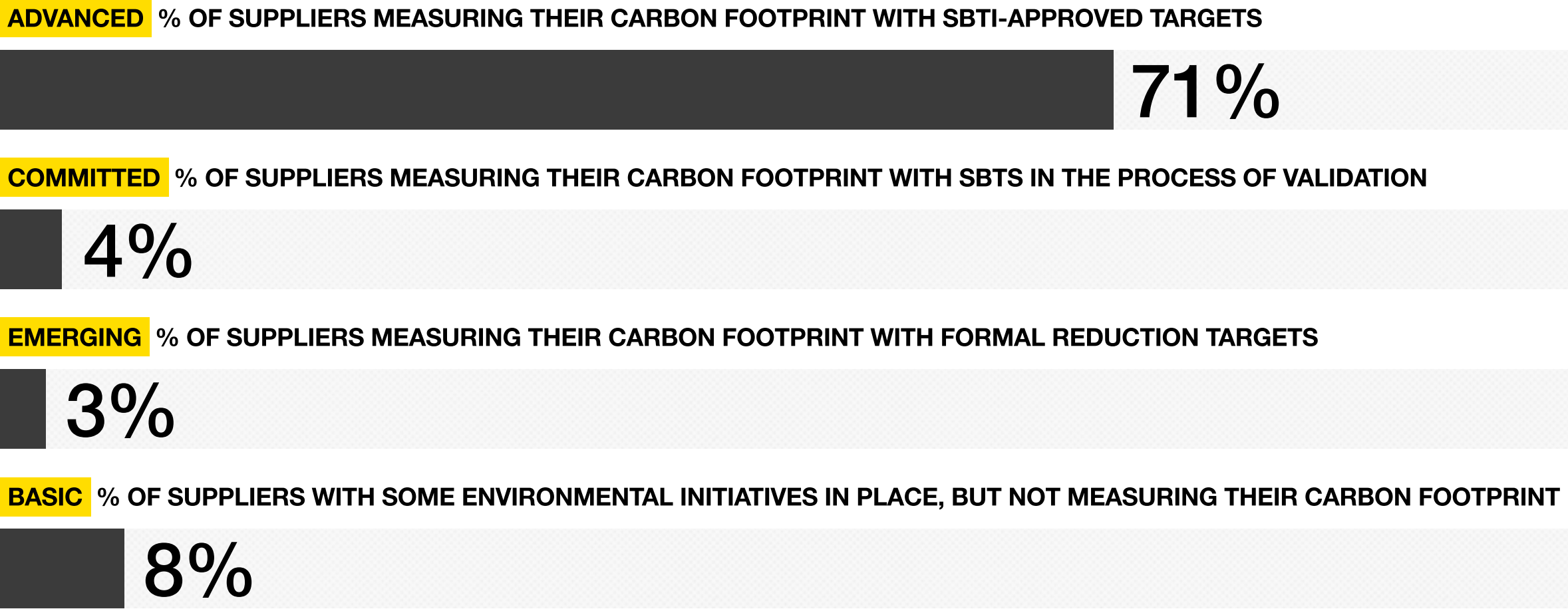


Risk Assessment of Suppliers



*Suppliers in high-risk countries are asked to provide additional information on mitigating risk within those countries.

Climate Maturity Assessment



Moving forward, we are excited to take this baseline understanding of the features of our supply chain and use those learnings to inspire suppliers to improve. We are particularly focused on helping them to set Science Based Targets, but also improve across other key DEI, human rights, and ethics topics through capacity-building resources, masterclasses, and other direct collaboration.

When we announced the initial launch of the Procurement Process in 2023, we explained how it would help us set quantitative targets for more sustainable and ethical purchasing over the next year. Since then, we have realized that we actually have more limited control over the individual providers/vendors in our supply chain than expected, and as such, do not have too much opportunity to switch vendors to those that may be more preferred. For example, as a professional services firm in our industry, we need to work across prominent SaaS platforms or use technology providers such as Apple and Google. Rather than set quantitative targets, we are focused on supporting the positive transformation of our existing suppliers.

Finally, alongside our long-term impact action plan for improving the sustainability and accessibility within our facilities, we also worked on two resources to support sustainable in-office purchasing. Our Sustainability Policy encourages working with local, environmentally responsible, and diverse suppliers whenever possible, and we created a ready-to-use list for each facility, outlining preferred supplies for each. This helps to ensure that even our smaller, less “material” purchases incorporate our values.

QUOTE

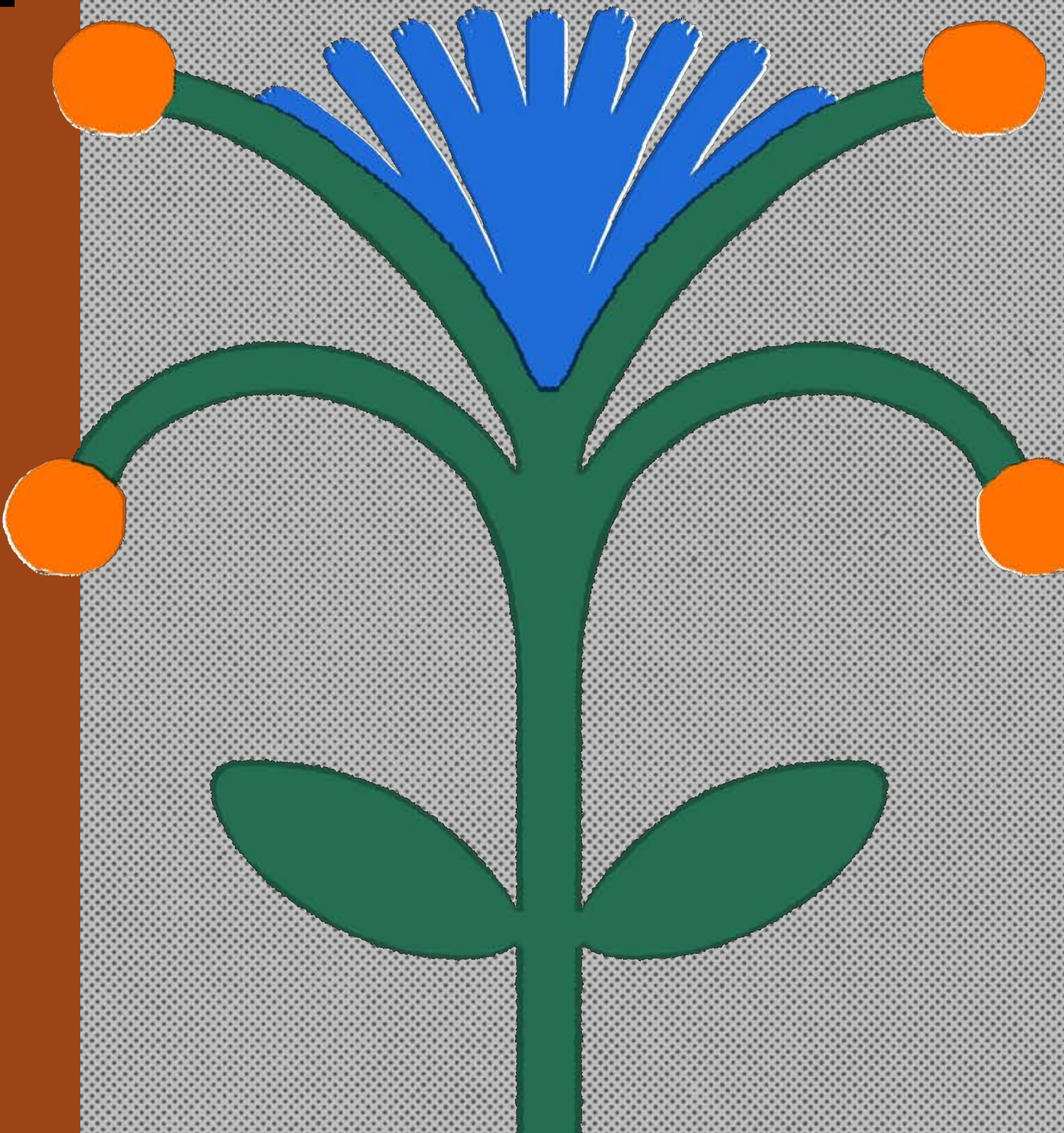
“While we certainly do not have the supply chain of a manufacturing company, within the scope of what we can influence, we have the opportunity to make preferential choices and encourage our suppliers to operate more sustainably. With more accountability over our supply chain, we can also make more informed, more efficient, and less risky choices about our vendor relationships.”



DAVID NEAL
GLOBAL CHIEF FINANCIAL OFFICER



ENVIRONMENT



- 7.1 SCOPE 1 & 2 EMISSIONS
- 7.2 HOUSING
- 7.3 OUR HOUSING STRATEGY IN ACTION
- 7.4 TRAVEL
- 7.5 SUPPLIERS

From catastrophic flooding that struck central Europe and the southeastern United States to the severe drought throughout West Africa and the Amazon region, 2024 was a year of environmental extremes and a sobering reminder of the impact of climate change.



Mitigating the impact of businesses on the environment needs to remain a priority in every industry. While we recognize that this is a journey with no destination, we believe that it is our responsibility to do our part by taking ownership of our environmental impact.

DEPT® has been certified by The Climate Change Project (formerly Climate Neutral) since 2021, and will be recertifying as a Climate Label Certified company in mid-2025. As part of this certification, we are also committed to measuring our carbon emissions, adopting an internal carbon fee to support the climate transition, and funding projects* that cut emissions from their operations and supply chain.

In 2024, the most important step forward we took in maintaining DEPT®'s environmental commitments was the introduction of a new partner: 51 to Carbon Zero, a leading climate tech company that provides data-driven solutions for carbon accounting, target setting, and emissions reduction planning.

With the help of 51 to Carbon Zero, we have already made valuable improvements to our strategy. Where we once relied on The Climate Change Project’s BEE tool to complete our emissions measurements, we now rely on our partnership with 51 to Carbon Zero to measure our emissions and work closely on reduction, including submitting targets to the Science Based Targets initiative (SBTi). We will follow their science-based approach and independent validation to align our carbon emissions reduction goals with the scientific limits needed to keep global warming below 1.5°C or 2°C, as per the Paris Climate Agreement.

Since the Paris Climate Agreement was signed in 2016, many countries and companies around the world have committed to limiting their carbon and Greenhouse Gas (GHG) emissions to net zero by 2050. “Net zero” is an important qualifier because it is comparatively more ambitious than “carbon neutral,” as it prioritizes strategies to reduce emissions as much as possible over time, using offsets only for what cannot be further reduced. While we have worked with 51 to Carbon Zero to set these science-based targets, they are due to be validated in the summer of 2025, and if appropriate, we will adapt our strategy accordingly.

Between 2023 and 2024, DEPT®’s total carbon footprint increased 25%, from 9179 t/CO₂ to 11,545 t/CO₂. As a result of this increase, emissions per FTE also rose by 32%, from 2.38 tCO₂ in 2023 to 3.17 tCO₂ in 2024.

The increase in our carbon footprint can be attributed to the following:

- 01 Our 2023 carbon footprint was somewhat of an anomaly. Limited growth in our market, combined with the lack of travel emissions and a warm winter in EMEA, resulted in the lowest carbon footprint we recorded since the pandemic.
- 02 One of the biggest contributors to 2024’s carbon footprint was the more detailed and granular approach we applied to our Scope 3 emissions with the help of 51 to Carbon Zero. By strengthening our methodology in commuting, business travel, and purchases of goods and services, we were able to include additional data that had not previously been collected. While the accuracy of our measurements has improved as a result of this effort, our overall emissions are higher.
- 03 Through this new methodology, we were able to attribute more raw data to local sites where emissions actually originated from, and utilize more accurate emissions factors depending on location. This took place for countries across all regions DEPT® operates in across all scopes of emissions.
- 04 When it comes to purchased goods and services, we used to rely on USD spend values without adjusting for inflation, applying US emission factors. With 51 to Carbon Zero, we have converted all currencies to GBP, adjusted for inflation, and used UK emission factors to better align with our core European operations.

CHART OF OUR CARBON FOOTPRINT WITH THE FOLLOWING INFORMATION

SCOPE 1 EMISSIONS	426.84 T/CO ₂
SCOPE 2 EMISSIONS	421.61 T/CO ₂
SCOPE 3 EMISSIONS	10,696.56 T/CO ₂
<hr/>	
TOTAL EMISSIONS	11,545.01 T/CO ₂

Looking ahead, we are eager to continue our work with 51 to Carbon Zero and to continue to apply our newly improved measurement process. Being able to more accurately compare our carbon footprints year-on-year will better inform our climate strategy and help us zero in on the areas where we can make the greatest reductions.

The following is a list of our reduction objectives, followed by a description of our progress in achieving each of them.

*Funding projects include both those that support decarbonization efforts (renewable energy procurement, efficient equipment, etc.) as well as Carbon Credits. Carbon credits purchased by DEPT® are verified by leading programs such as Gold Standard, Verified Carbon Standard, Climate Action Reserve, American Carbon Registry, or the European Biochar Certificate, and must comply with the ICVCM’s Core Carbon Principles. We also apply vintage year restrictions (2018–2024 for forestry and land-use projects, 2021–2024 for others) and only purchase from approved project categories, including nature-based solutions, renewable energy, carbon removals, agroforestry, and other eligible projects as listed by TCCP.



7.1 SCOPE 1 & 2 EMISSIONS

Objective 1.0

Reduce absolute scope 1 & 2 emissions 42% by 2030 from a 2023 baseline year

Our Scope 1 and 2 emissions represent our direct and indirect emissions, respectively.

Direct emissions are the emissions contributed by sources we control directly, like the fuel for company cars. Indirect emissions are those that we contribute through an intermediary, such as those generated by the electrical suppliers for our offices.

As shown in the table, we reduced our total Scope 1 and 2 emissions in 2024 by approximately 18.79%, a solid overall reduction. However, our Scope 1 emissions did significantly increase by 69.05% from 2023.

	2021	2022	2023	2024
SCOPE 1 (T/CO ₂)	337.76	224.92	252.59	426.84
SCOPE 2 (T/CO ₂)	337.95	843.71	792.17	421.61
COMBINED (T/CO ₂)	675.71	1,068.63	1,044.76	848.45
SCOPE 1 & 2 T/CO ₂ PER FTE	0.34	0.31	0.27	0.23

7.2 HOUSING

Objective 2.0

Increase active annual sourcing of renewable electricity (also Scope 1 & 2) to 100% by 2030

*Our 2021 figure for total energy consumption is likely underreported and doesn't take into consideration a converted and cumulative natural gas consumption figure, in addition to electricity. Thus, our 2021 figure for % of renewable energy consumption is likely higher than it should have been.

	2021	2022	2023	2024
TOTAL ENERGY CONSUMPTION (KWH)	657,821*	2,280,241	2,460,957	2,738,778
TOTAL NON-RENEWABLE ENERGY (KWH)	160,946	832,973	1,056,095	733,618
TOTAL NATURAL GAS (THERMS)	15,260	15,448	16,852	20,893
TOTAL RENEWABLE ENERGY (KWH)	496,874	994,640	911,104	1,392,977
TOTAL LOW-IMPACT RENEWABLE ENERGY (KWH)	—	716,745	763,115	1,234,187
ENERGY INTENSITY (KWH PER FTE)	304.27*	667.52	640.67	752.62

As DEPT® has grown and expanded over the years, the landscape of our offices has undergone waves of change. We’ve inherited offices from acquisitions, added new ones in some of our most central hubs, and downsized spaces that we found were underutilized as work habits changed during the pandemic.

We’ve seen these waves reflected in the portion of our carbon footprint related to our energy consumption. As we grow and welcome new Depsters, we will inevitably add to our office space, which will translate to an increase in our energy consumption. Likewise, as more of our current Depsters return to the office, we will use more energy in our existing office spaces. Over the course of our journey thus far, however, we have learned how to mitigate the negative impact of new offices and expansions. In 2022, we launched the DEPT® Housing Strategy, which focuses on real estate additions, property management, and workspace design to put greater emphasis on renewable energy procurement as opposed to our initial pursuit of Green Building Accreditation. It’s worth noting that 56% of our existing office space is Green Building Accredited, a solid increase from 37.1% in 2023.

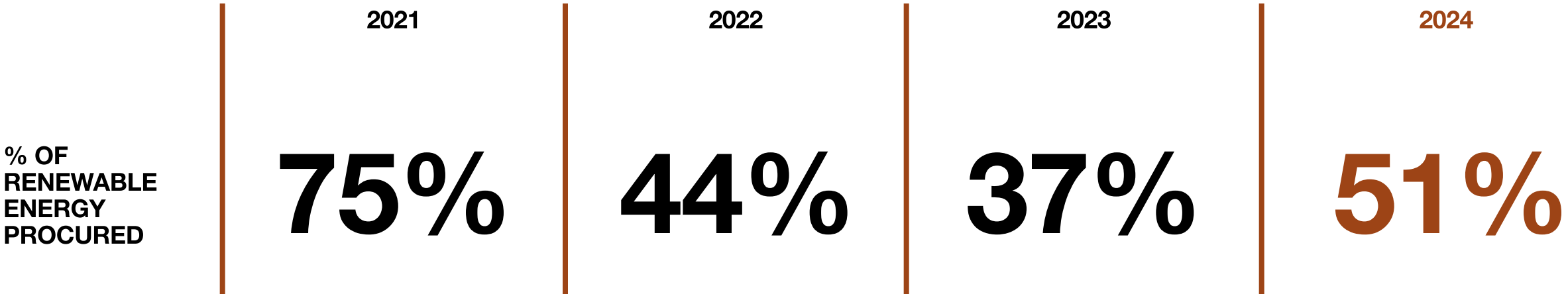
In 2024, as part of our Housing Strategy, we took stock of office use around the world and chose to downsize where appropriate – as in the case of our San Diego office – and size up where necessary. Sometimes this meant expanding our existing office space – as was the case in Sydney, Mumbai, and Skopje – and sometimes this meant adding a new office, which we did in Paris and Madrid.

Furthermore, while our total energy consumption increased by 11.29% from our base year of 2021, as of the time of this report, 50.86% of the energy we use comes from renewable sources – the largest share we have reported since 2021.

It goes to show: Our Housing Strategy’s focus on procuring renewable energy is paying off, albeit a bit slower than we anticipated when we created the objective listed at the top of this section.

With that in mind, we have relied on the Science-Based Targets Initiative to reframe our objective from ensuring 90% of our offices are procuring renewable energy by 2025 to ensuring that 100% of our offices are procuring renewable energy by 2030.

We trust our office managers with the task of sourcing renewable energy suppliers – part of what we call our ‘thinking globally and acting locally’ approach to our Housing Strategy. In light of our success over the past year, we realize it is impossible to understate the role our office managers have played: they have undoubtedly become the rightful backbone of our real estate strategy, and we are confident that, with these Depsters at the helm, we can achieve our reframed office space objectives.



7.3 OUR HOUSING STRATEGY IN ACTION

In 2024, we launched our Workplace Action Plan, a top-to-bottom overhaul of DEPT® offices as part of our Housing Strategy. Throughout 2025 and 2026, we will assess the following indicators within each of our offices, which include a number of DEI & accessibility best practices.



When selecting the first office to be assessed, our Amsterdam office was the clear choice because of the great landlord collaboration and foundations we had already worked on when building out the space. Knowing that a lot of the renovations, building materials, systems, and property management had already taken environmental impact into consideration helped make that “first” Workplace Action Plan assessment easier – allowing us to work on actionable improvement we could control.

Thus far, the vast majority of the improvements we have rolled out in Amsterdam in accordance with our plan focus on inclusive design and accessible furniture, as well as initiatives to improve our waste management through our supplier and recycling programs. We have almost 30 offices to work on through this program, and we are excited to do so over the next two years.



Inclusive work environments

Offices should have inclusive signage, sensory-friendly quiet zones, lactation/wellness rooms, accessible and gender-neutral restrooms, ergonomic furniture, and accessible emergency exits and training.



Energy

Offices should source energy from a renewable energy supplier, alongside taking energy-conserving actions in the office (e.g. using LED bulbs, motion detecting sensors or dimmer switches).



Water

Offices should apply water-conserving actions and practices.



Landlord engagement

Offices should establish a relationship with their landlord to pursue these improvements with their help and buy-in.



Waste

Offices should take steps to manage their daily waste and separate waste in streams relevant to the local municipalities. They should also recycle e-waste, such as laptops or batteries.



Green building certificates

When finding a new office space, buildings that have been accredited through programs such as BREEAM, LEED, DGNB, Green Star, and VERDE will be sought out.



Green travel

Offices should take steps to enhance the use of public transport, bikes, and electric vehicles.



Indoor air

Offices should preserve air quality by designating smoking zones and conducting indoor air quality audits as appropriate.

QUOTE

“At DEPT®, we’ve gone through a lot of changes over the years – and we’ve learned how to stay flexible, adapt, and grow with them. One thing that hasn’t changed is our commitment to creating great office spaces; they’re not all perfect yet, but we know what needs to get better, and we’ve got a plan to make it happen.

That means building spaces that not only support our environmental goals but also truly work for the people using them – inclusive, thoughtful, and fit for the future.”



TOM LAWRENCE
GLOBAL HEAD OF
WORKPLACE & REAL ESTATE



7.4 TRAVEL

Objective 3.0

Reduce Business Travel and Employee Commuting emissions 61.1 % per FTE by 2033 from a 2023 base year

AVERAGE TRAVEL
EMISSIONS PER FTE
(T/CO₂)



Between 2023 and 2024, our travel emissions per FTE increased by 192%.

To that end, we have adjusted our travel emissions objective from a 7% year-on-year reduction per FTE to a 61.1% overall reduction per FTE by 2033. This ensures we stick to a specified baseline and reduce based on those figures, rather than the “moving target” associated with our prior goal.

*This figure may be artificially low, as in 2021, we lacked solid procedures to measure commuting emissions. It was also a year marked by the COVID-19 pandemic, which also drove travel and commuting down to historic lows.



Importantly, we'll use our data from 2023 (not 2024) as our baseline for this objective. If we are successful, this means that our travel emissions per employee in 2033 will be ~0.1 t/CO₂.

It is also worth noting that a major contributing factor to the increase in our travel emissions is the more detailed and granular approach we adopted this year with the help of our external partner, 51 to Carbon Zero.

Some of the most impactful changes to our methodology include:

- Launching a survey alongside our employee satisfaction survey to get a clearer picture of how our employees commute locally, allowing us to assign emissions factors more accurately.
- Breaking down air travel emissions by cabin class and flight distance – short, regional, or long-haul – rather than using a single average factor.
- Including country-specific emissions factors for hotels and train travel rather than a single emissions factor, as was our case with our previous carbon measurement platform.

We've realized we need to tailor our strategy for reducing travel emissions going forward. There are a number of factors that we need to take into account, including still-shifting remote versus office work habits, potential new acquisitions, and an overall office strategy that will inevitably shift with these changes, all of which are impossible to quantify at this time.

To help us achieve this goal, we'll continue to lean on DEPT®'s Global Travel Policy, which calls for employees to reduce their carbon footprint where they can whenever travelling on business (e.g., taking a train versus a flight where possible) and sets clear limits on more emissions-heavy premium and business class travel.

We also plan on re-assessing this goal in five years, when some of the ongoing shifts we have discussed will be more established, in order to determine what additional actions are necessary.



7.5 SUPPLIERS

Objective 4.0

77% of suppliers under purchased goods & services and capital goods to have science based targets by 2030

	2021	2022	2023	2024
SCOPE 3 (T/CO ₂)	3,843.22	10,043.97	8,133.92	10,524.00



Scope 3 of our carbon footprint comprises supply chain, business travel, and commuting emissions. As with most businesses, especially those of our size and scale, these typically represent the largest portion of our carbon footprint.

This past year, our Scope 3 emissions totaled 10,524 t/CO₂. While this marks a 29.3% increase from 2023, we can attribute that increase to the improvements in our measurement process we have already discussed as a result of our partnership with 51 to Carbon Zero.

In 2023, we announced the launch of our Procurement Process and successfully screened 20% of our suppliers. Through this assessment, we attributed 18% of our overall spend to preferential suppliers, identifying 11% of suppliers that measure their carbon footprint and 9% that have established science-based targets.

We are incredibly proud of the progress we have made with our Procurement Process. As of 2024, we have completed assessments of 95% of our overall supplier spend, including our inaugural Climate Maturity Assessment.

We were pleased to find that in 2024, 71% of our suppliers by spend fell into the “advanced” category of climate maturity. That is, they both measure their carbon footprint and have established SBTi-approved targets.

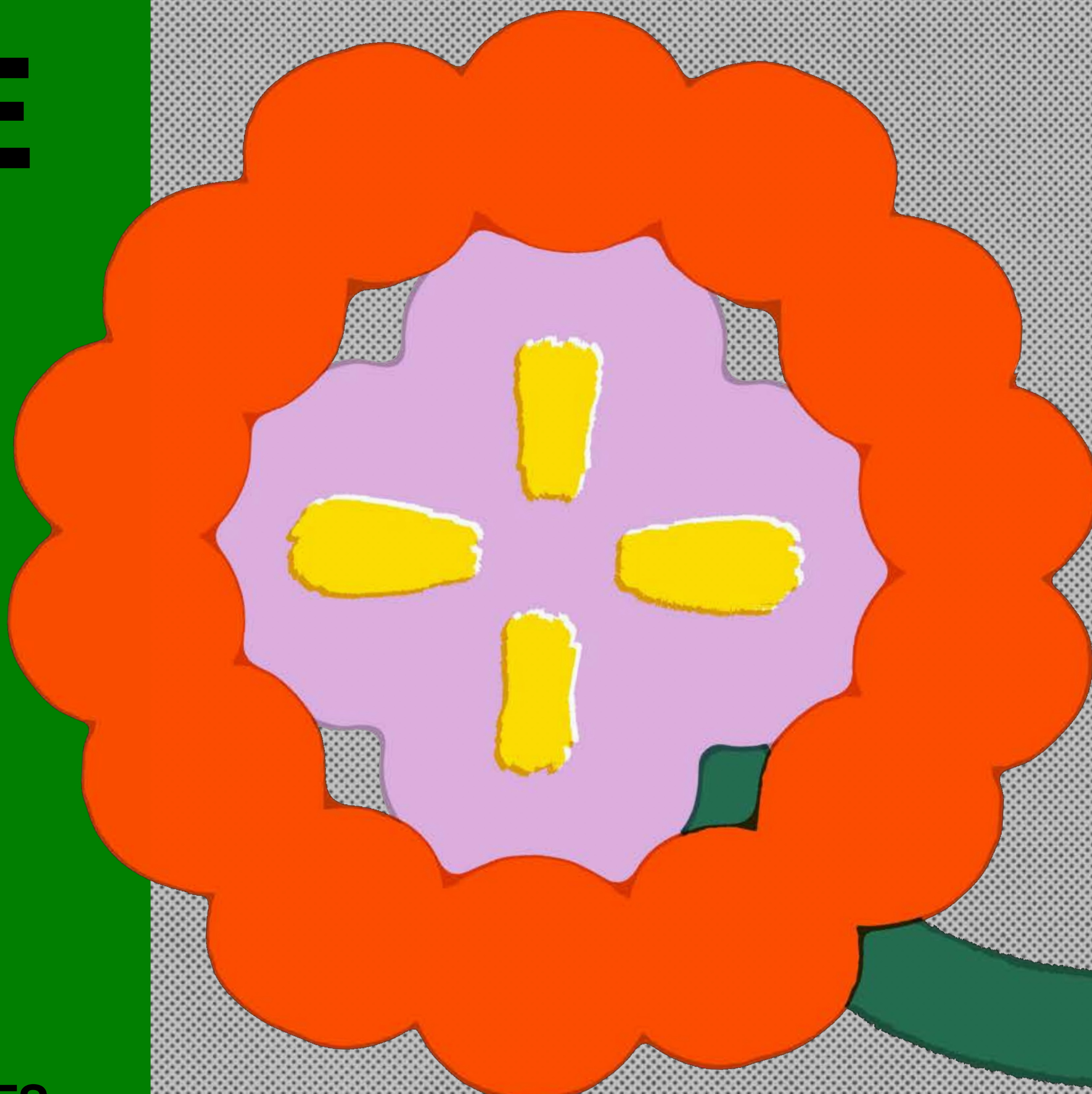
Looking ahead, we will continue to apply our Procurement Process to prioritize relationships with suppliers committed to making a positive environmental impact.

For the 15% of suppliers we identified lacking key environmental initiatives (i.e., those who fell into the “basic” or “inactive” categories of climate maturity), we remain committed to working with them to provide them with support, capacity building, or incentives to help them increase their positive impact.



GOVERNANCE

- 8.1
- 8.2
- 8.3
- 8.4
- OUR BOARD OF DIRECTORS
- EMPLOYEE OWNERSHIP
- INFORMATION SECURITY & PRIVACY
- GOVERNANCE POLICIES & PROCEDURES



8.1 OUR BOARD OF DIRECTORS

We continue to focus on building mature governance practices and procedures at DEPT® to ensure we meet the demands of today’s world.



DEPT® is a Dutch limited liability company, majority owned by The Carlyle Group, a global private equity company. The Carlyle Group acquired a majority stake in DEPT® in January 2020, and we continue to be governed by a two-tier board of directors, consisting of both a Management Board (i.e., the Executive Team) and a Supervisory Board.

Our Supervisory Board had minor changes in the past year, while our Management Board had had multiple. Several new executives were appointed: In 2024, Andrew Dimitriou joined as Global CCO, David Neal joined as new Global CFO, Sarah Steele was promoted to Global CPO, Joanna Trippett was promoted to EMEA CEO, and Carryn Quibell was promoted to Americas CEO. Former CFO Mickey Kalifa and former COO Missy Foristall left the business.

We are excited to see the increasing gender diversity across our two-tier board, as well as on our Executive Team. We also strive for deepening gender, ethnic, and other demographic representation across these groups as succession planning and vacancies allow.

MANAGEMENT BOARD



DIMI ALBERS
GLOBAL CEO



ANDREW DIMITRIOU
CHIEF CLIENT & GROWTH OFFICER



SARAH STEELE
CHIEF PEOPLE OFFICER



FRANK SCHMID
CHIEF DEVELOPMENT OFFICER



DAVID NEAL
CHIEF FINANCIAL OFFICER



CARRYN QUIBELL
CEO, AMERICAS



JOANNA TRIPPETT
CEO, EMEA

BOARD MEMBERS

Jerry Buhlmann

CHAIR OF SUPERVISORY BOARD

Paul Manuel, Bart Manuel, Penny Pritzker Wand,
Thibault Thevissen, Chalres Villet, Andrew Tan

SUPERVISORY BOARD

Dimi Albers, Frank Schmid, David Neal, Carryn Quibell,
Joanna Trippett, Andrew Dimitriou, Sarah Steele

MANAGEMENT BOARD



DEPT® has embedded our commitment to have a positive impact on society and the environment into the Articles of Association of its ultimate parent companies, Digital Agency Holding B.V. and Digital Agency Subholding B.V. As our organizational structure grows and changes, this commitment is extended through all corporate entities we acquire.

Through this, our board and executive team DEPT® must consider the impacts of our business on all stakeholders. We continue to report at least quarterly on our ESG activities and performance to both the Supervisory and Management Board for relevant feedback, discussion, and intervention.

Our Global Chief Development Officer (CDO) holds the ultimate operational accountability for our Impact Strategy and its execution. Reporting to the CDO, our Global Head of Impact is responsible for driving all impact and sustainability initiatives across all teams. Many aspects of our impact and sustainability program are executed through local teams with support from our global functions and cross-functional volunteers.

Executive compensation is overseen by the Remuneration Committee of the Supervisory Board. Each executive team member is eligible for an annual performance incentive, and each executive has specific individual targets to meet to be eligible to receive this discretionary bonus, awarded by the Board of Directors. Within this, 22.2% of the annual performance incentive is tied explicitly to ESG metrics.

Lastly, the Audit Committee of the Supervisory Board oversees group-wide control framework, DEPT®’s enterprise risk management process, and as of 2024, CSRD compliance and readiness activities.



8.2 EMPLOYEE OWNERSHIP

As of the end of 2024, approximately 27% of economic ownership of DEPT® lies with employees, versus 31% in 2023.



Similarly, 4.9% of Depsters are co-owners of DEPT®, a decrease from 5.6% in 2023. This is due to fluctuations in staff, plus reduced M&A activity in 2024. We continue to prioritize this shared ownership and believe it is essential to our culture, embedding accountability and entrepreneurship into our client relationships.

8.3 INFORMATION SECURITY & PRIVACY

In today's digital landscape, safeguarding information is critical. We've implemented a robust Information Security Management System (ISMS), crafted to tackle information security risks head-on.



Since July 2023, our Dept Holding BV has held the ISO 27001:2022 certification, a testament to our commitment to industry-leading best practices. This certification ensures our shared services departments are equipped to protect company, employee, and client data, delivering peace of mind to our Depsters and clients worldwide. We are dedicated to evolving and enhancing our ISMS each year, expanding its scope to meet the ever-changing digital threats.

Transparency and trust are at the heart of our operations. Our Global Privacy Statement, available on our website, outlines how we handle personal data for visitors, potential clients, and job candidates. Under the General Data Protection Regulation (GDPR) framework, DEPT® acts as a processor for most client services, while our clients remain the controllers of their consumer data. We establish clear data processing agreements to define roles and responsibilities.

We strive to help our clients deliver effective marketing activities for their consumers whilst prioritising privacy and data protection principles. By balancing data-driven insights with ethical practices, we support our clients in ensuring transparency and the delivery of responsible advertising campaigns.

In 2024, we offered several training sessions related to Information Security and Privacy to our team. Through our Information Security Training, employees learn about the latest cyberthreats, including business email compromise (BEC), authentication fraud, and impersonation using artificial intelligence (AI). They learn about how to spot red flags and how to respond to a cyberthreat. With regard to Privacy, we provide employees with an overview of GDPR and what it means for DEPT® and an individual's job function.

By investing in these initiatives, DEPT® not only fortifies our own defenses but also sets a benchmark for the digital agency industry, demonstrating that security and privacy are integral to successful business. DEPT® has had no noteworthy data breaches or security incidents in 2024.

8.4 GOVERNANCE POLICIES & PROCEDURES

● Code of Conduct

The DEPT® Code of Conduct sets out how we expect staff to behave in the workplace. It covers topics related to employee conduct and expectations, and avoiding conflicts of interest.

Ultimately, it seeks to ensure that all Depsters create a safe, respectful, and inclusive workplace through accountability, integrity, and fairness.

In addition to the Code of Conduct, there are also explicit regulations that govern both our Management and Supervisory Board to ensure all members of the Board avoid any conflicts of interest. Where conflicts of interest may exist, members must notify the Board and recuse themselves from relevant discussions.

The Code of Conduct is featured transparently in our Global Handbook, and in 2024, we launched several trainings that employees are required to complete as they onboard to the company (and then annually, thereafter). The trainings cover the following topics that are addressed in our Code of Ethics and are material to our business, such as:

- Information Security and Privacy Training
- AI Literacy
- Unconscious Bias

● Data Protection & Privacy

DEPT® has a Global Privacy Policy in place, forming part of our overall data protection and information security compliance framework. It guides employees and any data users at DEPT® on how to handle, store and transmit personal data to meet both organizational and client requirements, and applicable privacy laws.

Our Data Breach Action Plan is accessible to all employees on the Global Handbook to guide them on how to report any (potential) personal data breaches. When a potential breach is reported by any employee, the DEPT® Data Breach Team, supported by the DPO, assesses such breach internally in accordance with the Data Breach Step Plan - a checklist to ensure breaches are handled, documented and addressed in alignment with GDPR’s requirements.

Our Global Employee Privacy Notice explains to employees (including contractors and interns) how we process their personal data. The purpose of this Notice is to provide a clear and comprehensive description of how and why we collect, use, disclose and protect their personal data, as well as to inform them of their rights, in order to comply with the GDPR (our global benchmark for privacy compliance).

● Speak-Up & Grievance Procedures

We’ve adopted two primary global policies to provide Depsters with appropriate and safe recourse to report issues and grievances of concern at the global level. In addition, there are a number of local, country-specific procedures that provide space for employees looking to report concerns or be heard.

Our Speak Up Policy provides Depsters with options and instructions on how to report suspicions of misconduct. This includes violations of the law or code of conduct, conflicts of interest, improper use of assets, improper record keeping, fraud, bribery, health and safety issues, or harassment and discrimination.

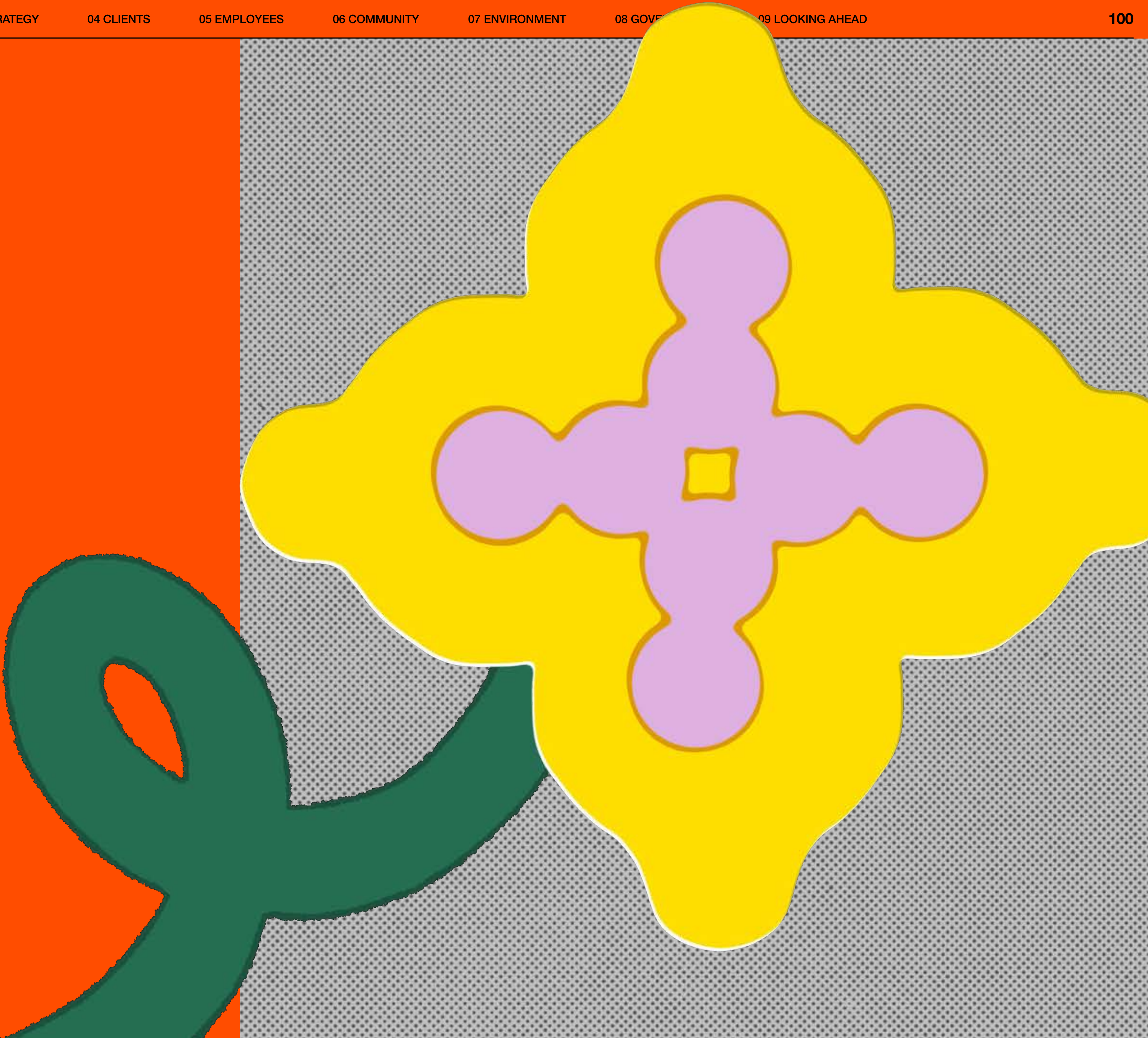
The Speak Up Policy also assures that no disciplinary measures will be taken against Depsters who submit concerns in good faith.

Our Global Grievance Policy covers work-related issues and disagreements and similarly provides Depsters with options and instructions on how to elevate grievances of concern.

Both policies are featured transparently in our Global Handbook. No critical concerns were reported during 2024 to the management and supervisory board.



LOOKING AHEAD



CLOSING REMARKS

At the start of each year, we take a moment to reflect – not just on what we’ve achieved, but on how we can do better.

This Impact Report is part of that reflection. We hope it’s given you not only a transparent view into our progress, but also some inspiration to drive positive change in your own organization – be it around climate action, equality, or simply doing good where it matters.

When chatting over a drink with two close colleagues recently, they reminded me of something quite special: Our ongoing journey to be a “good company” has never been a top-down directive. And they’re absolutely right. From our first steps towards B Corp certification to this year’s improvement programmes, this movement has always come from within – driven by passionate Depsters across the business.

Yes, our shareholders and leadership team are there to guide, support and clear the path where needed. But the real power lies in the many individuals who take initiative in their own corners of DEPT® – joining forces, making steady progress, and lifting the collective bar bit by bit.

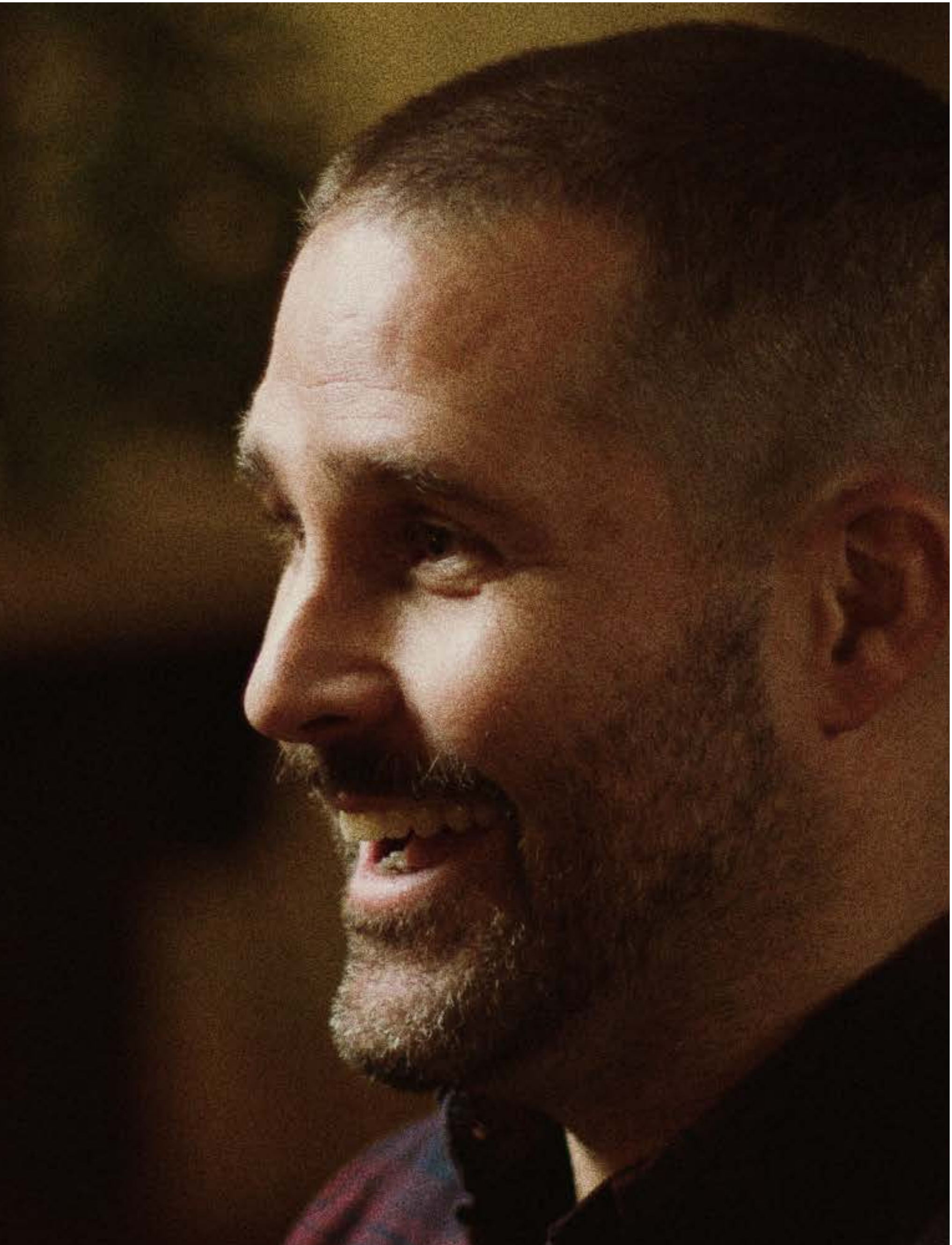
That energy, that ownership, is what gives this movement its staying power. It’s not about one person, one opinion or one moment – it’s about all of us.

It’s genuinely inspiring to see so many brilliant minds pour their creativity and care into shaping a better future. That’s what makes DEPT® a place people want to be a part of. A place where doing good is baked into the everyday.

So here’s a huge thank you – to everyone who contributed to the ideas, actions and energy behind this year’s projects, and especially to the team who brought this report to life. Let’s keep going, together.

The beauty lies in everyone joining forces and working on step-by-step improvements in their own areas of influence.

FRANK SCHMID
GLOBAL CHIEF DEVELOPMENT OFFICER



APPENDIX



GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
2-1	Organizational details	Included	5-7; 26	-
2-2	Entities included in the organization’s sustainability reporting	Included	27	-
2-3	Reporting period, frequency and contact point	Partially included	27;106	-
2-4	Restatements of information	Included	27; 84; 89	-
2-5	External assurance	Omitted	-	-
2-6	Activities, value chain and other business relationships	Included	5; 76-78	9
2-7	Employees	Included	6-7; 27; 45; 63-65	8
2-8	Workers who are not employees	Partially included	7	-
2-9	Governance structure and composition	Included	94-97	-
2-10	Nomination and selection of the highest governance body	Partially included	94-97	-
2-11	Chair of the highest governance body	Included	95-96	-
2-12	Role of the highest governance body in overseeing the management of impacts	Included	96	-
2-13	Delegation of responsibility for managing impacts	Included	96; 98	-
2-14	Role of the highest governance body in sustainability reporting	Partially included	20; 96	-
2-15	Conflicts of interest to the board	Omitted	-	-
2-16	Communication of critical concerns to the board	Omitted	-	-
2-17	Collective knowledge of the highest governance body	Omitted	-	-
2-18	Evaluation of the performance of the highest governance body	Omitted	-	-
2-19	Remuneration policies related to the board	Included	96	-
2-20	Process to determine remuneration related to the board	Included	96	-

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
2-21	Annual total compensation ratio	Omitted	-	-
2-22	Statement on sustainable development strategy	Included	1-2	17
2-23	Policy commitments	Included	98-99	-
2-24	Embedding policy commitments	Partially included	98-99	-
2-25	Processes to remediate negative impacts related to the board	Partially included	99	-
2-26	Mechanisms for seeking advice and raising concerns	Included	99	-
2-27	Compliance with laws and regulations	Omitted	-	-
2-28	Membership associations	Included	17-18; 27	-
2-29	Approach to stakeholder engagement	Included	21	17
2-30	Collective bargaining agreements	Omitted	-	-
3-1	Process to determine material topics	Included	21	-
3-2	List of material topics	Omitted	-	-
3-3	Management of material topics	Omitted	-	-
302-1	Energy consumption within the organization	Included	13; 84	13
302-2	Energy consumption outside of the organization	Omitted	-	-
302-3	Energy intensity	Included	84	13
302-4	Reduction of energy consumption	Included	84-85; 89-90	13
302-5	Reductions in energy requirements of products and services	Omitted	-	-
305-1	Direct (Scope 1) GHG emissions	Included	82-83	13
305-2	Energy indirect (Scope 2) GHG emissions	Included	82-83	13

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
305-3	Other indirect (Scope 3) GHG emissions	Included	24;82; 89-92	13
305-4	GHG emissions intensity	Included	13	13
305-5	Reduction of GHG emissions	Included	24; 80-91	13
305-6	Emissions of ozone-depleting substances (ODS)	Omitted	-	-
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted	-	-
308-1	New suppliers that were screened using environmental criteria	Included	76-78	-
308-2	Negative environmental impacts in the supply chain and actions taken	Included	76-78	12
401-1	New employee hires and employee turnover	Partially included	45	8
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Included	50-52	8
401-3	Parental leave	Partially included	50	8
402-1	Minimum notice periods regarding operational changes	Omitted	-	-
404-1	Average hours of training per year per employee	Omitted	-	-
404-2	Programs for upgrading employee skills and transition assistance programs	Included	53-56	-
404-3	Percentage of employees receiving regular performance and career development reviews	Partially included	53-56	4
405-1	Diversity of governance bodies and employees	Included	63-65; 95	4
405-2	Ratio of basic salary and remuneration of women to men	Omitted	-	5,9
414-1	New suppliers that were screened using social criteria	Partially included	76-78	-
414-2	Negative social impacts in the supply chain and actions taken	Included	76-78	12



Questions or feedback?
Reach out to Pooja Dindigal,
Global Head of Impact.

FOR MORE INFORMATION, OR IF YOU HAVE
ANY QUESTIONS, PLEASE CONTACT US:

HELLO@DEPTAGENCY.COM
WWW.DEPTAGENCY.COM

