

MEDIA  
MONKS

# ANNUAL CSR REPORT 2019

*MediaMonks Multimedia Holding BV*





**MEDIA  
MONKS**

# PREFACE

We are a creative production company eager to push our limits to create great and meaningful productions for the internet. Over the last years, we have started an incredible journey: we merged with brand new industry player S4Capital, welcomed new companies to the family (i.e. Caramel Pictures, Firewood, IMA, Whitebalance and BizTech in 2019), opened new offices around the globe and each individual MediaMonks office faced rapid growth. Our office in Los Angeles, for example, started 2019 with 63 Monks, while it closed the year with 97 bright Monks and welcomed even more in the beginning of 2020. A similar growth rate was seen in our offices in London, Mexico City, Buenos Aires, Singapore and Shanghai. As such, 2019 was a year of growing up while ensuring we integrate and remain one seamless organization. We are aware that this growth and our leading position in the creative production industry comes with not only a responsibility, but also a great opportunity to make a positive contribution to our surroundings.

This responsibility is now even more prominent due to the COVID-19 crisis. Foremost, we have a responsibility to take care of the wellbeing of our Monks around the globe. At the same time, we see our digital knowledge becoming even more important as the world adapts to the 'new normal' digital reality faster than ever before. As digital natives and creatives, we approach this challenge with innovative ideas to keep our business - and that of our clients - running in the long-term and be ready for the future.

This year so far has been the greatest test for the world, and our business, of how to deal with and survive a crisis. 2019 was the end of the warmest decade on record. Australia experienced many wildfires due to the dry periods, while ongoing floods took lives in Kenya after heavy rainfall. Stakeholders justly expect more action from governments and companies. To act accordingly and take our responsibility, 2019 was also a year of growing up for MediaMonks in terms of sustainability: we critically looked at our own role in the transition to a more sustainable society. A year in which Monks dared to pose questions about diversity and inclusion in our industry and at our offices, and in which we allowed ourselves to take the time and reflect upon our vision and culture. We turned to our talent and set up various task teams, existing of Monks with diverse backgrounds, to brainstorm about the direction we should take, our mission and our values.

At the end of 2019, we took our sustainability journey to the next level and started developing our new sustainability strategy. This strategy is based on the Sustainable Development Goals (SDGs), set for 2030 by the United Nations. We want to reduce the negative environmental impact of our own operations, increase the positive impact of our productions, and take care of an inclusive and diverse workforce because we believe this is the only way to develop our organization in the best way forward. Compared to 2018, we already see progress in some of these focus areas. Our carbon emissions per fte from electricity show a significant reduction, our diversity ratio has moved from 0,36 to 0,49 and our absenteeism of 2,13% is much lower than the average 4,40% in the Netherlands<sup>1</sup>.

<sup>1</sup> According to the Dutch Central Bureau for Statistics (CBS)

We want to use our creativity for good: we are a company with highly skilled digital creatives who can use their knowledge, ideas, experience, and skills to create projects that make a real impact. Bringing technique and talent together, we are in a unique position to create shared value.

2019 was a transformative year for us; we will continue in our sustainability journey with a clear strategy focusing on positive impact projects as we move forward. To do so, we will make concrete steps in implementing the strategy and monitoring our progress in the coming years. For example by setting short-term (2020 - 2021), mid-term (2025) and long-term (2030) targets in 2020 that will enable us to gain an improved insight into our progress and evaluate and adapt our strategy if needed.

*Victor Knaap, Main Monk*

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## KEY FIGURES 2019

	2019	2018
AVERAGE NUMBER OF EMPLOYEES	1249 <sup>2</sup>	950
OFFICES	31 <sup>2</sup>	14
TOTAL NUMBER OF PROJECTS	3200	2150
NET REVENUE	€ 179 MILLION	€ 115 MILLION
CANNES LIONS	131	114
FWA'S	245	226
EMISSIONS PER FTE	4,2 TON CO <sub>2</sub> EMISSIONS	3,3 TON CO <sub>2</sub> EMISSIONS
DONATIONS TO CHARITY	€ 34.000	€ 50.000
PROJECTS FOR GOOD	12	11
DIVERSITY RATIO <sup>3</sup>	0,49	0,36
NATIONALITIES	62	49

<sup>2</sup>In this report we only cover 12 offices and the 944 employees working there and not our subsidiaries. See chapter 'About this report' for a list of offices included.

<sup>3</sup>This diversity ratio is based on a division of women by men. Meaning that an exact equal division of men and women would result in a diversity ratio of 1.

## CONTENT INDEX

	<b>PREFACE</b>	<b>03 - 04</b>
	<b>KEY FIGURES 2019</b>	<b>05</b>
	<b>CONTENT INDEX</b>	<b>06</b>
<i>01</i>	<b>WHO WE ARE</b>	<b>07</b>
	1.1 ABOUT MEDIAMONKS	08
<i>02</i>	<b>HOW WE CREATE LONG-TERM VALUE</b>	<b>09</b>
	2.1 TRENDS AND DEVELOPMENTS	10 - 11
	2.2 OUR VISION AND MISSION	12
	2.3 OUR STRATEGY	13
	2.4 HOW WE CREATE VALUE	14
	2.5 OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS	15 - 16
<i>03</i>	<b>ZERO IMPACT MONASTERY</b>	<b>17</b>
	3.1 OUR PERFORMANCE IN 2019	18 - 19
	3.2 TOWARDS A CLIMATE NEUTRAL BUSINESS OPERATION	20- 21
	3.3 SUSTAINABLE PROCUREMENT	22
<i>04</i>	<b>SUSTAINABLE PRODUCTION</b>	<b>23</b>
	4.1 OUR PERFORMANCE IN 2019	24
	4.2 CREATIVITY FOR GOOD	25 - 26
	4.3 CHARITY	26
	4.4 PROJECTS FOR GOOD	27 - 29
<i>05</i>	<b>INCLUSIVE, DIVERSE &amp; CREATIVE WORKPLACE</b>	<b>30</b>
	5.1 OUR WORKFORCE IN 2019	31 - 32
	5.2 DIVERSITY & INCLUSION	33 - 34
	5.3 TALENT DEVELOPMENT AND WELLBEING	35
<i>06</i>	<b>OUTLOOK FOR THE COMING YEARS</b>	<b>36 - 37</b>
<i>07</i>	<b>APPENDIX</b>	<b>38</b>
	7.1 OUR IMPACT MATRIX AND STAKEHOLDERS	39 - 40
	7.2 OUR SUSTAINABILITY GOVERNANCE	41
	7.3 ABOUT THIS REPORT	42
	7.4 PRINCIPLES OF UNITED NATIONS GLOBAL COMPACT	43 - 44
	7.5 GRI INDEX	45 - 47

01

**WHO  
WE ARE**





## 1.1 ABOUT MEDIAMONKS

MediaMonks is one of the largest and fastest growing creative production companies in the world. Founded in 2001 in Hilversum, the Netherlands, you can find us anywhere on the web as well as in one of our 31 offices around the globe. From creative campaigns and content to bespoke development and design, we operate at the intersection of creativity and technology. Our clients vary from global brands and tech companies to public organizations and institutions in the cultural sector. We provide them with augmented reality (AR) or virtual reality (VR) experiences, campaigns, games, (music) video's, platforms and everything in between.

The MediaMonks in-house team is a melting pot of talents. Our most important asset is that all Monks are well-versed in a wide range of digital disciplines, allowing them to collectively produce digital projects from start to end. This expertise of bringing a project from 0 to 100 is ingrained in our culture. We are given the trust and encouragement to push the limits of our abilities to create awesome projects - although we are a global organization now, this mindset fuels our entrepreneurial spirit. Trust across everything we do is one of our core values. We trust younger Monks to take responsibility and trust leading Monks to provide guidance.

Our other core values are to always make the best out of any situation, to value our teammates as much as our projects and to be ambitious. We respect our teammates, encourage one another to keep going and are not afraid of constraints within a project (such as time limitations). Having merged with S4Capital in 2018, we align with their strong culture of mutual respect and understanding, where everyone has a voice and is free to raise questions and issues of concern.

We are proud of our talented Monks and the creative work they put forward, something which is recognized by advertising and craft awards around the world, producing more than 130 Cannes Lions and 240 FWAs (Favourite Website Awards) to date.



02



**HOW  
WE CREATE  
LONG-TERM  
VALUE**

## 2.1 TRENDS AND DEVELOPMENTS

Keeping track of what happens in the world around us is an important part of our daily business, as we always try to be in the vanguard to best support our clients. As we are an agile and flexible organization, new developments constantly inform the directions we take and how we can create value in the long-term.

### *Technology*

We are connected with the top of the tech companies and therefore on top of new and potential tech developments. An example of these developments is that we see interest in mixed and extended reality (the combination of real and virtual objects or environments, like augmented or virtual reality, enabled by mobile or wearable devices) growing. Moreover, one cannot reflect on past innovations and future developments without mentioning artificial intelligence and machine learning. We expect it will change our interaction with technology in ways we cannot imagine yet. From programmatic delivery to enabling entirely new creative experiences—like matured extended reality powered by computer vision—to connecting cohesive experiences across the Internet of Things. Another trend we noticed over the years is in voice platforms, which is growing especially in the US market. This technology enables a device to converse in a way that feels as natural as possible to the listener. It creates a conversation between a computer and a person, which allows for tackling societal issues such as loneliness, limited mobility and more mundane tasks such as voice instructions on how to do your laundry. We anticipate a future in which voice can provide more natural experiences to users beyond calling up quick bits of information. By extension, we see voice technology changing the face of customer service and turning homes into the new frontier of business. This technological trend has prompted us to look for new ways to provide added value to conversations, making smart use of the tools readily available by organizations leading the change in consumer-facing voice assistance.

### *Sustainability*

In our industry we see increasingly more focus on sustainability and projects that contribute to the greater good. Awards are more frequently given to projects that produce a positive societal impact. Cannes Lions, the global benchmark for creative excellence, even added a new ‘Sustainable Development Goals Lions’ to celebrate solutions that harness creativity and seek to positively impact the world.

We also see a growing interest in sustainability from our clients. Lately, we have received more requests for projects that contribute positively to societal issues, such as gender equality and promoting healthy lifestyles. We aim to be a frontrunner in this and therefore gladly work on those projects, examples can be found in the chapter ‘Sustainable Production’. More and more clients are requesting information about our own sustainability policies and practices. We are pleased to inform them that we worked on bringing sustainability a step further at MediaMonks through the development of our new sustainability strategy, outlined in this report. Practice what you preach is a necessity.



## COVID-19

Although this report covers our performance over 2019, it is hard to not mention any developments that have happened since the outbreak of the coronavirus. Like many other organizations, we are (in)directly impacted by the shifts in the market due to the outbreak and lockdowns. All film shoots are on hold, just like many live events we would have been supporting for our clients. We have been innovative as we navigate around this issue, demonstrating our digital first capabilities by working with local teams and remote directors in our Safe Shoot Studio. The world has changed, customer priorities shifted, and the traditional marketing approach no longer serves customers best. We notice an increase in projects focused on bringing people together, for example through virtual events, and see an increase in online learning. Digitalization is a long lasting trend that is being accelerated by the current situation. Fortunately, MediaMonks is at the forefront of digitalization and we dare to be agile and flexible in situations like these.



## 2.2 OUR VISION AND MISSION

*We have a firm belief that creativity and technology are a force for good and powerful tools required in the transition towards a more sustainable society. We want to be the catalyst for change.*

This belief lies at the core of our sustainability vision and strategy.

*Our goal is, to build a lasting organization that supports clients with creative and technological solutions, to realize and enhance their intrinsic value.*

This can be a campaign to raise awareness around gender pay gaps like we created for BVG, Berlin's public transport company, or the virtual environments and pop-up pavilion we built in one of Shanghai's busiest districts for Puma to celebrate the joy of running at any pace.



We are not only well positioned to address global sustainability challenges, we also have the responsibility to act as our Monks work with the largest companies around the world. Our current focus is to raise awareness amongst our people on how to integrate sustainability in their daily work. By giving them the proper tools, creative freedom and access to the right partners they can make a real difference. By working closely together with our clients and societal partners, MediaMonks aims to be a catalyst for change.

This means we find it important to work with organizations on projects we feel passionate about. While this can pose a dilemma, teams are always supported in their individual ethical decisions. This was for example the case when a team of Monks did not feel passionate anymore about creating content for a tobacco company because their mission is not aligned with ours. Valuing the judgement of our Monks, the team let go of this client and MediaMonks decided to exclude tobacco companies to focus on projects aligned with our sustainability mission.

## 2.3 OUR STRATEGY

At MediaMonks we value our passionate people, our practical get-it-done attitude and our appetite to always stay on top of design, tech and cultural trends and innovations. We combine these values with three guiding principles to boost our sustainability efforts:

**We make use of the international character of our company:** we are a melting pot of different backgrounds, cultures and attitudes. We want to use our skills, knowledge and culturally broad perspectives for sustainability and diversity purposes.

**We take leadership in sustainability:** we make an effort to integrate sustainability into our operations and productions and are not afraid to say no to a project that might create social or environmental damage.

**We invest in our sustainability knowledge:** we know how to combine sustainability with technology and creativity to accelerate social and environmental impact creation.

To realize our mission, we started in 2019 with setting out our new sustainability strategy. This strategy is based on our own potential impact, stakeholders' opinions<sup>4</sup> and our contribution to the Sustainable Development Goals developed by the United Nations<sup>5</sup>. As demonstrated in our strategy framework below, our strategy is divided by 3 pillars: Zero Impact Monastery, Sustainable Production, and An Inclusive, Diverse & Creative Workplace. Whereas Sustainable Production focuses on our work for and with clients, the other two pillars concentrate on our own operations through which we eventually hope to inspire others.



<sup>4</sup>Read more about our stakeholders in the chapter 'Our Impact Matrix and stakeholders'.

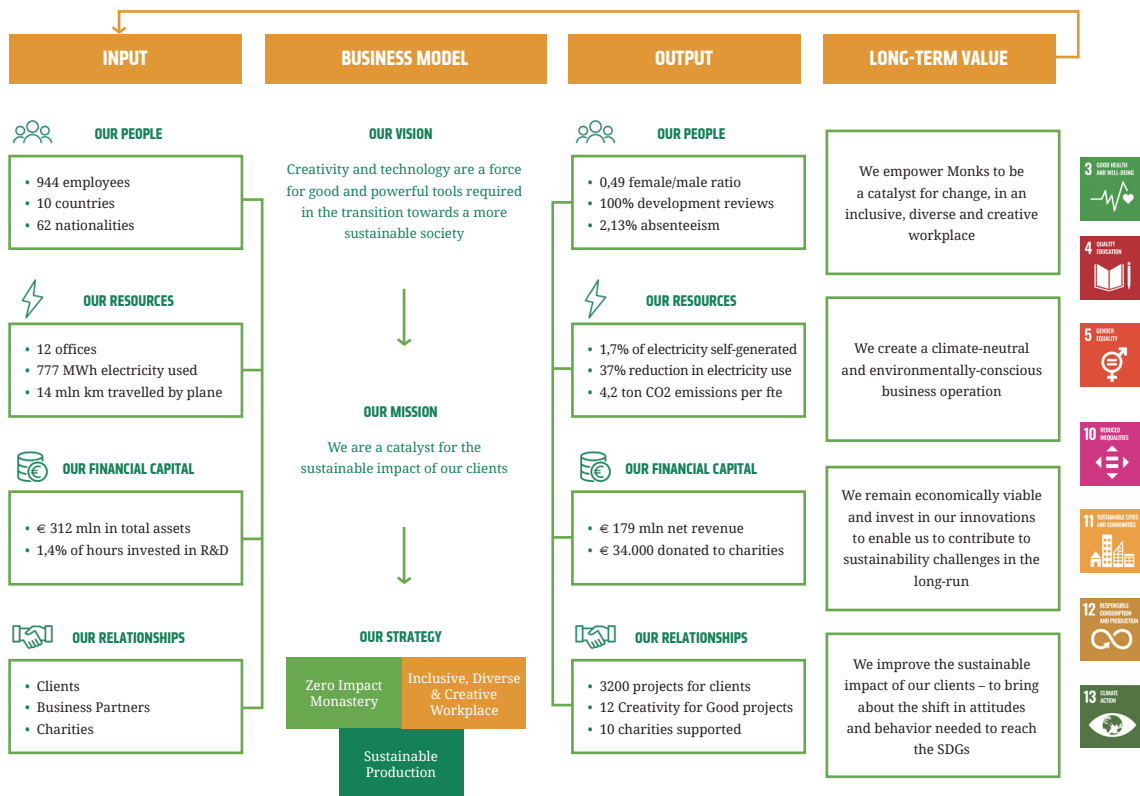
<sup>5</sup>Read more in the chapter 'Our contribution to the Sustainable Development Goals'.



## 2.4 HOW WE CREATE VALUE

The impact model below explains how our sustainability strategy, our activities, and the resources we utilize, lead to our ultimate impact goal. It visualizes how we create added value, not only now, but also in the long-run.

Significant positive impact can be found in our work for clients, ranging from awareness raised on social topics to changed consumer behavior to conserve our environment. However, as the inputs show, we also need natural resources to enable us to work for our clients. These resources relate to a negative impact mainly due to greenhouse gas emissions and waste associated with our business activities. Throughout this report we elaborate on our ambition and activities to decrease this negative impact of our business operations and increase our positive added value through our creative work.



## 2.5 OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Through our hard work on creative campaigns, content, development and design we aim to contribute to progress on the United Nations Sustainable Development Goals (SDGs). These 17 development goals, set in 2015, provide a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future. Ranging from ending extreme poverty and reaching zero hunger to mitigating climate change and degradation of land, these goals are set to be achieved by 2030. This means that we have just 10 years to go and a lot of work needs to be done.

We want to play our part in this journey and therefore aligned our sustainability strategy with the development goals to which we can contribute most significantly. We made a distinction between the contribution we can make with our own business operations on the one hand and through the projects we do for our clients on the other hand.

The goals we focus on for our own operations are:

SDG 5: Enhancing progress on gender equality;

SDG 12: Producing and consuming responsibly;

SDG 13: Taking action to combat climate change.

These global goals form the input for our Zero Impact Monastery and Inclusive, Diverse & Creative Workplace strategic pillars.

In addition, it is our vision that good communications, increased awareness and empowered consumers are essential to bring about the shift in attitudes and behavior needed to reach the SDGs by 2030.

Therefore, our contribution to the SDGs lies beyond our own operations and is reflected in the variety of work for our clients and our pro bono work on social and environmental themes. This acknowledgement forms the input for our strategic pillar Sustainable Production. For each project featured throughout this report, we have indicated to which of the SDGs we thereby contributed.

- ZERO IMPACT MONASTERY
- INCLUSIVE, DIVERSE & CREATIVE WORKPLACE
- SUSTAINABLE PRODUCTION



### Our business operation for the SDGs

- 5. Gender equality
- 12. Responsible production & consumption
- 13. Climate action

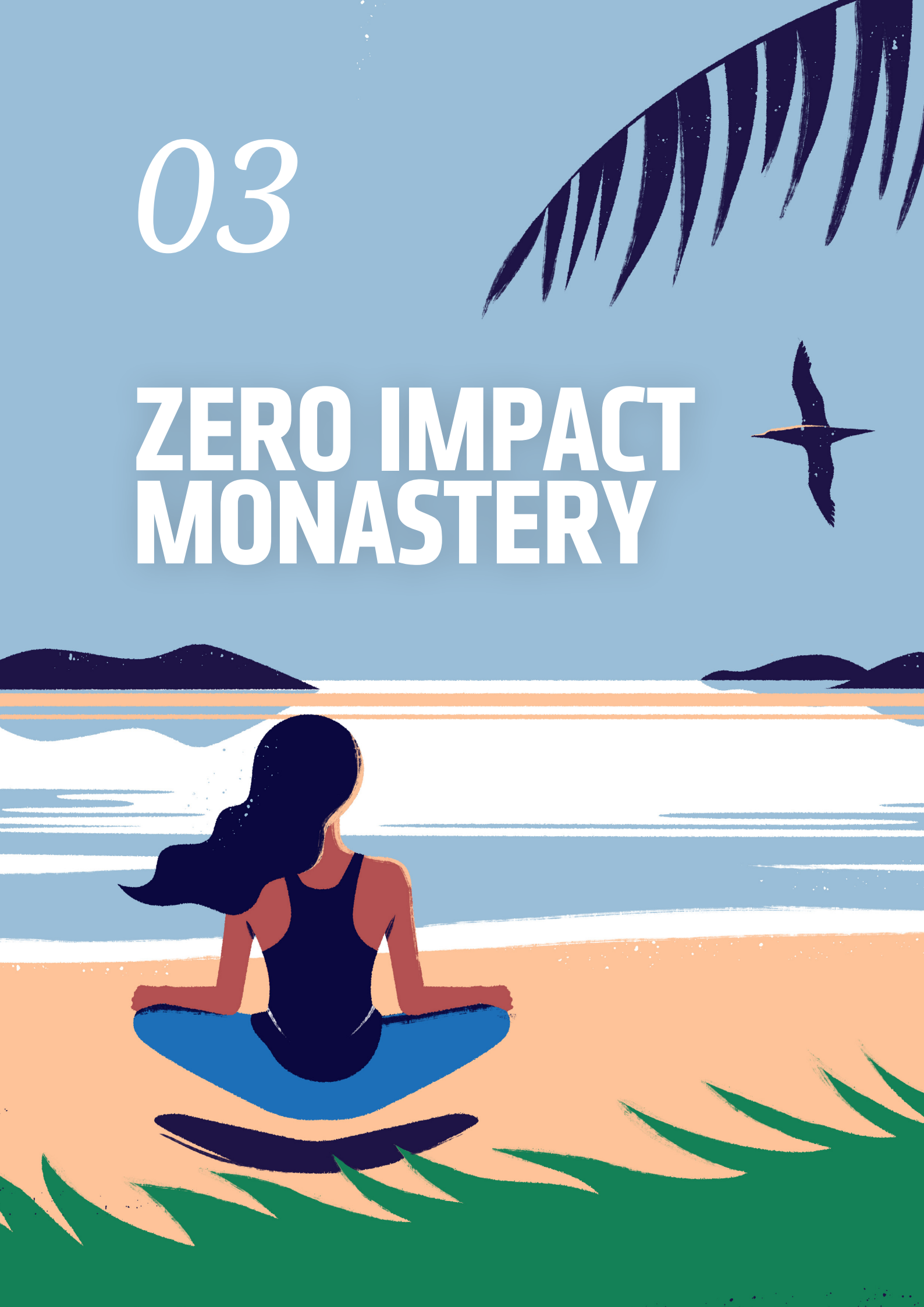
### Our creative work for the SDGs

- 3. Good health & well-being
- 4. Quality education
- 5. Gender equality
- 10. Reduced inequalities
- 11. Sustainable cities & communities
- 12. Responsible production & consumption
- 13. Climate action



03

# ZERO IMPACT MONASTERY



## 3.1 OUR PERFORMANCE IN 2019

In response to the World Economic Forum 2020 Davos Manifesto, S4Capital announced it commits to achieve zero greenhouse gas emissions by 2024. As part of S4Capital and being ambitious about sustainability, we gladly contribute to this commitment. We are highly aware of this challenge, as digital companies like MediaMonks are big consumers of energy, especially electricity. The intensive use of computers, displays and servers consume a high amount of it. For example, all the data centers in the world combined consume 1% of the global electricity supply, and the information and communications technology (ICT) ecosystem as a whole accounts for more than 2% of global CO<sub>2</sub> emissions. In our aim to build a zero impact monastery, it is of utmost importance that we have a good understanding of the impact caused by our sector in general and by our own operations in specific. To start with the latter, we have outlined our carbon footprint below. We aim to broaden the scope of our carbon footprint in the future to also include all the greenhouse gas emissions in our supply chain.

		CO <sub>2</sub> [TON] 2019	CO <sub>2</sub> [TON] PER FTE 2018	CO <sub>2</sub> [TON] PER FTE 2019	DIFFERENCE
<b>MOBILITY</b>	<b>COMMUTE BY CAR</b>	266	0,22	0,20	-9%
	<b>COMMUTE BY PUBLIC TRANSPORT</b>	51	0,06	0,06	0%
	<b>CAR BUSINESS</b>	87	0,07	0,09	+29%
	<b>FLIGHTS BUSINESS</b>	2991	2,17	3,25	+50%
<b>ENERGY</b>	<b>GAS</b>	127	0,08	0,14	+75%
	<b>ELECTRICITY</b>	402	0,70	0,44	-37%
		<b>CSR POLICY 2019</b>	<b>CSR POLICY 2018</b>		<b>DIFFERENCE</b>
<b>SUPPLIERS</b>	<b>SUSTAINABLE PROCUREMENT</b>	50%	55%		-5%

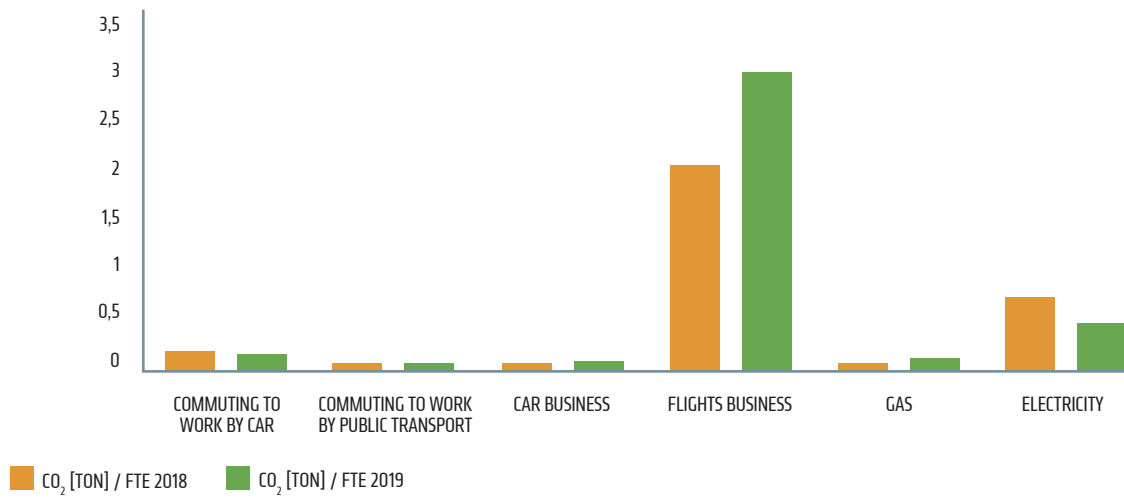


Figure 1. Relative emissions (per fte) in 2019 compared to 2018

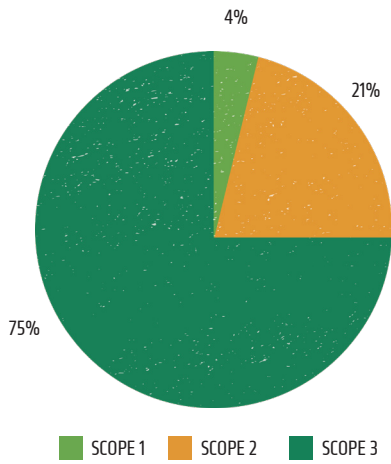


Figure 2. Total emissions in percentages per scope - 2018

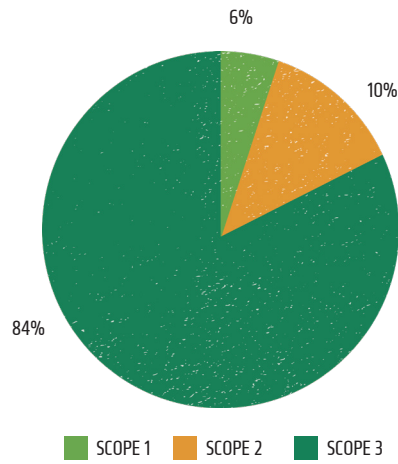


Figure 3. Total emissions in percentages per scope - 2019

## 3.2 TOWARDS A CLIMATE NEUTRAL BUSINESS OPERATION

As an international company that experiences continual growth around the globe, we have a relatively large carbon footprint. Therefore, we want to put effort into creating a climate-neutral and environmentally-conscious household through tangible efforts in our daily operations. This is how we want to build a zero impact monastery and contribute to SDG 12 Responsible production & consumption and SDG 13 Climate action. The above figures visualize our emissions in 2019 and 2018 for comparison. Our total carbon footprint comes down to 3.926 ton CO<sub>2</sub> emissions and a relative CO<sub>2</sub> emission of 4,2 ton CO<sub>2</sub> per fte. Compared to our 2018 emissions per fte, this is an increase of 27%.

### *Our direct emissions – scope 1*

The Scope 1 emissions include the emissions from our direct operations, such as use of business cars and fuel combustion from gas. Since we produce creative ideas and do not own carbon intensive machinery, our scope 1 emissions are relatively low. The increase in gas consumption in 2019 is likely to be caused by the temporary extra office we operated in the Netherlands, besides our Hilversum office. In the current year, our office will move to one, shared office space that will positively impact our energy footprint. The London based Monks also moved to a new office which increased the gas consumption per Monk as shown in figure 1.

### *Our indirect emissions – scope 2*

Our scope 2 emissions, which are almost twice as much as our scope 1 emissions, include the emissions from our electricity use. Energy is an important resource for our business operations, as we need electricity to be a digital pioneer. Hence, as a company working in the digital sector, this is one of the areas where we can cut emissions on a large scale. Our first step towards combating this has been placing solar panels on the rooftops of our Hilversum office in 2016, enabling us to generate 13,400 kWh of energy over 2019. This equates to the average annual energy consumption of a Dutch office of around 235 m<sup>26</sup>. Currently, 1,7% of our total electricity consumption comes from renewable sources. In addition, we have been replacing our physical servers with virtual ones to become more energy-efficient by reducing the amount of hardware which requires electricity for power and cooling. Moreover, we deliberately chose a data centre that features cold corridors, smart meters and the extensive virtualization of its servers. The fruits of these efforts can already be seen in the significant reduction of CO<sub>2</sub> emissions per fte from electricity use (figure 1). In 2019 we also carefully selected a new location for our Hilversum office that aligns with our sustainability ambitions. ¾ of the 2000m<sup>2</sup> rooftop is already covered with solar panels. In addition, there is no connection to gas and beehives are placed to support the local ecosystem.

<sup>6</sup>Based on data from the Dutch Central Bureau for Statistics (CBS).



### *Our indirect emissions – scope 3*

Our scope 3 emissions represent the largest contribution of CO<sub>2</sub> emissions: this category includes the activities of third parties and objects not owned but used by MediaMonks, including business flights and daily commutes of employees. We have less influence on the sustainability performance of these vehicles, however we are able to reduce our emissions by offering employees alternate options to reduce use such as subsidizing public transit cards and facilitating virtual meetings with colleagues across the globe rather than flying. We encourage our Monks to commute to work via public transport and offer every employee a yearly subscription for free public transport to and from work. We carefully considered the positioning of our new Hilversum office besides the train station to support the number of Monks choosing to commute by public transport.

Our business flights emit 2.991 ton CO<sub>2</sub>, which represents approximately 90% of our scope 3 emissions. We recognize that the largest share of our footprint is due to the amount of travel by air. Therefore, we will implement a new travel policy in 2020 with the aim to reduce our footprint effectively. To combat our increasing number of flights abroad, we have opened offices in the cities we were visiting regularly, such as San Francisco, Mexico City and Bangalore. As we are now located closer to our clients, we pair the reduced need to go abroad to visit them with promoting video conference calls. Of course, the situation due to COVID-19 has accelerated this change and we hope our familiarity with video conferencing will be here to stay when COVID-19 is gone. For the necessary flights in 2020 and onwards, we are developing a carbon offsetting program.

### 3.3 SUSTAINABLE PROCUREMENT

Another way to reduce the impact of our own operations is through sustainable procurement by taking into account the CSR policies of our suppliers. At our Hilversum office, we added seven new suppliers to our top 20 in 2019, like ABN AMRO and Pinewood; 50% of these (top 20) suppliers have a CSR policy in place, and all of them are publicly disclosing their CSR and sustainability efforts. Sustainability is 1 of the top 3 criteria on which we measure our suppliers when selecting them. For all business partners we apply basic sustainable procurement principles. We take the size of the organization, the intensity of collaboration and potential orders in mind and consider the influence our partnership has on our operational excellence.

By annually assessing our top 20 suppliers' CSR policies we get an impression of whether and how they can contribute to our aim of building a zero impact monastery. The majority of our suppliers are transparent about their CSR policies and performance and openly present them. Among our biggest partners are: NS, Aces Direct, Sligro and Amazon Web Services.

For the size of our company, the facilities we provide to our employees also contribute to our footprint. Therefore, in taking care of our employees we make sure the catering we provide is not only nutritious, but also contributes towards a sustainable outlook. We have "Vegetarian Tuesday" dinners and aim to work with local, organic and fairtrade food suppliers to decrease our (carbon) footprint. At the end of 2019, around 10% of the catering was local, organic and/or fairtrade, something we want to improve going forward.



04



# SUSTAINABLE PRODUCTION

## 4.1 OUR PERFORMANCE IN 2019

The sustainable production pillar of our sustainability strategy concerns everything that revolves around the work we do for our clients and with our partners. As we work with many brands around the globe, MediaMonks has an outstanding opportunity to become the catalyst for change. Just as we want our own operations to be carbon neutral, we want our projects to have a net zero negative impact as well. Through our work we want to create awareness, not only among our clients but among everyone who comes into contact with our work. Together with clients we want to create climate neutral work.

From 2020 onwards, our sustainable production pillar will focus on carbon neutral projects and creativity for good. In 2019 we already worked on 12 projects for good with 11 partners and donated to various charitable organizations.

	PARTNERS	DONATIONS
CHARITY	10	€ 34.000
PROJECTS FOR GOOD	11	12 PROJECTS
INNOVATION	1,40% HOURS/YEAR	

## 4.2 CREATIVITY FOR GOOD

The second focus area is a structured push for concepts, ideas, and solutions that contribute to the Sustainable Development Goals to make amazing work for both the client and the planet. As one of the leading and largest creative production companies in the world, we believe it is our responsibility to leverage our talent, creativity, and technology to support clients in contributing positively to social and sustainability challenges. We call this ‘Creativity for Good’ and do this by working closely together with our clients.

To enhance our Creativity for Good, we have been investing in research and development in 2019 through our MediaMonks Labs. 1,4 % of all our working hours are spent on innovation and development work. MediaMonks Labs is an innovation group to steer and drive global solutions focused on technology and design evolution. We share our gained knowledge, findings and learnings on a monthly basis to enable everyone interested to build upon our work.

### PRINTED BY PARKINSON'S

An example of a project in 2019 in which we supported our client to make impact is Printed by Parkinson's. In collaboration with Charité - Universitätsmedizin Berlin, one of the largest university hospitals in Europe, we affected a machine with a human disease to highlight real-life stories through objects. These objects are telling the story of 6 patients who are limited in their daily life by Parkinson's disease. Based on recording kinetic and neurological data of these patients, we constructed an object that had become unusable, demonstrating how the disease has impacted their everyday lives.

The aim of this project was to raise awareness of Parkinson's disease as well as funds to research a cure. Moreover, through documenting the stories behind the objects - and the lives of those who used them - the campaign sees to dispel stereotypes about the disease.



Being at the forefront of our industry, MediaMonks aspires to strengthen the relationship between digital innovation and education. Over the past few years, we have immersed ourselves in creating new forms of (digital) learning and using gamification for education. New technologies, such as augmented reality, can be interesting and effective tools to help gain insights and knowledge in a different way. It for example allows children to discover different parts of life on earth that are otherwise out of reach and to be encouraged to develop real-world skills without having to leave home or the classroom.



## SPACEBUZZ

How we aspire to strengthen the relationship between digital innovation and education is exemplified by the SPACEBUZZ, a project we developed over the past years together with ESA Astronaut Andre Kuipers. Astronauts like Andre Kuipers experience the ‘overview effect’, a major shift in perspective due to seeing the beauty and fragility of our earth. SPACEBUZZ is a non-profit conceptual educational program that aims to mimic a real astronaut’s experience of going into space.

As such, the ambition is to inspire millions of children worldwide to see their home planet from a different perspective, from outer space, and to create ambassadors of Planet Earth that will help protect our planet for future generations.

As Victor Knaap said: “The program was built from the start with a global mission in mind: scalable, nationally adaptable, free for all children in the world and with the help of private sponsors and public partners like ESA, WWF, National Geographic, MediaMonks, NL Space and NEMO Science Museum”.



## 4.3 CHARITY

In addition to our Creativity for Good projects, we also want to support social initiatives and charity projects. We invested financially in great charitable projects. In 2019, MediaMonks donated close to € 34,000 to a selection of 10 organizations and foundations for public good, with a main focus on healthcare related and educational projects. € 33,000 of this was donated by MediaMonks B.V. to FutureNL, JongeHonden, KiKa, Alpe d’Huez and Pink Ribbon. Where we support the latter three organizations with investing in healthcare and health related research, FutureNL strives to make education in digital skills part of the curriculum of schools across the Netherlands. Support for some of these projects is initiated by Monks with a personal interest in the charity, which is an interest we like to encourage. Additionally, our smaller Buenos Aires and São Paulo offices combined, invested € 1,000 to charities supporting children’s hospitals and healthcare.

## 4.4 PROJECTS FOR GOOD

For many years we have supported our largest clients in developing the best and most innovative campaigns for charitable purposes by contributing our talents and skills in digital communication. Below we have arranged a selection of the 12 Projects for Good we finished in 2019. By relating them to the global goals, we are able to gain insight into the broader social and sustainable impact of our projects. Most of our projects target specific SDGs, allowing us to be able to increase the positive impact we make through our work. Through our projects for good we aim to mainly, but not exclusively, contribute to SDG 3: Good health & wellbeing; SDG 4: Quality education; SDG 5: Gender equality; SDG 10: Reduced inequalities; SDG 11: Sustainable cities and communities; SDG 12: Responsible consumption and SDG 13: Climate action.



**ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES**

### PINK RIBBON: CARE WHILE YOU CARE

#### 2019. DDB Germany

In collaboration with DDB, we helped Pink Ribbon Germany showcase its Care While You Care shower and body lotion line on a dedicated website.

Featuring a video introducing the products, we designed and developed the one-page site and also produced a tutorial video that gives a step-by-step guide to self breast-exam. The site shows healthy-looking women of all ages to illustrate that every woman, no matter how outwardly healthy, benefits from self-checking. Because an ounce of prevention is worth a pound of cure: and for women everywhere, something as simple as a self-check during a shower could literally be life-saving.



**ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL**

## PHARMATON: KIDDI WORLD

**2019. VMLY&R**

Many children unknowingly suffer from dyslexia, dysgraphia and colour blindness. Using technology to positively impact children's lives, we produced a diagnosis test disguised as a tablet game offered to schools. Guided by voiceover, children are instructed to play with words, numbers and graphics to save Kiddi World from its villain Gomba. The game makes use of a smartpen that analyses children's actions to detect potential learning disabilities. Once finished, a feedback report is provided with possible recommendations for further diagnosis. We were responsible for refining and executing the concept as well as the production of the video case.

## BVG: MIND THE GAP

**2019. ServicePlan**

We created an activation to support Berlin's public transport company, Berliner Verkehrsbetriebe, raise awareness for their equal pay principles as an employer. On Equal Pay Day, female riders received 21% off BVG tickets to shine a light on Germany's gender pay gap. Through facial recognition, the BVG ticket machine at Alexanderplatz attempted to assess whether riders were eligible for a discount. In addition to the machine, we produced a recruitment video and social content to spread the message beyond the booth. Starring bystanders and BVG crew, the campaign highlighted the importance of equal pay for Berliners of every gender.



**ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS**

## IGNITE: WOMEN IN THE HOUSE

**2019. Pereira O'Dell**

Women in The House is a platform that champions female representation in U.S. politics to inspire more women to run for office. To spread the word, we produced a fully animated music video for the movement's new anthem by Victoria Canal & Blimes. The video drives awareness for the platform we designed and developed in the same vivid illustration style. The site features a quiz that lets visitors discover their political DNA through an illustrated avatar that gets more intricate with every answer. With both information and inspiration, the platform offers visitors everything they need to get involved.

## GOOGLE: LIONESS 2.0

**2019. Ogilvy**

We produced an AR app to show how collective action and communication can help address gender inequality in the ad industry. The app fills users' immediate surroundings with 3D-animated lionesses, representing real women in the industry. Users can tap on the lionesses to explore the personal stories of these women. The app also challenges users with a series of confronting questions about their own workplace experiences. With each response, the lionesses roar and stand up to show the percentage of users who answered similarly. The responses are saved in the global Lioness database, helping the pride grow even further.



**ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL**

## ARAB HOPE MAKERS: WELL OF HOPE

### 2019. UAE Public Diplomacy Office

With millions in Africa without access to clean water, Arab Hope Makers wanted to inspire people to provide support beyond monetary donations. We helped by creating the Well of Hope: an interactive installation that invites the public to collect water for those who need it most. Resembling an actual water pump, the digital installation comprises a lever and interactive kiosk, where the user's pumps convert into real-life litres of water which are displayed on the screen. As every litre is donated by MBRGI, participants are spurred on by encouraging messages explaining how their efforts are directly helping communities in need.



**TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS**

## GOOGLE: YOUR PLAN YOUR PLANET

### 2019. 72andSunny

Your Plan, Your Planet is a platform that shows how we can extend the life cycle of products, as well as reduce food, water, and energy waste — instilling circular-economy values in generations to come. Using facts and insights from the California Academy of Sciences and the Ellen MacArthur Foundation, we curated and illustrated an overview of easy lifestyle adjustments. Drawing users in with charming animations and compelling interactions, we gamified beneficial actions like changing light bulbs, taking shorter showers, and reusing products. Big change can come from small actions. Together with Google and 72andSunny, we were able to make those actions add up.



**REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES**

## LA CASA DE LAS FLORES: #DONTMESSWITHMYFAMILY

### 2019. Netflix

La Casa de las Flores is a Netflix original that uses dark humour to explore issues such as race, class and LGBTQ+ rights. To promote the second season, our Mexico team created a campaign appropriating the anti-LGBTQ+ hashtag of Mexico's far-right: #NoTeMetasConmiFamilia. We created out-of-home and social ads featuring members of Mexico's LGBTQ+ community with comedic twists on anti-inclusive messages, for example: "there are only two genders, morning people and the rest." In less than 24 hours, social media users adopted the hashtag to spread our message of love and tolerance, producing 141 million impressions over the entire campaign.

05

**INCLUSIVE,  
DIVERSE &  
CREATIVE  
WORKPLACE**





## 5.1 OUR WORKFORCE IN 2019

The people who work at MediaMonks are at the heart of our business. Their talents are the fuel of the engine that keeps our business going. Employees are more likely to feel comfortable and happy in an environment where inclusivity and equality are priority. That is why MediaMonks unchangeably aims to create the best and diverse environment, including people with different personalities and at varied stages of their career. We believe a diverse workplace is also stimulating our creativity as it enables us to see things from different perspectives and to learn from one another.

We are careful to preserve MediaMonks' cultural values for the entire family across the globe – and dedicate ourselves to creating one culture throughout the company. It has to be said, this is not an easy task as every office is different and we also like to appreciate the differences. Launching and implementing coffee breaks at our Dutch office in the current year is part of preserving this culture and values and stimulate our Monks to inspire and learn from each other.

EMPLOYEES			
EMPLOYEES (AVERAGE)	944 (1249 INCLUDING OUR SUBSIDIARIES)		
NEW EMPLOYEES	193		
NATIONALITIES	62		
COVERED BY COLLECTIVE BARGAINING AGREEMENT	22%		
DIVERSITY RATIO <sup>7</sup>	UNDER 30	30-50	OVER 50
EMPLOYEES	0,98	0,38	0,62
GOVERNANCE BODY	0	0	0
TALENT DEVELOPMENT			
EMPLOYEES RECEIVING PERFORMANCE REVIEWS	100%		
HEALTH & SAFETY			
ABSENTEEISM	2,13%		

<sup>7</sup>This diversity ratio is based on a division of women by men (female/male). Meaning that an exact equal division of men and women would result in a diversity ratio of 1. The closer the number is to zero, the more men compared to women.

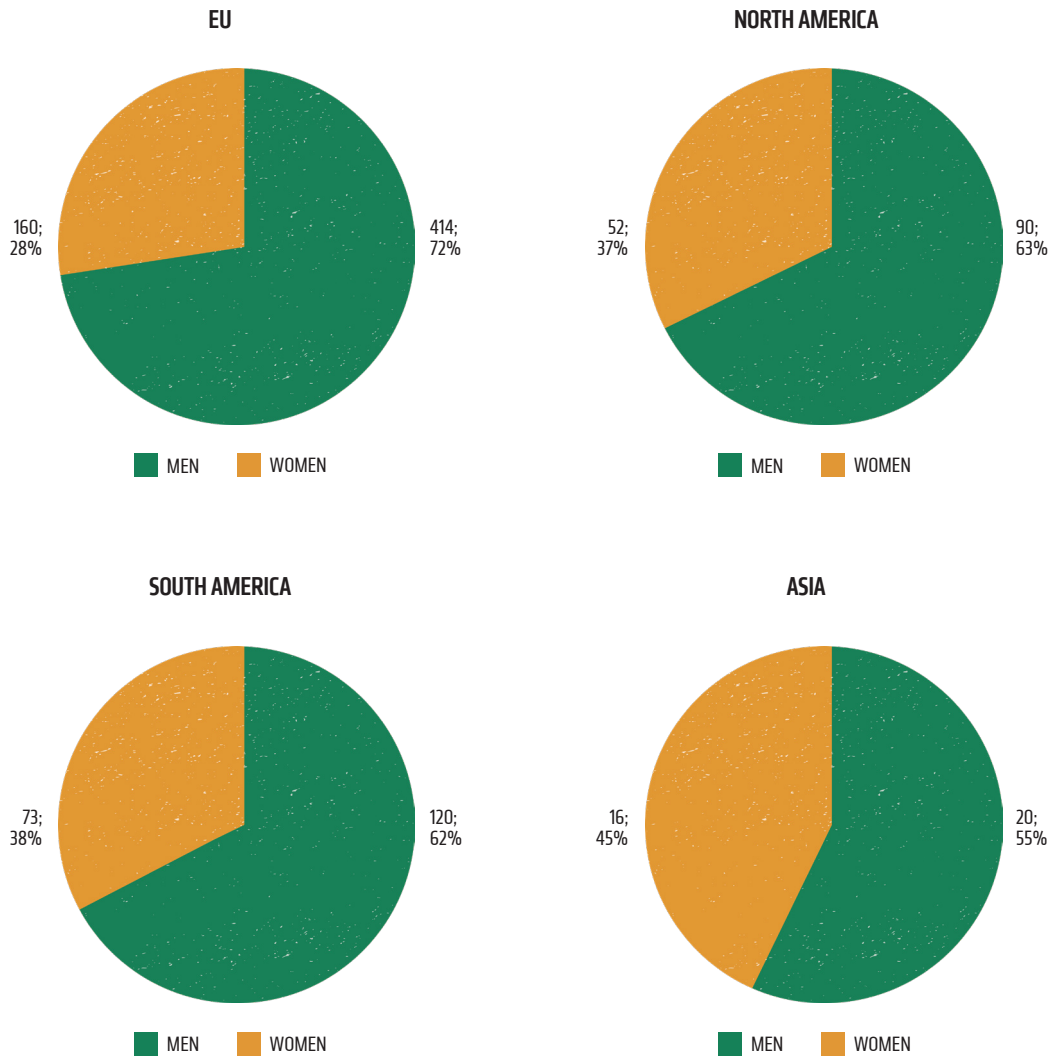


Figure 4. Percentage of women and men working at MediaMonks divided by continent.

## 5.2 DIVERSITY & INCLUSION

### *Diversity at MediaMonks*

Diversity in cultures, nationalities, backgrounds, race, gender identity and sexual orientation is valued at MediaMonks. We work on creating a balanced and diverse workforce. Currently, we have 62 different nationalities working at MediaMonks that make up our full-time and part-time staff across the globe. In terms of educational qualification, we also welcome varied backgrounds. That is why we typically do not include college requirements in our job posts.

As there are still fewer women who finished a tech degree, we try to improve our gender balance by tapping into the opportunities available outside of the digital tech departments such as sales, PR, HR, finance, facility, legal, creatives, producers, and project managers. Across our offices, the gender diversity ratio is 0,49 (32% female to 68% male). In 2018, this ratio was still 0,36. For employees under 30, the diversity ratio is 0,98, which means that in our younger age category we have an almost 50/50 division. If we only look at our employees outside the tech departments, the overall ratio is 0,51 in 2019. For our Hilversum office in the Netherlands, this female/male ratio without tech has developed from 0,33 in 2018, to 0,38 in 2019. However, we acknowledge there is still enough work to be done within our sector and at MediaMonks. There is room for improvement, especially when looking at our governance body and more senior employees as can be seen in the above table. That is why our sustainability strategy focuses on diversity as one of the key impact areas.

Additionally, we focus on initiatives to spur diversity among stakeholders that we highly value. We do this amongst other things through our partnership with FutureNL and through the WoMMen in Tech platform as elaborated on below. As detailed in the chapter Sustainable Production, we believe that we have a responsibility to use our knowledge and creativity for good. The same counts for promoting diversity and inclusion; through our projects we show the world a standard of accepted behavior.

### GET IT DONE

Get it Done is an initiative with the goal to stimulate cross-learning between young professionals and foundations, offering great advantages to both parties. Monks contribute to this initiative with the Future NL foundation, which is an initiative that teaches primary school kids how to code. Get it Done is an initiative that enables young, talented professionals to work on impactful projects from various foundations. Connecting well-known brands, young professionals and foundations together, Get it Done allows the exchange of knowledge to help reach a foundation's goals. This approach closely aligns with our own ideas, as we believe that there is endless value in mutual learning. Moreover, as coding is still a male dominated field, we support this initiative in which all kids get an equal chance.



## WOMMEN IN TECH

Due to the reality that the vast majority of people graduating from tech-related studies is male, the current female/male ratio in our industry is unbalanced. These include digital design, software development and other studies. This automatically results in the majority of applicants responding to vacancies in digital technology to be male. To combat this, we set-up our “WoMMen in Tech” platform for all the ambitious women in our (predominantly) male industry. This initiative intends to inspire, advise, and sponsor women hoping to enter or find success in the tech industry. Aligning the success of this initiative, the WoMMen in Tech group is now furthering its activities with an external-facing content series of videos and podcasts, which profile the knowledgeable and experienced women working at our company. Through telling their stories, they hope to spark conversations, build a tight-knit network



### *An inclusive place to work*

Diversity is important, but we also want everyone working with and for MediaMonks to feel appreciated and included. Therefore we do our best to provide our employees with a work environment that is dedicated to creating a unified culture, to appeal to everyone and allow them to feel comfortable. Stimulating an inclusive workplace is for example done through our Culture Club. Born as a party committee to organize the yearly winter, summer and December trip, it now mainly functions as a team that tries to get an overview of what happens at the workplace. The need for such an overview is due to the fact that we have many different people working at MediaMonks around the globe representing various nationalities. The Culture Club, consisting of 8 Monks, has the aim to ensure that everyone feels included and is heard. This is done by organizing an event every other two weeks with a different focus group in mind. As such, we ensure there is some amusement for everyone during the year. Because we like to acknowledge our differences, different events are organized at the various offices. Where most Monks in the Dutch office might like to play a game together, the office in Los Angeles has its First Fridays where Monks and clients mingle.

One of our major production hubs, located in Buenos Aires, has also implemented various initiatives to stimulate inclusion. They held a series of workshops and talks to share how diversity and inclusion could be incorporated in our creative work and organized P.R.O.U.D. Talks during which illustrators and designers were invited to talk with our Monks on how LGBTQI+ activism is applied in their work. Moreover, the recruitment team in Buenos Aires created a presentation to introduce hiring managers to hiring for diversity. Additionally, the office started implementing gender neutral bathrooms in 2019, so everyone can make use of them without worrying about labels.

We also implemented monthly virtual AMMA-sessions (Ask MediaMonks Anything) in 2019, during which all Monks can tune in and ask questions to the management board. Questions can be posed anonymously, so people dare to ask anything that comes to mind. Questions differ from being light-hearted to more serious questions, for example about the lack of diversity or about the consequences of COVID-19 for the organization.

## 5.3 TALENT DEVELOPMENT AND WELLBEING

The health and well-being of our employees is an important and serious matter to us. Our Monks work hard and we want to ensure that they are provided with a work environment in which they can develop themselves personally and professionally. MediaMonks is characterized by the trust it gives to Monks to bring projects from 0 to 100 and to trust one another in this pursuit. This attitude allows Monks to advance at a fast pace, while having a trustworthy team around for support. Due to the different cultures and offices, we encourage Monks to learn from and get inspired by each other. In addition, to stimulate talent development, every Monk receives regular performance and career development reviews. Currently, we are working on a training and development program, globally available for all our Monks.

### *Healthy lifestyle*

Moreover, to promote a healthy lifestyle, we encourage our employees to take part in sporting events such as the annual ski trip, Kika Run and bootcamp sessions. MediaMonks also offers support when it comes to their personal lives. If needed, we will provide loans and assistance with debts, general advice, and administrative support. As many of our employees come from all over the world, we concern ourselves with aiding them with matters such as accommodation. We not only offer assistance in helping them find a house - each MediaMonks office has one or more MediaMonks houses where employees are offered a room at low cost and interns a room at no cost. These initiatives support our employees in staying healthy, which can be reflected in our relatively low absenteeism last year. We had 2,13% absenteeism in 2019 (compared to 3,65% in 2018), whereas the average absenteeism in the Netherlands is 4,40%<sup>8</sup>.

### *Remuneration*

Offering a great place to work also includes having a transparent and fair management policy. The CBS states that the “income gap” in the Netherlands is growing. Their numbers show that the information and communication sector has an employer/employee income ratio of 12,7, stated in the research from 2017. With an employer/employee income ratio of 7,1 we score better than the average company in our sector. A performance we are quite proud of, as we believe lower income gaps contribute to a healthier and more pleasant work environment. Everyone at MediaMonks has a higher income than the local minimum wage. Facing the challenge to close the gap, market conformity is guiding in setting employee remuneration, including bonuses.

<sup>8</sup> According to the Dutch Central Bureau for Statistics (CBS).



06



# OUTLOOK FOR THE COMING YEARS



As elaborated on in this report, we are building a culture and organization fit to take its sustainability role and responsibility seriously. For the coming years we will continue to roll out our new sustainability strategy and embed the pillars in all MediaMonks offices around the world. Accordingly, we want to increase the engagement of Monks in our sustainability pursuit, as progress will be a joint effort. We will do this through organizing company-wide events and inviting Monks to contribute to the sustainability pillars. In addition, we want to take impact measurement of our own operation and our supply chain to the next level.

As we started with the development of our new sustainability strategy in 2019, we are currently working on setting aligned targets. For each pillar and underlying goals, we will set short-term (2020 - 2021), mid-term (2025) and long-term (2030) targets in 2020 that will enable us to gain an improved insight into our progress and evaluate and adapt our strategy if needed.

### *Zero Impact Monastery*

In the coming years, we will continue our endeavor to create a climate neutral and environmentally-conscious household. We plan to do this with tangible efforts in our daily operations; by carefully selecting our new facilities, implementing a new travel policy, switching to green hosting services and integrating sustainability into our kitchen and event management. Through these efforts we decrease our greenhouse gas emissions. Accordingly, we plan to compensate the remaining emissions of our operations to have a climate neutral business. To also include our supply chain, we will strengthen our sustainable procurement policy and use our leverage with suppliers to create impact together.

### *Creativity for Good*

While already working on projects that contribute to a better world, we aim to bring this a step further and leverage our skills in technology and creativity to make more impact for and with our clients. We want to start raising awareness with our clients on the many exciting possibilities for low-carbon projects. We will also invest in creativity for good by doing more work that contributes to reaching the Sustainable Development Goals. This entails investing in our Monks' skills and awareness around the SDGs. By communicating our research, development and projects for good on our website and through MediaMonks Labs we aim to inspire others to also enhance their contribution to the SDGs.

### *Inclusive, diverse & creative workplace*

Last, but certainly not least, we will continue to create a workplace that recognizes individuality, fosters a respectful culture, and places huge value on ideas from people throughout the whole group. For the coming years, we will focus on inclusive recruitment and promoting women in tech, for example through our WoMMen in Tech platform. Considering the current Black Lives Matter protests and discussions, we feel the need to give this more priority in our diversity and inclusion pillar. We are currently working on developing and implementing our approach and we expect to be able to communicate more about this in the course of this year.

07

# APPENDIX



## 7.1 OUR IMPACT MATRIX AND STAKEHOLDERS

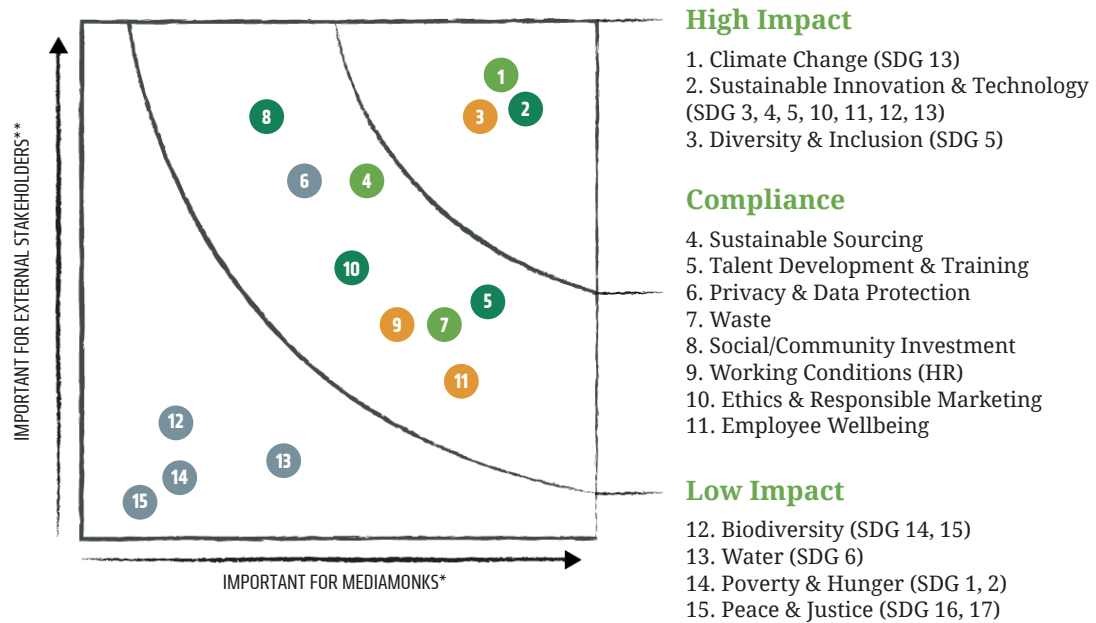
To develop our sustainability strategy we have conducted an extensive impact analysis with one single question in mind: where can our company make the biggest environmental and social impact? During this exercise we did not only look at our own expectations and key sustainability strengths, we also looked at our business from the perspective of important stakeholders: our employees, investors, suppliers, clients, partners and the Sustainable Development Goals – representing the planet, our climate and society at large. These stakeholders were selected based on the impact we have on certain interest groups on the one hand and the influence they have on our business operations on the other hand.

This way we were able to identify the topics that we think are most relevant to our stakeholders and can have a positive impact on. The outcome of this exercise is reflected in our Impact Matrix. The topics in the upper right corner are considered to be most important for MediaMonks and therefore serve as the backbone of our sustainability strategy. How we respond to the issues most relevant to our stakeholders (e.g., climate change & environment, sustainable innovation & technology, diversity & inclusion, and social/community investment) is elaborated on throughout this report.

Besides this report we communicate regularly with our stakeholders, also on the above mentioned topics. We see our Monks as our most important stakeholder group, since their talent is crucial for MediaMonks existence. We regularly engage with our employees to get to know what they find important and to communicate on our progress. We do this for example through the Culture Club or through our monthly Ask MediaMonks Anything sessions<sup>9</sup>. We regularly reach out to our other stakeholders, such as clients and partners, through social media, articles, blogs and events at which we share our knowledge and experiences. We also organize workshops for brands and do roadshows during which we gain insight into the challenges brands face.

<sup>9</sup>These initiatives are elaborated on in chapter 'Inclusive, Diverse & Creative Workplace'.

# MEDIAMONKS IMPACT MATRIX



\* AND S4C

\*\* BASED ON INTERNAL ASSUMPTIONS

- 1 ZERO IMPACT MONASTERY
- 3 INCLUSIVE, DIVERSE & CREATIVE WORKPLACE
- 2 SUSTAINABLE PRODUCTION
- 6 NOT PART OF MEDIAMONKS SUSTAINABILITY STRATEGY

Figure 4, MediaMonks' Impact Matrix

## 7.2 OUR SUSTAINABILITY GOVERNANCE

Over the past years sustainability was run by a small group of people in our MediaMonks offices. However, in 2019 it was time to bring the management of our sustainable business to the next level. This means that there is a whole team of Monks from various departments, who bring their perspectives and knowledge to the table in order to make our activities and products more sustainable. This team is responsible for the overall sustainability management, including management of risks related to sustainability and issues regarding ethics. Additionally, the CFO of the MediaMonks Multimedia holding is accountable for sustainability and reporting on our environmental and social performance.

However, we have to admit that sustainability is a joint effort *pur sang*. We cannot change the world alone. Our people and clients are the most important partners in realizing our positive impact. To boost the effect of our work, we work together with a number of other partners as mentioned throughout this report:

CHARITABLE PARTNERS	PROJECTS FOR GOOD PARTNERS	OTHER PARTNERS
FUTURENL	PINK RIBBON	UN GLOBAL COMPACT
JONGEHONDEN	PHARMATON	WOMMEN IN TECH
KIKA	IGNITE	
ALPE D'HUEZ	GOOGLE	
PINK RIBBON	BGV	
FUNDACIÓN SÍ	ARAB HOPE MAKERS	
MCHAPPY DAY	LA CASA DE LAS FLORES	
GRAACC	AMSTEL	
CAJEC	CHARITÉ	
BRUMADINHO	MASTERCARD	
	NCEMC	



## 7.3 ABOUT THIS REPORT

This report reviews the Corporate Social Responsibility performance of S4 Capital-owned MediaMonks over 2019. MediaMonks has been a member of the United Nations Global Compact (UNGC) since 2012 and to support this membership, Victor Knaap joined the Dutch board of the UN Global Compact in 2019. On the next page you can find the 10 principles of the UNGC to which we commit. To align our reporting with the recommendations of UNGC, this report is written in accordance with the GRI Standards: Core.

The report content is based on our newly developed strategy and the outcome of our impact matrix. The information in this report only covers MediaMonks' performance and does not cover the performance of our five subsidiaries, Caramel Pictures, BizTech, IMA, Firewood and WhiteBalance. As such, the data reported only refers to our own 12 offices in 2019; our headquarter in Hilversum, London, New York, Los Angeles, San Francisco, Stockholm, São Paulo, Buenos Aires, Mexico City, Dubai, Singapore and Shanghai. We aim to broaden this reporting scope to include all our offices and acquisitions in the coming years. Significant changes in this report compared to our last CSR report include the increase in the amount of offices and our employees. To ensure the data is still comparable, we reported on the average per fte where relevant. The content of the report is currently not externally assured, however we work together with various partners in order to ensure our data is correct and communicated transparently.

This document is part of our annual cycle of reporting on our CSR and sustainability performance, and covers the period 1 January 2019 – 31 December 2019. Our most recent report was published last year (July 2019).



For questions, recommendations or ideas about the MediaMonks policy, please contact us:  
[sustainability@mediamonks.com](mailto:sustainability@mediamonks.com)

## 7.4 PRINCIPLES OF UNITED NATIONS GLOBAL COMPACT

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. Below we outline these 10 principles and MediaMonks support, which is elaborated on throughout this report.

### PRINCIPLE 1

#### *Support and respect protection of internationally proclaimed human rights*

MediaMonks takes a clear position and global responsibility against violations of basic human rights, such as the right to privacy and integrity.

### PRINCIPLE 2

#### *Make sure business is not complicit in human rights abuses*

We promote fair labour conditions in all our offices, and take care that human rights are not violated in our way of working.

### PRINCIPLE 3

#### *Uphold freedom of association and right to collective bargaining*

MediaMonks respects the freedom of association and employees' rights to organize or join employee organizations.

### PRINCIPLE 4

#### *Support elimination of all forms of forced and compulsory labour*

We do not tolerate any forms of forced and compulsory labour. Labour at MediaMonks is freely given and employees are free to leave in accordance with established regulation.

### PRINCIPLE 5

#### *Support effective abolition of child labour*

Active responsible supply chain management helps us track possible human rights violations such as child, forced or compulsory labour.

### PRINCIPLE 6

#### *Eliminate discrimination in employment and occupation*

We do not tolerate bullying or other physical or verbal acts of an abusive character. Decisions that concern employment, promotions, development and compensation are based on the employees' job knowledge and competence.

**PRINCIPLE 7**

***Support a precautionary approach to environmental challenges***

MediaMonks works actively with minimizing its environmental impact. Focus areas within our environmental policy are energy and mobility.

**PRINCIPLE 8**

***Undertake initiatives to promote greater environmental responsibility***

In 2019 we started with the development of our new sustainability strategy, with the aim to promote greater environmental responsibility at MediaMonks and to support our clients within this transition.

**PRINCIPLE 9**

***Encourage the development and diffusion of environmentally friendly technologies***

Knowledge is an important factor to our environment and energy management. We work together with our strategic partners on innovative energy measurements. For example with our data center supplier.

**PRINCIPLE 10**

***Work against all forms of corruption, including extortion and bribery***

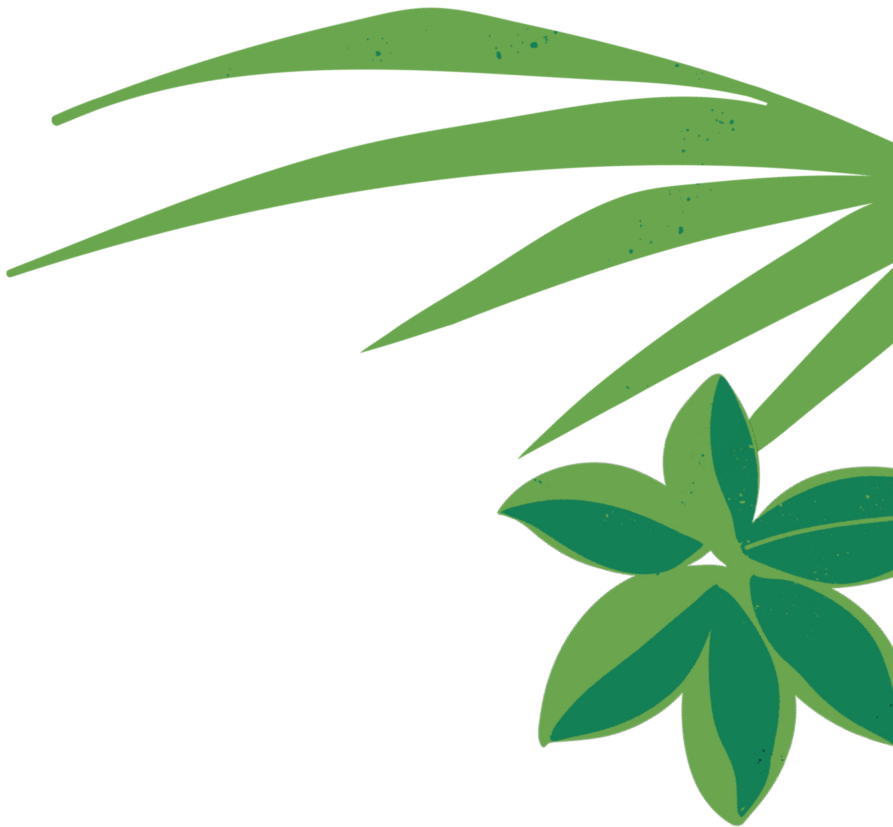
MediaMonks has zero tolerance with regard to all forms of bribes and corruption. We neither offer nor accept gifts and hospitality that are improper. This is integrated in our contracts with our employees. Also, they have signed a non-confidentiality agreement to prevent data breaches.

## 7.5 GRI INDEX

GRI 102: GENERAL DISCLOSURES 2016		
1. ORGANIZATIONAL PROFILE		REFERENCE
102-1	Name of the organization	Cover
102-2	Activities, brands, products, and services	1.1 About MediaMonks
102-3	Location of the organization's headquarters	7.3 About this report
102-4	Number of countries operating	1.1 About MediaMonks
102-5	Nature of ownership and legal form	7.3 About this report
102-6	Markets served	1.1 About MediaMonks
102-7	Scale of the reporting organization	Key figures 5.1 Our workforce in 2019
102-8	Scale of the reporting organization	5. An inclusive, diverse & creative workplace
102-9	Supply chain	1.1 About MediaMonks
102-10	Significant changes to the organization and its supply chain	7.3 About this report
102-11	Precautionary Principle or approach	7.4 Principles of United Nations Global Compact
102-12	External initiatives	7.2 Our sustainability governance 7.3 About this report
102-13	Memberships of associations	7.2 Our sustainability governance 7.3 About this report
2. STRATEGY		
102-14	Statement from senior decision-maker	Preface
3. ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	1.1 About MediaMonks 5. An inclusive, diverse & creative workplace
4. GOVERNANCE		
102-18	Governance structure	7.2 Our sustainability governance
5. STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	7.1 Our Impact Matrix and stakeholders
102-41	Collective bargaining agreements	5.1 Our workforce in 2019
102-42	Identifying and selecting stakeholders	7.1 Our Impact Matrix and stakeholders
102-43	Approach to stakeholder engagement	7.1 Our Impact Matrix and stakeholders
102-44	Key topics and concerns raised	7.1 Our Impact Matrix and stakeholders

6. REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	7.3 About this report
102-46	Defining report content and topic Boundaries	7.3 About this report
102-47	List of material topics	7.1 Our Impact Matrix and stakeholders
102-48	Restatements of information	7.3 About this report
102-49	Changes in reporting	7.1 Our Impact Matrix and stakeholders 7.3 About this report
102-50	Reporting period	7.3 About this report
102-51	Date of most recent report	7.3 About this report
102-52	Reporting cycle	7.3 About this report
102-53	Contact point for questions regarding the report	7.3 About this report
102-54	Claims of reporting in accordance with the GRI Standards	7.3 About this report
102-55	GRI content index	7.5 GRI Index
102-56	External assurance	7.3 About this report
TOPIC SPECIFIC STANDARDS		
CLIMATE CHANGE & ENVIRONMENT		
<b>302: ENERGY 305: EMISSIONS</b>	Management approach disclosures	3. Zero impact monastery
302-1	Energy consumption within the organization	3. Zero impact monastery
302-4	Reduction of energy consumption	3. Zero impact monastery
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	3. Zero impact monastery
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	3. Zero impact monastery
305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	3. Zero impact monastery
SUSTAINABLE INNOVATION AND TECHNOLOGY		
	Management approach disclosures	4.2 Creativity for good
<b>OWN INDICATOR</b>	Percentage of hours spend on Research & Development	4.2 Creativity for good
DIVERSITY & INCLUSION		
<b>405: DIVERSITY AND EQUAL OPPORTUNITY</b>	Management approach disclosures	5. An inclusive, diverse & creative workplace
405-1	Diversity of governance bodies and employees	5. An inclusive, diverse & creative workplace
SUSTAINABLE SOURCING		
<b>308/414: SUPPLIER ASSESSMENT</b>	Management approach disclosures	3.3 Sustainable procurement

<b>OWN INDICATOR</b>	Percentage of top 20 suppliers that have a CSR policy in place and disclose their sustainability efforts	3.3 Sustainable procurement
<b>TALENT DEVELOPMENT &amp; TRAINING</b>		
<b>404: TRAINING AND EDUCATION</b>	Management approach disclosures	5.3 Talent development and wellbeing
<b>404-3</b>	Percentage of employees receiving regular performance and career development reviews.	5.1 Our workforce in 2019







**MEDIA  
MONKS**