media.monks

2021 Annual ESG Report
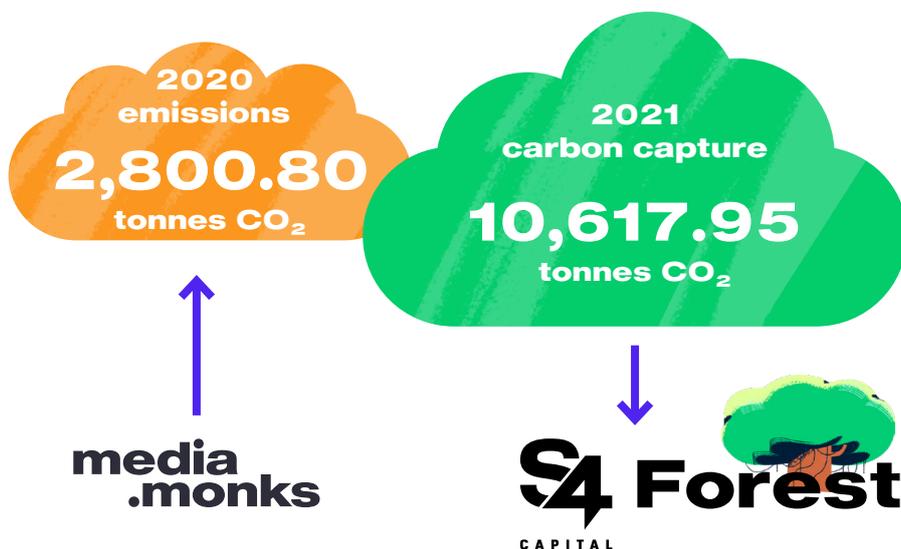
A Year of Acceleration

Media.Monks at a glance

Media.Monks is a digital-first marketing and advertising services company that connects content, data&digital media and technology services across one global team. Inspired by the connectivity and flexibility of technology APIs, our single-P&L model offers clients seamless access to our team of multidisciplinary digital talent in >20 countries.

Our Operations - Zero Impact Workspaces

Our goal is to become a climate neutral organisation with tangible efforts in our daily operations.
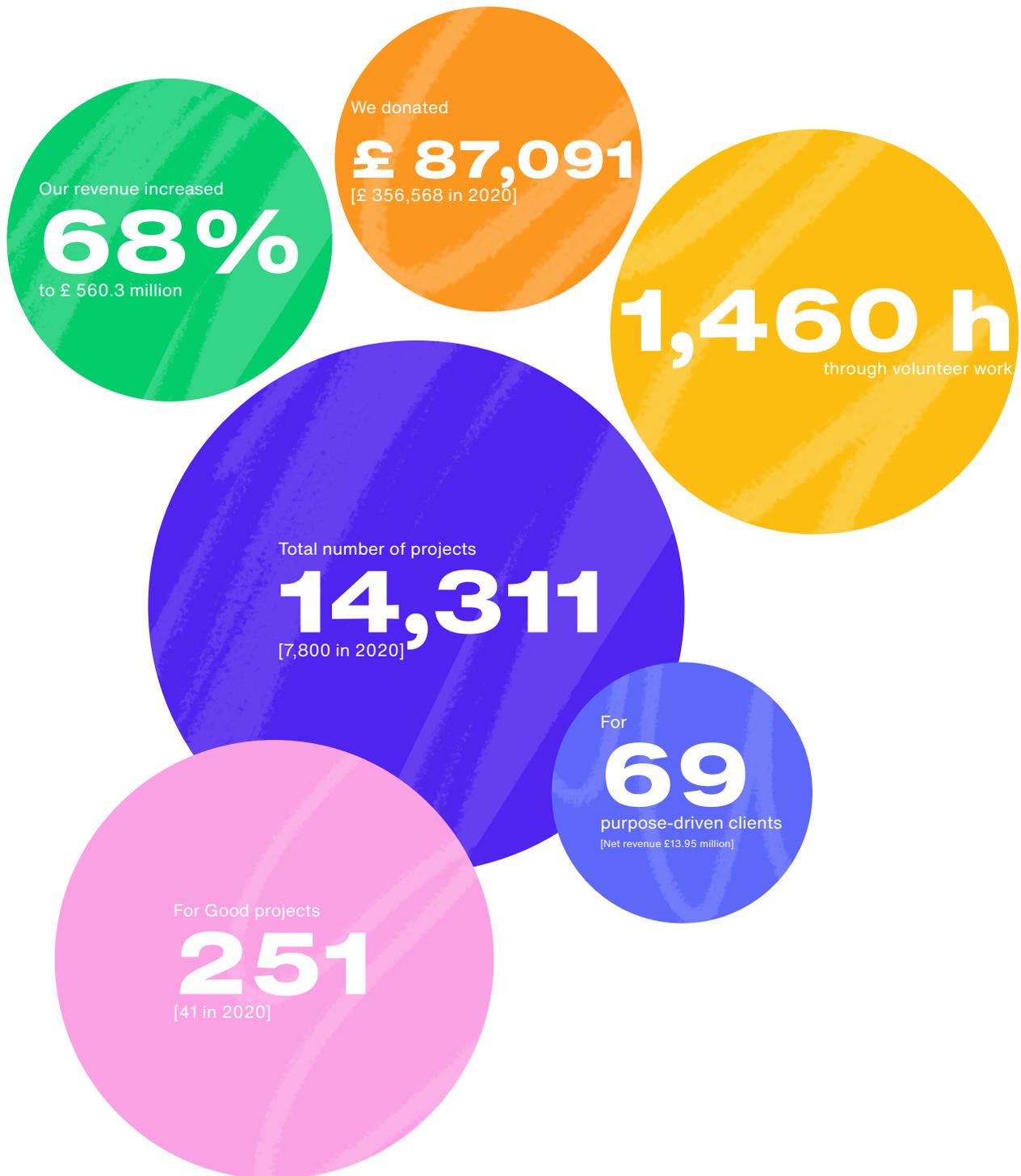
- Our carbon footprint per FTE was reduced by 30% to 857.38 kg CO_2 per FTE.

- We have planted more than 265,000 trees, thereby reforested 88.48 hectares and captured 10,617.95 tonnes of CO_2. This means that we have captured three times more CO_2 emissions with the project than our own 2020 CO_2 emissions.

2020 emissions
2,800.80
tonnes CO_2

2021 carbon capture
10,617.95
tonnes CO_2

media.monks

S4 CAPITAL Forest

This gives us the status of being Carbon Neutral, ahead of our 2024 ambition.
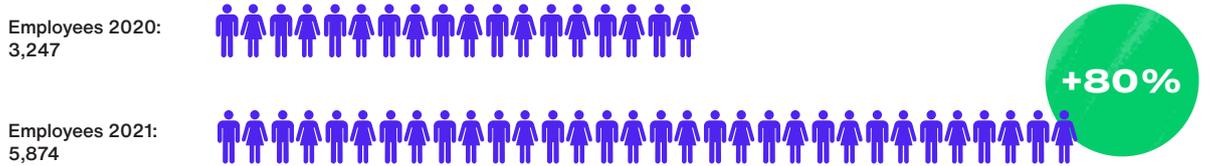
Our Projects - Sustainable Work

Our goal is to be a catalyst for change by leveraging our expertise to innovate with technology and creativity For Good, for and with our clients.

Our revenue increased
68%
to £ 560.3 million

We donated
£ 87,091
[£ 356,568 in 2020]

1,460 h
through volunteer work

Total number of projects
14,311
[7,800 in 2020]

For
69
purpose-driven clients
[Net revenue £13.95 million]

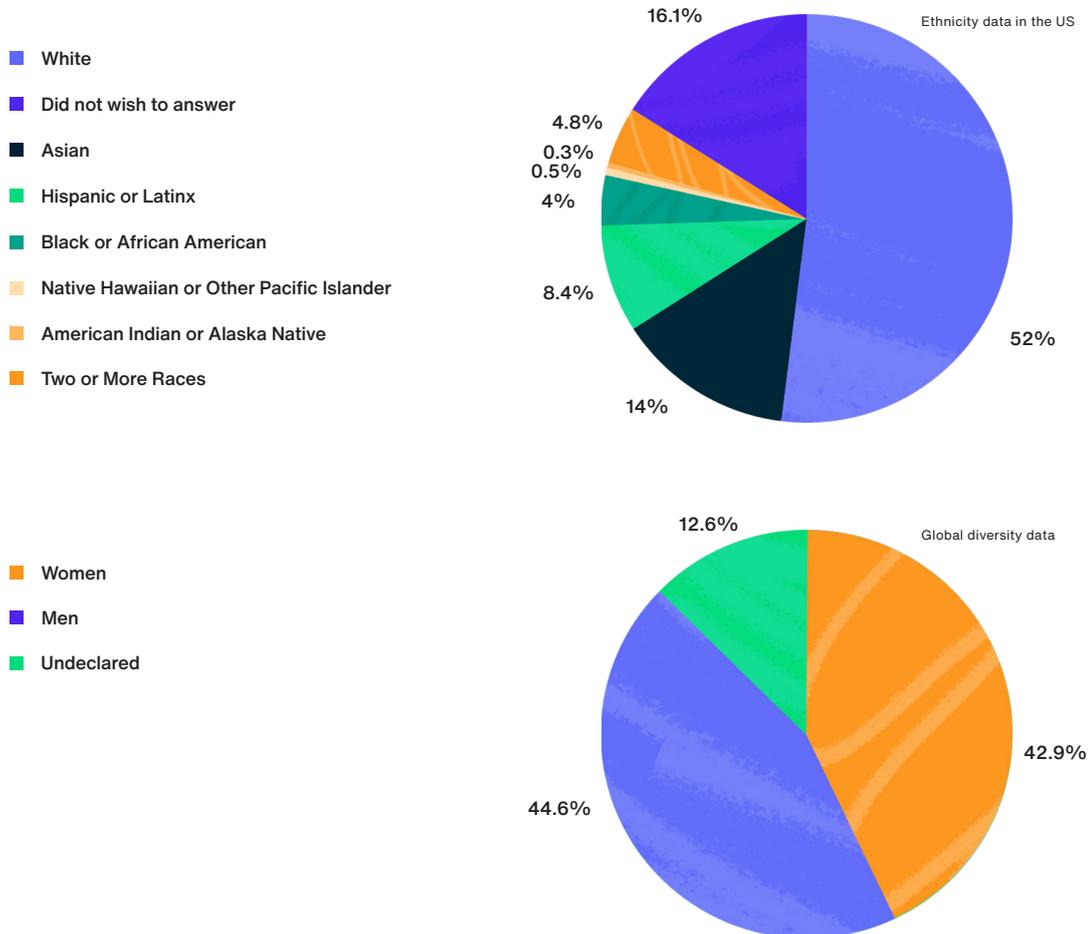For Good projects
251
[41 in 2020]

Our Culture - Diversity, Equity and Inclusion

Our goal is to foster an inclusive culture where all voices are heard, that is reflective of the communities in which we work and gender-balanced at all levels.

- The entity Media.Monks grew by 80% which translates to 5,874 employees globally (excluding acquisitions in 2021).

Employees 2020:
3,247

Employees 2021:
5,874

+80%

- In 2021 we focused a great deal on employee well-being, this included surveying our employees about their mental health and launching a mental health program with new well-being resources.

- Our S[4] Melanin ERG is growing rapidly, currently over 80 members strong globally and expected to grow to 300 by the end of 2022.

- White
- Did not wish to answer
- Asian
- Hispanic or Latinx
- Black or African American
- Native Hawaiian or Other Pacific Islander
- American Indian or Alaska Native
- Two or More Races

Ethnicity data in the US

16.1%
4.8%
0.3%
0.5%
4%
8.4%
14%
52%

- Women
- Men
- Undeclared

Global diversity data

12.6%
44.6%
42.9%

Preface.

We're truly excited to take you through our ESG highlights of 2021.

This past year was one of hypergrowth for the company. Not only can we proudly say we doubled our business, both organically and through mergers, we also made strides towards our ambitious environmental, social and governance goals. And while it was another year dominated by COVID-19 and lockdowns that came and went globally, our employees and partners once again demonstrated tremendous resilience and creativity in making the very best of a difficult situation.

Built on a baseline set in 2020, this marks our second year of integrated ESG reporting. To ensure the success of our ESG strategy, we deepened our commitment to transparency and accountability by strengthening and formalising the corporate governance structure related to our sustainability and diversity efforts.

2021 was a year of acceleration, with taking action being our main priority. From the start our focus has been, and will continue to be, on the well-being of our planet and its people. We supported a variety of action-based initiatives including 100WEEKS, Justdiggit and the Dreamscapes series with Studio Roosegaarde, to name a few. Meanwhile, environmental sustainability and diversity, equity and inclusion were at the top of everyone's agenda, including ours, dominating client briefings. In 2021 we began to integrate sustainable production solutions more systematically into the work we're producing for clients, so that — as a responsible value chain partner — we're doing what we can to help our clients achieve their sustainability goals. And our For Good Work for clients grew significantly, as well.

In response to the World Economic Forum 2020 Davos Manifesto, Sir Martin Sorrell announced our commitment to achieve carbon neutrality by 2024. While we are actively working towards zero impact operations, we achieved carbon neutrality in 2021 — three years ahead of our goal — with the help of offsetting through the S4 Forest. More than 265,000 trees have been planted, capturing 10,617.95 tonnes of CO_2 emissions, enabling full offset of our 2021 emissions — an important but first step in our ambitions to further reduce both our carbon footprint and that of our industry.

Looking ahead to our ambitions for the coming years, it's essential to the health of our company and our aim of being the best place to work, that we stay focused on our people. The mental health and well-being of our employees remains a top priority for us, empowered in 2021 by a newly launched mental health program. Our commitment to care is not something only captured in process documents and playbooks, however. While we are writing this report the world changed. A devastating war has started in the Ukraine where 86 of our Monks live and work. We have been actively helping our people, their families and friends relocate to safer parts of Europe. Our hearts and minds are with them along with our colleagues on the ground going above and beyond to help.

We all hope to see a return to peace soon. In the meantime, we will continue to deliver on the ESG initiatives we launched in 2021, deepening our relationships with the charities that we support and acting on our vision to use creativity and storytelling as a force for good. By the end of 2022 we aim to leverage our capabilities and experiences to help our clients with their sustainability efforts, making good on our promise to maximise not only our impact on the world, but that of our industry, as well.

Victor Knaap,   Co-Founder Media.Monks, Executive Director S⁴Capital

Content Index

1 About media.monks

Who we are and what we do

Media.Monks is the unitary brand of S⁴Capital, a tech-led, new age/new era digital advertising and marketing services company. A communications business for the new marketing age, we believe in disruption of the traditional advertising model — to better serve our industry, our clients and our people.

Our strategy is to build a purely digital advertising and marketing services business for global, multinational, regional, local clients and youth-driven influencer brands. This will be achieved initially by integrating leading businesses in three practice areas — content, data&digital media and technology services — with an emphasis on "speed, quality, value" executions in an always-on, consumer-led environment, supported by a unitary structure.

For the past few years, we have brought over 20 companies together that have each disrupted their industry in complementary ways — all buying into our mission to create a new era of advertising and marketing services model and disrupting the old. Since S⁴Capital merged with Media.Monks and MightyHive in 2018, we have grown considerably and expanded our operations by welcoming amazing new companies to the family. This unique combination of joined forces enables us to provide our clients integrated offerings within an agile, flexible business model for client engagement.

To accelerate our growth, S⁴Capital announced a network-wide rebrand in 2021, repositioning our then 24 companies — which previously each operated their own individual agency brands — into a single unitary brand identity. As part of S⁴Capital's rebrand, the S⁴ name remains as the financial brand with Media.Monks as the primary operational brand of the company. With this rebrand we are delivering on our promises. For our people, it means bigger and better opportunities to connect, communicate and collaborate, while all being colleagues of one another. For our clients it means seamless access to subject matter expertise across different time zones without the commercial competition that is baked into more traditional network models.

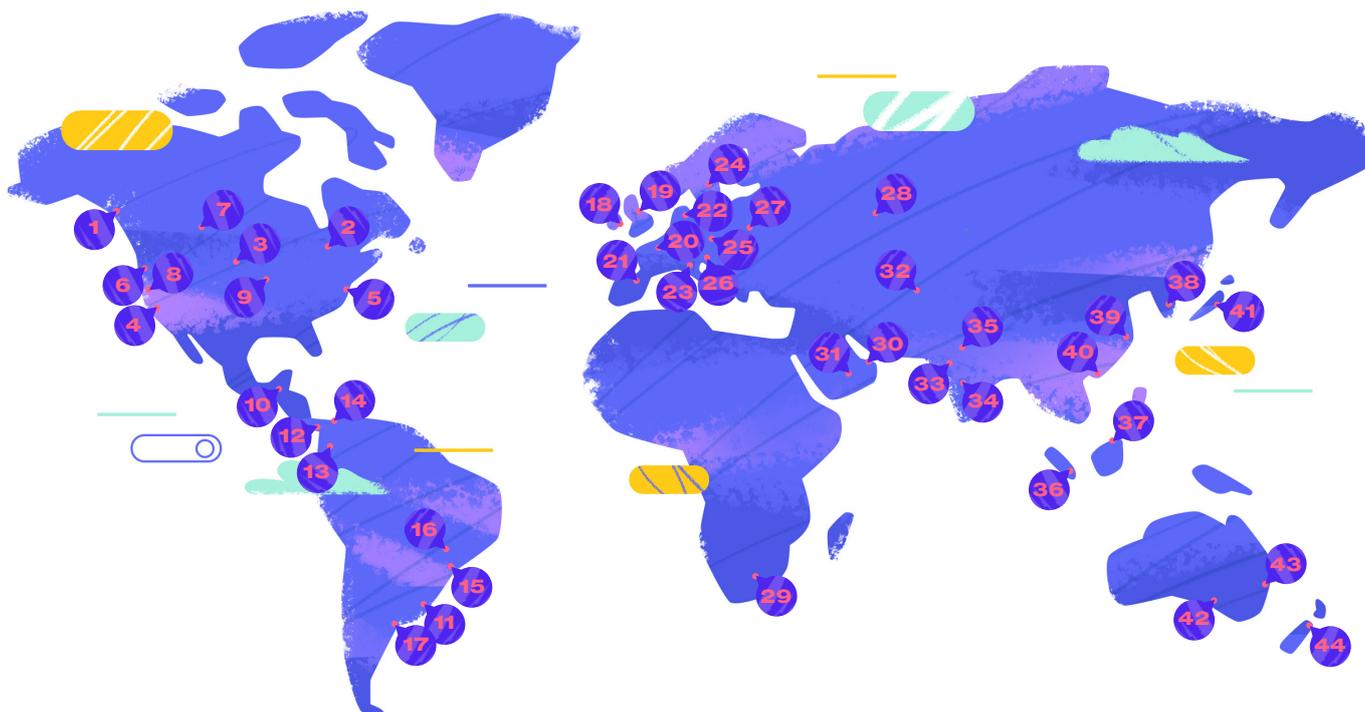**"We are not a network, we are an API. With this mindset of Assume Positive Intent the results have been immediate, it's changed the way we show up, and the way we work"**

Wesley ter Haar
Co-Founder Media.Monks,
Executive Director S⁴ Capital

As of 31 December 2021, 5,874[1] people in more than 20 countries across the Americas, Europe, the Middle East, Africa and Asia-Pacific are dedicated to contributing to our digital journey. The importance of our people, their dedication and their can-do mentality cannot be overstated, as they are the key in delivering amazing results for our clients. Together we realised a net revenue of £560.3 million. Through our hard work and dedication, many Monks have achieved recognition for their work through prestigious awards, which we elaborate on in this report.

[1] The number of employees includes all the labels acquired before 2021 at 31-12-2020. See chapter 5.3 for the scope of this report.

Americas

Canada
1. Vancouver
2. Toronto

USA
3. Denver
4. Los Angeles
5. New York
6. San Francisco
7. Sandpoint
8. Santa Cruz
9. Omaha

Mexico
10. Mexico City

Uruguay
11. Montevideo

Colombia
12. Bogotá & Medellín
13. Cali
14. Barranquilla

Brazil
15. São Paulo
16. São Carlos

Argentina
17. Buenos Aires

Europe

Ireland
18. Dublin

UK
19. London & Windsor

France
20. Paris

Spain
21. Madrid

Netherlands
22. Amsterdam & Hilversum

Italy
23. Milan

Sweden
24. Stockholm

Germany
25. Düsseldorf
26. Berlin
27. Stuttgart & Munich

Russia
28. Moscow

Africa

South Africa
29. Cape Town

Asia

United Arab Emirates
30. Dubai

Saudi Arabia
31. Riyadh

Kazakhstan
32. Nur-Sultan

Pakistan
33. Karachi

India
34. Bangalore
35. Delhi NCR

Singapore
36. Singapore

Malaysia
37. Kuala Lumpur

South Korea
38. Seoul

Greater China
39. Shanghai
40. Hong Kong

Japan
41. Tokyo

Oceania

Australia
42. Melbourne
43. Sydney

New Zealand
44. Auckland

Awards

In 2021, Media.Monks was recognized with 351 awards. Amongst our favourites listed below, we are extremely proud of winning Webby Production Company of the Year and Digital Innovation Agency Finalist at the Campaign Agency of the Year Global awards.

Company award wins in 2021

Ad Age A-List Agency of the Year Standout
Ad Age Awards

Production Company of the Year
ADC Global

2x Gold 2x Silver 2x Bronze
Campaign Agency of the Year APAC

No. 1 Eventex 500
Eventex Awards

No. 1 DeReclamebureau50
De Media 100

Finalist - Digital Innovation Agency
Campaign Agency of the Year Global

Lovie Agency of the Year 2021
Lovie Awards

Production Company of the Year
Webby Awards

EMEA Digital Innovation Agency of the Year (Gold) UK Digital Innovation Agency of the Year (Bronze)
Campaign Agency of the Year UK

Our award wins in 2021

14	CANNES LIONS	8	THE WEBBY AWARDS	33	CLIO AWARDS
13	D&AD	6	effie awards	17	THE ONE SHOW
20	ADC	1	Gerety AWARDS	22	THE LOVIE AWARDS
8	LIA	8	eurobest the european festival of creativity	4	EPICA AWARDS
25	FWA	9	awwwards.		

Our most awarded project in 2021 was
The Uncensored Library. Together
with Reporters Without Borders and
DDB Germany, we set out to drive public
awareness of press censorship happening
around the world by leveraging one of the
world's most popular games: Minecraft.

Freely available around the globe — even
in countries with strict online censorship —
Minecraft served as the perfect loophole
to circumvent censorship, and the perfect
spot for the first virtual library of articles
banned around the world. In this 12.5
million-block structure, users can explore
and access content they would not be able
to see otherwise, both in English and their
language of origin. Since opening its doors
on World Day Against Cyber Censorship in
2020, The Uncensored Library has reached
more than 20 million users from 165
countries and amassed multiple awards,
including nine Cannes Lions.

The world around us

Our partnerships with the best tech companies in the world help us stay on top of new and potential technology developments. With agility and flexibility an integral part of our model, new tech developments inform the direction we take and how we create value for our clients in the long term.

Business and technology strategies as two sides of the same coin

Most executives acknowledge that their business strategy has become increasingly difficult to separate from their technology strategy, and vice versa. In the context of accelerated digital transformation of businesses due to the COVID-19 pandemic, technology is ever more strategically critical for businesses. Furthemore, one of the biggest challenges for businesses will be related to growth. How do you start or keep growing while navigating massive changes in consumer behaviour, culture and the channels and platforms that connect both? Media.Monks supports organisations in enabling and leveraging business and technology functions to effectively collaborate, innovate and co-create new sources of value.

Blurred boundary between physical and digital worlds

Many trends and new technology developments are bringing the physical and digital worlds closer together. In 2021, we heard a lot of interest in and questions around the 'metaverse' — a complex term that, for many, is still hard to define. It could best be described as a vision for the future which sees the virtual world and augmented reality complement and, in some cases, replace the physical world. The 'metaverse' is a 'place' where people can connect, play, work, workout, shop and do anything else that has traditionally been done in real life. Looking into the future, it's likely that customers will no longer pursue separate physical and digital experiences, but will instead expect a combination of the best of both worlds. The metaverse is still more of a vision exemplified by experiments that seek to strike the right balance between making traditional physical experiences more digital, and digital experiences more physical.

"We're witnessing a transfer of culture and points of interest from the physical world into one digital space. The exact outcome of how all of this is experienced is unknown, but the energy going into it is substantial. Every example we're witnessing brings us one step closer to a fully integrated virtual world, and I can't wait to see and experience it myself"

Sander van der Vegte
Head of Media.Monks Labs

"What's truly exciting about this moment is that we are not witnessing a digital transformation, but the transformation of digital media. In the corporate sphere, the Metaverse represents a massive period of disruption which will be experienced across every single industry, a revolution that has only just begun to be felt"

Catherine D. Henry
SVP Growth: Metaverse & Innovation Strategy

Increasing access to technology

The ability to take advantage of technology should not be limited to only a certain number of people. On the contrary, as technology helps to connect people, optimise work and create innovative solutions, everyone should be able to have access. Assistive technology (AT) is a broad term referring to hardware and software that enable people with disabilities to access technology. For instance, AT can support people with no or limited vision in obtaining information through a digital interpreter that would otherwise not be available to them. This represents an important opportunity for organisations to address the needs of all its (potential) customers. However, the key to success is to understand and identify how each unique user interacts with a platform and adjust it accordingly to make it work for everyone — thereby contributing to a more inclusive society that benefits all.

Our vision and strategy

We firmly believe that technology and creativity can be used as forces for good and powerful tools in transitioning towards a more sustainable society.

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

Our goal is to build a lasting organisation that supports clients with creative and technological solutions to realise and enhance their intrinsic value.

This sustainability strategy is based on our own potential impact, stakeholders' opinions and our contribution to the Sustainable Development Goals (SDGs) developed by the United Nations. Three strategic pillars are in place to boost our sustainability efforts. Zero Impact Workspaces concentrates on our own operations, taking care of our home and household. Sustainable Work focuses on taking care of our work for and with clients, thereby making an impact in our supply chain. And with Diversity, Equity and Inclusion we focus on taking care of ourselves and each other, with a growing emphasis on the support we offer to clients.

We have set ambitions for each of our strategic pillars. These goals contribute to our overarching goal for the coming period: to build a sustainable and inclusive company and thereby become B Corp certified. In 2021 we have made additional steps towards B Corp certification and are currently in the middle of the full-scope assessment. The B Corp ambition demonstrates how we strive to become industry leaders — which we believe starts with increasing transparency. Part of this transparency is standardisation in order to measure, compare and adjust.

There are still many unknowns in our industry that we need to tackle. That's why we signed the Commitment Letter of the World Economic Forum, reflecting our commitment to the global alignment effort on ESG reporting and the Stakeholder Capitalism Metrics Initiative. The latter improves the ways that companies measure and demonstrate their performance against ESG indicators to enable positive contributions towards achieving the Sustainable Development Goals. Through collaboration within and beyond our industry, we want to turn these unknowns into knowns.

"2021 has been about getting up to speed, as an organisation and an industry. Unified with our clients by a shared goal to reduce climate change, it has been a fertile soil for more transparency, collaboration and innovation. We're not nearly there, but we are all on the same journey to get there and become climate negative"

Regina Romeijn
EVP Business Strategy & ESG

Zero Impact Workspaces

Our goal:
a climate neutral and environmentally conscious household, with tangible efforts in our daily operations

Set a Science-Based emissions reduction target for scope 1,2 and 3

Sustainable Work

Our goal:
a catalyst for change, leveraging our expertise to innovate with technology and creativity For Good, for and with our clients

Implement our Sustainable Production Lab report findings into our daily operations

Diversity, Equity and Inclusion

Our goal:
a workplace that fosters an inclusive culture valuing people with different backgrounds, genders, sexual preferences, caregiving status and health
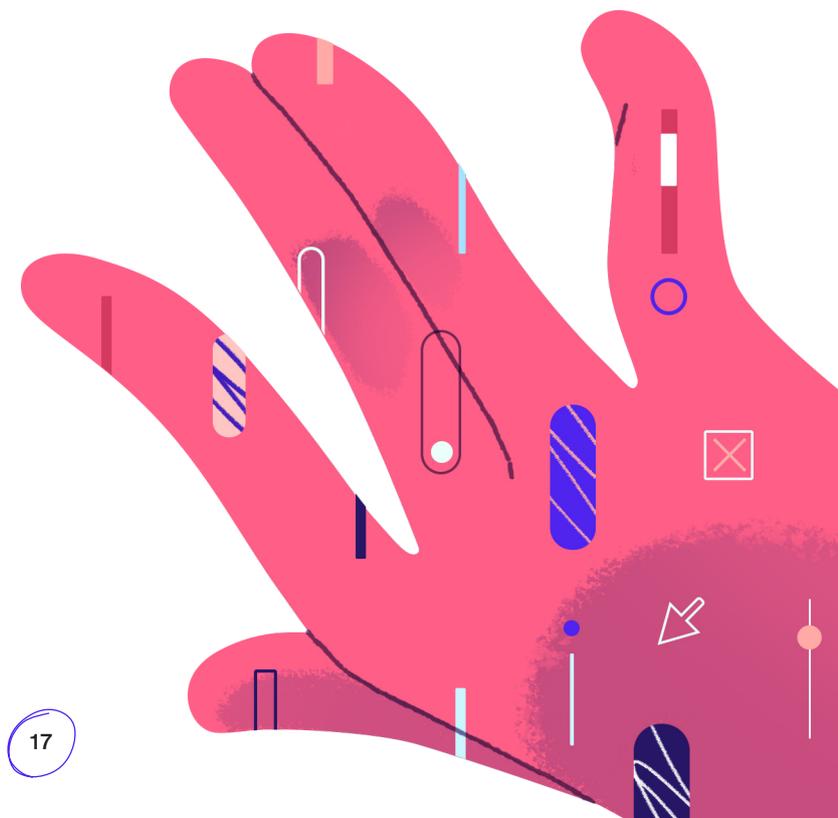
Increase diversity to at least match population levels where we work, sooner rather than later

How we create value with our strategy and contribute to the SDGs

The impact model below explains how our sustainability strategy, our activities and the resources we utilise each lead to our ultimate impact goal. It visualises how we create added value not only now, but also in the long term.

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

Our impact model

Input

Our People

5,874 employees

> 20 countries

43% women, 44% men
13% undeclared

Our Resources

> 30 offices

2,397.97 MWh
electricity used

5.7 mln km
travelled by plane

Our Financial Capital

0.07% of revenue
invested in R&D

Our Relationships

Clients

Business Partners

Charities

Business Model

Our Vision

Creativity and technology
are are forces for good and
powerful tools required
in the transition towards
a more sustainable society

Our Mission

We are a catalyst
for the sustainable
impact of our clients

Our Strategy

Zero Impact Workspaces

Sustainable Work

Diversity, Equity
and Inclusion

Output

Our People

Offered 66 internships

0.53% absenteeism*

Many of our people
trained on diversity,
equity and inclusion

Our Resources

0.86 tonnes CO_2 emissions
per fte

29% of waste separated

30% of electricity
is renewable

Our Financial Capital

£560.3 million net revenue

£87,090.68 (0.02% of net
revenue) and 1,460 hours
donated to charities

Our Relationships

14,311 projects for clients

251 projects For Good

Long-term value

We empower
employees to be
a catalyst for change,
in an inclusive, diverse
and creative workplace

We create
a climate-neutral
and environmentally
conscious business
operation

We remain
economically viable and
invest in our innovations to
enable us to contribute to
sustainability challenges in
the long-run

We improve
the sustainable impact
of our clients – to bring
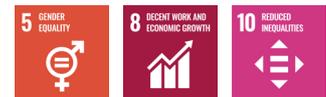about the shift in attitudes
and behavior needed
to reach the SDGs

Zero Impact Workspaces

7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Sustainable Work

4 QUALITY EDUCATION
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Diversity, Equity and Inclusion

5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

* Covers only Media.Monks in the Netherlands

As visualised in our impact model, we aim to contribute to the Sustainable Development Goals with our sustainability strategy, which is also elaborated on in the following chapters. These 17 goals, developed in 2015 by the United Nations, provide a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future. These goals range from ending extreme poverty and reaching zero hunger to mitigating climate change and degradation of land.

It is our vision that good communications, increased awareness and empowered consumers are essential to bring about the shift in attitudes and behaviour that is needed to reach the SDGs by 2030. Therefore, our contribution to the SDGs lies beyond our own operations, which is reflected in the variety of work for our clients and our pro bono work on social and environmental themes. In the following chapters we elaborate on the SDG targets for each pillar and explain how we contribute to those targets.

2 Zero Impact Workspaces

"As a global company, we have a global footprint. Within Media.Monks, it is our goal to keep that footprint as small as possible, making sure that each of our 5,500+ employees are taking small steps every day to reach this goal. From separating waste in the office to rewriting our entire travel policy, we all work towards a carbon neutral way of working. If you believe in a better world, please join us in our mission!"

Wisse Schellevis
Facilities Manager

2.1

Towards a climate neutral business operation

We are an international company that experiences continual growth around the globe. To reduce the impact of our global company, we are putting forth an effort into creating a climate neutral and environmentally conscious business through tangible changes in our daily operations. By doing so we want to build zero impact workspaces that increase the share of renewable energy (SDG 7), reduce waste generation, promote sustainable procurement practices (SDG 12) and reduce our CO_2 footprint (SDG 13).

7 AFFORDABLE AND CLEAN ENERGY

SDG 7.2

By 2030, substantially increase the share of renewable energy in the global energy mix.

How we contribute:
We want to broaden the renewable energy share in our own energy mix by covering our roofs with solar panels or procuring green energy.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

SDG 12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

How we contribute:
We want to reduce our waste production per FTE and increase our recycling percentages.

SDG 12.7

Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

How we contribute:
We want to align our procurement with sustainability standards and engage with suppliers on sustainability.

13 CLIMATE ACTION

SDG 13.2

Integrate climate change measures into policies, strategies and planning.

How we contribute:
We want to reduce our own CO_2 footprint by reducing our energy and travel emissions per FTE, moving to green certified buildings when possible and compensating the remaining emissions.

In response to the World Economic Forum 2020 Davos Manifesto, Sir Martin Sorrell announced our commitment to achieve carbon neutrality by 2024. Through the growth of our S[4] Forest we reached this status three years ahead of our goal. To take the next step, in 2021 we were the first in our industry to sign the Climate Pledge, a cross-sector community of companies and organisations working together to crack the climate crisis with a mission of reaching net zero carbon emissions by 2040. The big difference between this and our 2024 ambition is that we reached carbon neutrality by offsetting our emissions, whereas we need to reduce our emissions to the maximum to reach Net Zero. We are highly aware of this challenge, as digital companies are big consumers of energy, especially electricity.
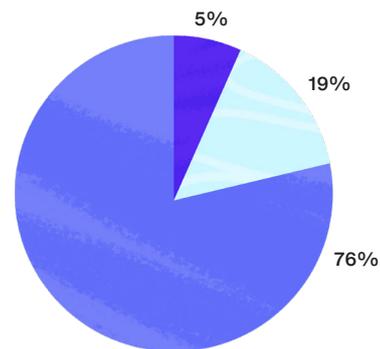
To reinforce our aforementioned ambitions, our aim is to set a target in line with the Science-Based Target initiative, which defines and promotes best practices in emissions reductions and net zero targets in line with climate science. We are currently in the process of determining the scope and approach.

Our performance in 2021

In our aim to build zero impact workspaces, it is of utmost importance that we have a good understanding of the impact caused by our own operations and that of our supply chain. In 2021 we measured the carbon footprint of our entire Media.Monks organisation for the second time, and aligned it with the Greenhouse Gas Protocol[2]. As we are a constantly growing company (both organically and through mergers, 11 in 2021 alone), it is a challenge to broaden our scope annually. This also means that absolute emissions are difficult to compare. Therefore, we provide insight into our emissions per FTE below[3].

Total emissions 2021 per scope

- Scope 1. Direct emissions
- Scope 2. Indirect emissions
- Scope 3. Other indirect emissions

5%
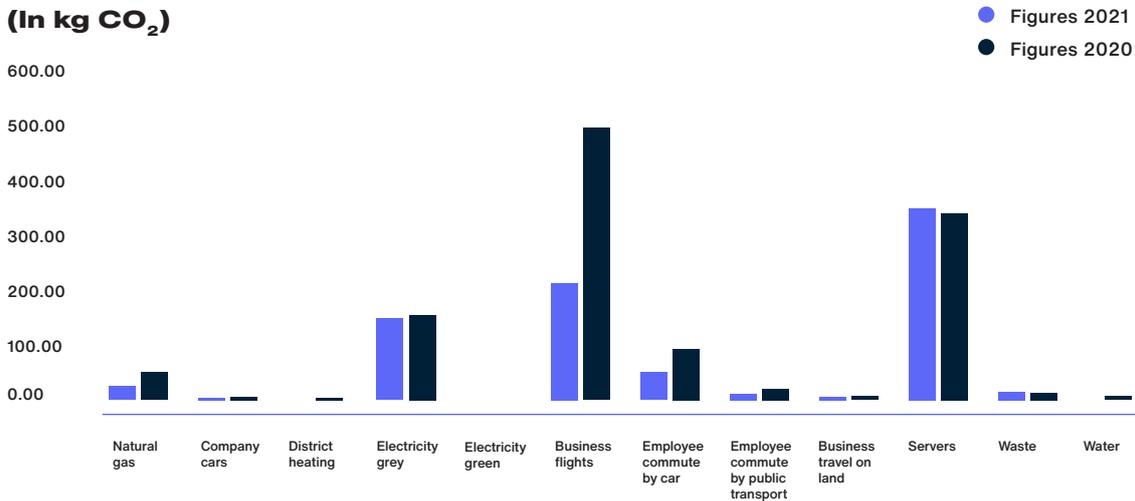
19%

76%

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[2] The Greenhouse Gas Protocol provides the world's most widely used greenhouse gas accounting standards for companies.
[3] The Emission factor for servers is calculated based on data from one of our servers and extrapolated. Not all server usage could be included this year as some data for external servers were not accurate. We are working on improving this as we move forward.

Overview of our CO$_2$ emission in 2021, and in comparison with 2020

	S⁴ Absolute 2021 (ton CO$_2$)	S⁴ per FTE 2021 (kg CO$_2$)	S⁴ Absolute 2020 (ton CO$_2$)	S⁴ per FTE 2020 (kg CO$_2$)
Scope 1. Direct emissions				
Natural gas	136.21	33.21	183.21	67.77
Company gas	28.70	7.50	27.39	11.66
Total Scope 1	**164.90**	**40.72**	**210.60**	**79.43**
Scope 2. Indirect emissions				
District heating	19.71	4.15	19.15	8.15
Electricity - grey	575.20	147.76	368.77	153.05
Electricity - green	0.00	0.00	0.00	0.00
% Green electricity of total consumption	30%	-	39%	-
Total Scope 2	**594.91**	**151.92**	**387.92**	**161.20**
Scope 3. Other indirect emissions				
Business flights	627.04	210.42	1,097.43	499.24
Employee commute by car	241.84	63.24	226.46	96.38
Employee commute by public transport	50.21	13.13	63.28	26.93
Business travel on land	22.87	5.73	18.02	7.67
Servers	1,358.20	355.16	747.98	346.90
Waste	61.68	16.13	38.60	14.49
% Waste separated for recycling	29%	-	31%	-
Water	3.68	0.95	10.51	4.41
Total Scope 3	**2,365.51**	**664.75**	**2,202.28**	**996.02**
Total CO$_2$ emissions	**3,125.32**	**857.38**	**2,800.80**	**1,236.65**

Our emissions per category per FTE

(In kg CO$_2$)

- Figures 2021
- Figures 2020

The aforementioned figures visualise our CO$_2$ emissions in 2021[4]. In 2021, our total carbon footprint equated to 3,125.32-tonnes CO$_2$ emissions, and a relative CO$_2$ emission of 0.86-tonnes CO$_2$ per FTE. In absolute emissions, this represents an increase compared to 2020, but a decrease in emissions on a per FTE basis. Of course, we need to take into account that many of our people worked from home for a large part of the year due to COVID-19. Nonetheless, these measures have positively impacted our footprint and have strengthened our awareness and the belief in our business travel policy, which puts digital interactions first and physical second, a policy that will continue even after COVID-19.

At the end of 2021, we surveyed all of our offices on their workspace practices to ensure that the guidelines laid down in our policies are being implemented locally. Questions spanned energy generation and the use of LED lighting, as well as the allocation of non-smoking zones and meditation areas.

We found that around 80% of our offices make use of LED lighting. In addition, 60% of our offices have a non-smoking zone, which means that smoking is not permitted in the building or any premises within 25 feet / 7.5 metres of the building entrances. A large majority of our offices, around 90%, separate their waste streams, varying from residual and organic waste to plastic and paper/cardboard. Within our CO$_2$ footprint we can see that this results in 29% of waste eventually being recycled. Furthermore, commuting to work via public transportation is feasible for most, since almost all of our offices are within walking distance from a public transport hub.

Today we have better insight into the baseline of all our offices around the world. Acknowledging that realities are local and not global, we will keep monitoring offices and can target those areas where we see improvement potential. Our focus is currently on the following four areas.

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[4] Please note that this is based on the average FTE working within the offices that are in scope for this ESG data (see chapter About this report). The data to calculate our footprint is based on actual data, estimates and extrapolations. The latter mainly due to the rental of shared office spaces that are not able to provide us with our actual consumption data. In case of extrapolations we always stayed on the conservative side (e.g., if no electricity data was available we assumed all electricity consumption was from non-renewable sources). Moreover, all commute data is based on a survey sent out through the company to gather information per continent on the average mode of commuting and travel distance. The flight data for this year is unfortunately incomplete and therefore higher in reality than currently reported.

1

Our buildings

Scope 1 emissions include the emissions from our direct operations, such as use of business cars and fuel combustion from gas, which is currently 40.7 kg CO_2 per FTE. Since we produce creative ideas and do not own carbon-intensive machinery, our scope 1 emissions are relatively low. As well as in 2020, many of our offices were (partially) closed during the lockdowns, which is reflected in our scope 1 emissions as well.

2

scope 2

Our energy use

Our scope 2 emissions include the emissions from our electricity consumption. As a company working in the digital sector, electricity is integral to our work and one of the areas where we can cut emissions on a large scale. Currently, 30% of our electricity consumption (2,397.97 MWh) comes from green sources. This is a decrease compared to the 39% of our electricity consumption from green sources in 2020, mostly due to the new offices and the increase in flex spaces for which we could not obtain accurate data. For these shared spaces we extrapolated data on a conservative basis, meaning that we made assumptions about fossil energy use when no data on energy use was available.
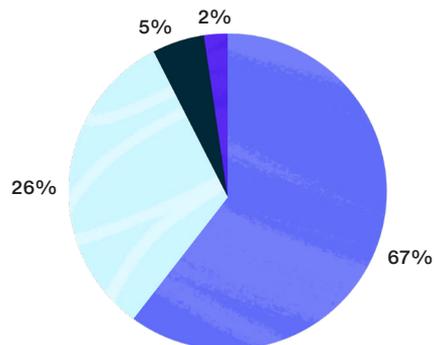
3

scope 3

Travel

Scope 3 emissions represent the largest contribution of our CO_2 emissions: this category includes the activities of third parties and objects not owned but used by Media.Monks, including business flights and daily commutes of employees[5]. Our business flights emit 627 tonnes CO_2, which represents more than 1/4th of our scope 3 emissions and more than half of our travel emissions. On an absolute and intensity (per FTE) basis, this is an improvement compared to 2020. However, we must take into account that 2021 was still a year of COVID-19 restrictions limiting business flights.

Travel emissions 2021

- ● Employee commute by public transport
- ● Business travel on land
- ● Business flights
- ● Employee commute by car

5% · 2% · 26% · 67%

To reduce our greenhouse gas emissions on travels we abide by the following rules of thumb:
• Digital first and physical second, based on the urgency of our presence.
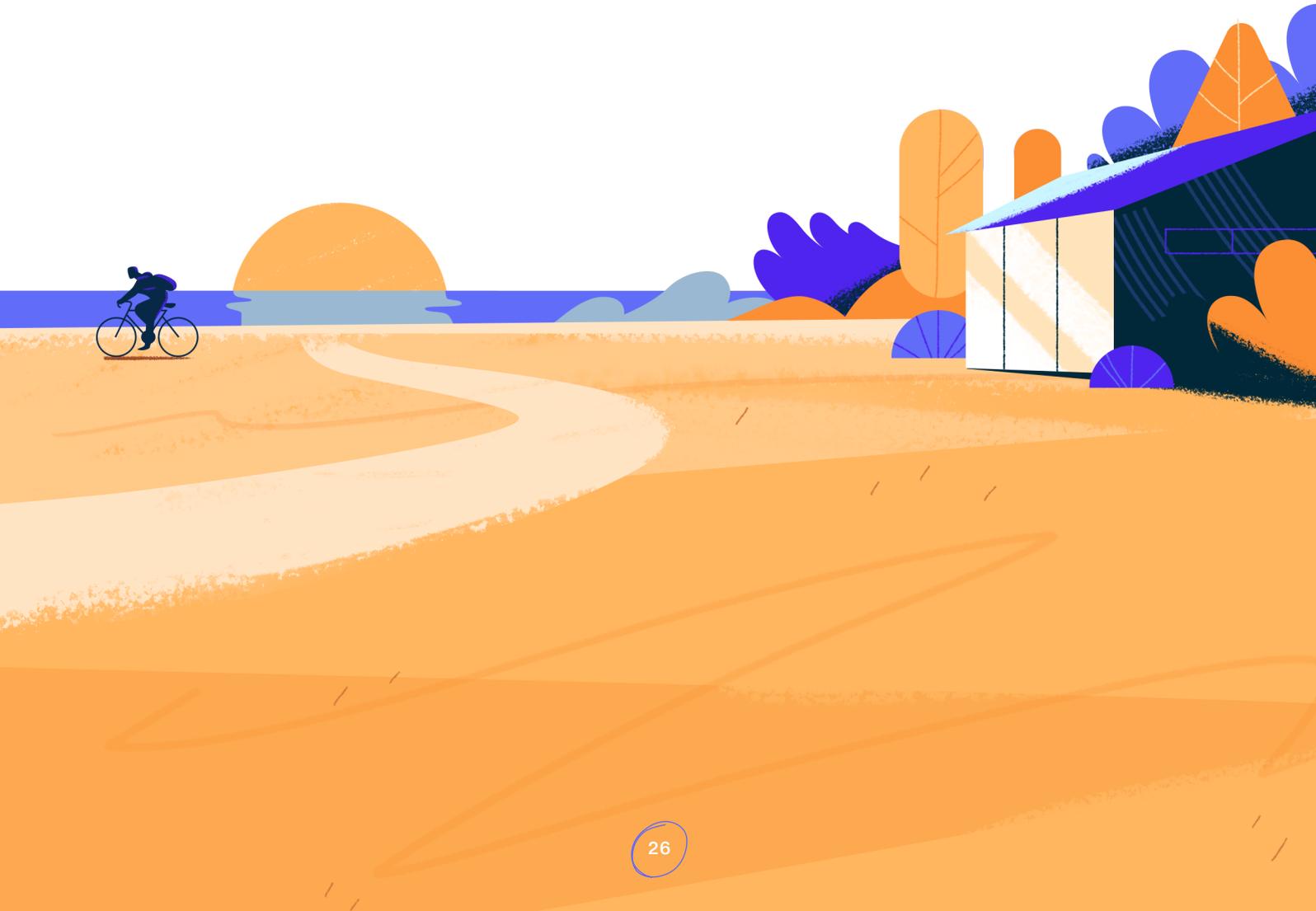• In case we need to travel, prioritise public transport first, and car and plane only when necessary.

[5] Due to limited availability of commute data of all our employees, we have made an estimate of this data through a survey that was sent out globally and the registered days people went to the office.

4

Water use and waste

As we work in the field of digital advertising and marketing, our water consumption and procurement resulting in waste is relatively low, especially due to COVID-19 measurements over the past years. However, it is not zero and therefore worth tracking as well. Where possible, we separate our waste for recycling. Currently, 29% of our waste is separated.

Water use and waste

Procurement – Hardware recycling

As a digital company, we heavily rely on the usage of hardware. Consequently, we have to replace our hardware every couple of years. To be able to do this in a responsible and sustainable way, we decided to partner with Allemaal Digitaal in the Netherlands. Allemaal Digitaal collects and distributes hardware among Dutch people (both elderly as well as children) that currently do not have digital access. For many, access to digital devices means access to school, work and contacts — providing opportunities to develop, be involved and remain independent. Through this partnership we want to create digital access for more people.

Our old hardware — laptops, mobile phones and more — are sent to beneficiaries or dispatched to be recycled. In 2021 we donated approximately 12-16 containers of hardware. To date, the program has involved only one of our Dutch offices, but we are in conversation with other partners to roll this program out globally.

"We want to recycle our hardware responsibly, while being of value to society at large. As a global and growing organisation, it can be a challenge to gain insight into the amount of hardware present in all entities. We are currently in the process of setting up a system to monitor our hardware and aim to roll this out on a global level"

Juanita Finsy
Associate Procurement Director

S⁴ Forest

In 2021, we launched our S⁴ Forest in partnership with Tree-Nation, a non-profit organisation that helps companies facilitate tree planting around the world to offset CO_2 emissions.

We contributed to the Eden project in Madagascar this past year, a project that was initiated in response to the large-scale loss of mangroves and upland forests in Madagascar. Our goal was to plant enough trees to offset of our employees' average annual emissions[6] and we are extremely happy with the impact we've made in 2021 to compensate for our 2020 emissions. We have planted more than 265,000 trees — reforesting 88.48 hectares and capturing 10,617.95 tonnes of CO_2. This means that we have captured three times more CO_2 emissions with the project than our own 2020 CO_2 emissions (2,800.80 tonnes of CO_2). In the future, we aim to plant trees based on our realised carbon footprint and use a certified program that closely monitors planted trees to ensure accuracy and more credibility of results.

Our next step is to offer clients the opportunity to offset emissions caused by the production of the digital solutions we provide them, by planting on their behalf in the S⁴ Forest. But carbon offsetting is just one of the ways we are working towards a greener operation. Our primary focus is on decarbonisation of our operations. For emissions we cannot yet decarbonise, we will continue to neutralise by offsetting.

[6] Based on an overall average CO2 emissions for European employees, since our own calculated emissions were assumed to be lower due to COVID-19.
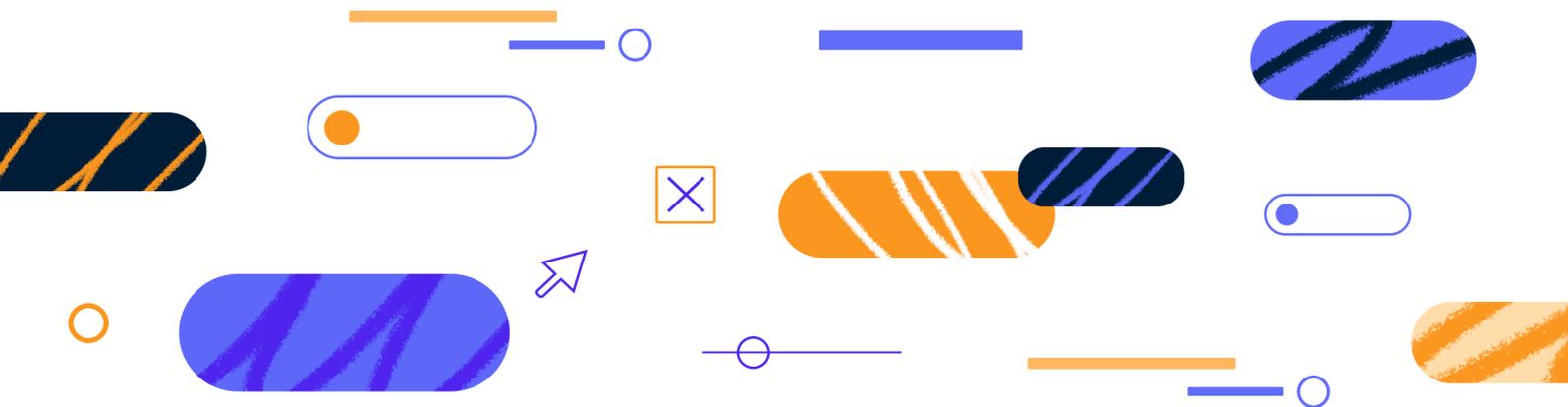
Outlook

Achieving zero impact workspaces is a priority. And to ensure we maintain the course, in 2022 we are developing a Green Building Policy. While some of our offices (e.g., Kuala Lumpur) already qualify as sustainable, we want to ensure this is the case for all of our offices, especially the new ones. The global workplaces survey we completed in 2021 provided us with an understanding of the zero impact status of each existing office, and a Green Building Policy will help us move along the path toward greener and, ultimately, zero impact workspaces. Our Green Building Policy will also provide guidance when evaluating new spaces or renovating existing ones.

To date, we have rethought the way we work and organise workspaces for over 30 of our offices in numerous countries. Hybrid solutions have allowed our people to choose a personal workspace that suits their needs and helps them feel comfortable wherever they are working from. Not only did we improve our offices on the inside, but we are also constantly seeking to improve transparency on our ESG goals and provide co-working space suppliers with our zero impact workspace best practices.

In 2021, we measured our overall performance through EcoVadis, an internationally trusted business sustainability rating with a special focus on supply chain transparency. Through this process we were able to identify areas that need improvement, and our efforts in attaining B Corp certification will go a long way in getting us there.

We have also been working on local initiatives. In Hilversum, we've developed a new lunch concept focused on locally sourced food. Through storytelling we aim to educate and increase the awareness of our employees and visitors on the origins of their food. We are currently formalising this concept and plan to roll this program out to other offices around the globe.

3 Sustainable Work

"This year we really accelerated internal awareness on the potential of sustainable production and the accompanying frameworks to make it tangible. We continuously inform and educate our Monks on all measures we can take within projects to reduce our impact. An example of this is that we actively reduce the emission during our production process by adjusting certain digital builds to green builds. This means we look at the end-of-life cycle of the products we create, implementing dark mode where we can, disabling non-automatic downloads and more. This is all captured in a green production playbook, which is a living document"

Richard Nieuwenhuis
Chief Operations Officer

3.1

Sustainable Creation and For Good Work

The sustainable work 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, Media.Monks has an outstanding opportunity to become a catalyst for change. This can be done through two ways: sustainable creation of projects and the sustainable content of projects. The latter we call For Good Work.

We are aware of the unique position we are in as an industry and company. We are part of creating the narrative together with our brands and partners. We see a shift moving towards a more sustainable route forwards and have a clearer understanding of our own social impact. This is our focus regarding **For Good Work**: crafting design and content to increase the message we want to convey, while ensuring performance through our data and digital media experts.

For both Sustainable Creation and For Good Work, we aim to contribute to the SDGs as set out below.

SDG 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills for employment, jobs and entrepreneurship.

How we contribute:
Through on-the-job learning, we want to increase the number of people with relevant skills, with special focus on underrepresented groups (e.g., female developers). See also our chapter on Diversity, Equity and Inclusion.

SDG 9.4

Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean technologies.

How we contribute:
We want to reduce the CO_2 emission per unit of value added by offering our clients an optimal way to produce and run projects sustainably (our Sustainable Work Manifesto).

SDG 9.5

Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, including encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

How we contribute:
We want to steer and drive global solutions focused on technology and design evolution by investing in R&D.

SDG 12.2

By 2030, achieve the sustainable management and efficient use of natural resources.

How we contribute:
We want to reduce the material footprint of our projects by sustainably managing and increasing the efficient use of our project resources.

Through the content of For Good Work, we also contribute to SDG 1, 4, 5, 10, 12, 13.

Our performance in 2021

In terms of work, we are very proud that 2021 was a year in which we were involved in many amazing projects.

Our Sustainable Work Performance

	2021	2020
Total number of projects[7]	14,311	7,800
Total registered For Good projects	251	41
Hours registered on For Good projects	123,000	28,000
Net Revenue from For Good projects	£23.61 million	
Registered For Good projects as percentage of total revenue	4.21%	-
Of which purpose-driven clients	69	
Net Revenue from purpose-driven client projects	£13.95 million	
% of revenue from projects for alcohol and tobacco clients	0.93% of net revenue	-
Monetary donations to community and charity services[8]	£87,090.68 (0.02% of our net revenue)	£356,568 (0.12% of our net revenue)
Hours donated to community and charity services	1,460	
Innovation[9]	0.07% of net revenue invested in innovation	1.23% of net revenue invested in innovation

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[7] Projects refer to all the external projects we run with and for our clients. Not all entities run these types of projects. Metric Theory for example supports companies with their digital ad campaigns as part of the client's team. These are therefore excluded from the number of projects, but when calculating the % of revenue from For Good projects, Metric Theory's revenue is taken into account as well.

[8] In 2021 we shifted our approach to impacting good through our work and skills, demonstrated both in the increase in total registered For Good projects (to 251) and hours on For Good projects (to 123,000) as well as hours donated to community and charity services (1,460).

[9] This includes investments in innovation as well as hours spent by Monks on R&D.

Sustainable Creation

We want to ensure that the work we produce is produced sustainably. In 2021 we began developing a Sustainable Work Manifesto to integrate sustainable solutions for design and film more systematically, and make these solutions the default option. This includes the materials we use and our activities such as business flights (in 2021, we boarded planes for 1.43% of our projects), as well as the end product we are working towards. It matters, for example, whether we create a digital product that is mobile-first or that only allows the consumer to watch the content when connected to Wi-Fi. Both options enable a reduction in energy by default, but the process and the end result is different. As the sustainable measures differ per project, we are working on creating guidelines. Examples can be found below on Sustainable Film Production and Sustainable UX/Design.

Sustainable Film

An important part of our work is film production for our clients. Therefore, film production is included as a pillar within our Sustainable Work Manifesto. To realise more sustainable production, a variety of elements must come into play — for instance, the props and set pieces used, how waste is disposed and what food is served. In Europe and the US, we make arrangements to improve on these important elements wherever we are in production. In the Netherlands, we built a film studio as sustainably as possible by taking energy consumption, waste management and catering into account. We've developed sustainable set rules — our global rules of engagement — not only for those who use the studio but also as a template for our other production hubs around the world.

ADGREEN

Moreover, we began using the AdGreen Carbon Calculator in 2021 to measure the carbon footprint of our production activities. This helps us gain insight into the impact of our productions and in the reduction we realise when taking sustainability measures. In the US, we partnered with another organisation, EcoSet, to help us produce more sustainably. This woman-owned environmental production resource implements zero waste practises and recirculates production and event materials back into the community. During projects they provide advice on where to improve, for example by ensuring water taps on set and encouraging people not to use plastic bottled water. Accordingly, they monitor whether sustainability measures are indeed taken on set and the environmental reduction. In both cases, we are still in the pilot phase, but looking forward to further implementing the sustainability adaptations in our film productions, not only in Europe and the US, but all over the world.

"As producers it's our responsibility to keep everyone aware and accountable, and organise to make arrangements that keep our sets sustainable. Let's reimagine and innovate the way we produce and reduce our impact on the environment keeping our film shoots lean and green"

Debora den Iseger
Head of Integrated Film United States

Sustainable UX/Design

The language of digital is one of weightlessness: 'the cloud', 'AirDrop', 'Virtual Reality'. However, if the internet were a country, by some estimates it would be the seventh largest polluter on the planet. Not so weightless after all.

The planet is experiencing unprecedented climate change. And while the internet is part of the problem, it could also be part of the solution if we embrace sustainability in our work. To strengthen our commitment, in 2021 we developed a Sustainable Web Manifesto as part of our Sustainable Work Manifesto, a public declaration of a shared commitment to create a sustainable internet. This includes the values and principles we will live by regarding sustainable practices during our work with clients.
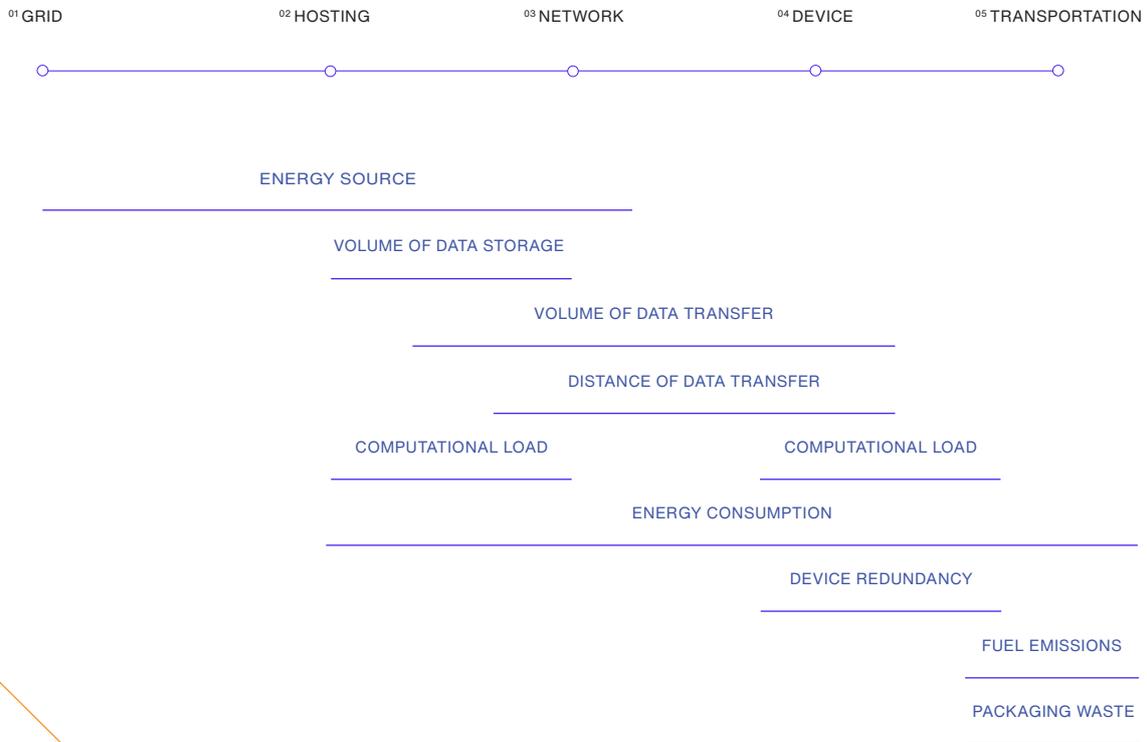
"Ultimately, sustainable digital design should be seen as an exercise in systemic design - understanding the many facets of the problem, how they connect, and addressing the issues accordingly. Thereby turning the chaos of multiple sustainability elements into strategic solutions"
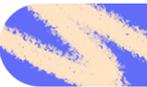
Ben Lunt
Global Head of Experience Design

In the figures below we outline the processes within our UX/design work and the sustainability elements that should be taken into account, revealing that sustainability is important throughout multiple phases.

01 GRID	02 HOSTING	03 NETWORK	04 DEVICE	05 TRANSPORTATION

ENERGY SOURCE

VOLUME OF DATA STORAGE

VOLUME OF DATA TRANSFER

DISTANCE OF DATA TRANSFER

COMPUTATIONAL LOAD   COMPUTATIONAL LOAD

ENERGY CONSUMPTION

DEVICE REDUNDANCY

FUEL EMISSIONS

PACKAGING WASTE

Working sustainably also means that we take the social aspects of our work into account. As digital advertisers and marketers, we can deepen customer connections by ensuring that audiences see themselves reflected authentically in our content. However, each piece of marketing creative does not need to represent everyone — instead, our work as a whole should be inclusive. We find it important to consider not only who is represented in images, but also how, and adjust for cultural differences globally. That's why we created 'A Practical Guide to Inclusive Marketing', an online resource for marketing creatives to promote inclusion and representation in their work. A team of volunteers researched, created content and designed this publicly accessible resource to help anyone in the marketing industry. Read more on our efforts to create a diverse and inclusive workplace in the following chapter.

A different way of working

Decoded Advertising (a company that merged with Media.Monks in 2020) is working in a way that includes the perspectives of target audiences into the work they're creating — ensuring that 'best' messaging for a product or service is not decided by the marketing professional alone, but heavily influenced by an understanding of the perspectives of the potential audience. Case in point, in 2021 they tested whether marketers understood what resonated with and motivated various target audiences to act regarding COVID-19 vaccination. More than 40 marketing professionals were asked to identify which of four vaccination advertisements would be most effective with various diverse audiences. The result? More often than not, these marketers didn't pick the ad that most effectively spoke to or positively influenced a particular target audience. This illustrates how important it is to understand the triggers and motivations that drive various diverse target groups to action, and incorporate that data into the creative process.

For Good Work

This second area focuses less on how we work and more on the content of our work. It constitutes a structured push for concepts, ideas and messages that contribute to our Sustainable Development Goals, something we call For Good Work. We do this through research and development, donating financial aid or time to For Good charities, and through our work on For Good projects, either with conventional clients or with purpose-driven enterprises (i.e., clients with a core purpose to change the world for the better). These can be paid, discounted or pro bono projects.

Research and development (R&D)

To spur innovation we invest in R&D, with approximately 0.07% of our net revenue spent on innovation and development work. This includes the hours we invest in innovation. The Media. Monks' innovation team works on identifying opportunities and productising capabilities with Media.Monks Labs, amongst others, to steer and drive global solutions focused on technology and design evolution. The gained knowledge, findings and learnings are shared on a monthly basis, enabling everyone interested to build upon the work. An example of our R&D work is in the fashion industry. We make the process of production less wasteful for designers with true-to-life 3D garment simulation, while virtual technology makes it easier for consumers to order the right clothes and shoe sizes.

Donating to For Good charities

We also contribute to charities, either directly with our hours or indirectly with monetary donations. In 2021, Media.Monks donated £87,090.68 (0.02% of our net revenue) to over 30 organisations and foundations. One organisation we supported was The Trevor Project, the world's largest suicide prevention and crisis intervention organisation for LGBTQ young people. We partnered with Bird + Stone, a jewellery company committed to ethically-made products, which developed and sold the Love is Love bracelet. 100% of the profits were donated to The Trevor Project. In addition, we shifted our approach to impacting good through our work and skills, demonstrated by an increase in our projects For Good (and hours spent on For Good projects) as well as volunteer hours donated to community and charity services. For example, in 2021 as India was faced with enormous challenges due to the COVID-19 pandemic, Media.Monks employees in India volunteered their time to support local communities by distributing vaccines. Media.Monks India also worked pro bono for Video Volunteers India, an NGO empowering marginalised people to tell their stories and create change campaigns so that issues facing those marginalised become important threads in India's development narrative. Our team helped with the organisation's rebrand and provided assistance in training people in the villages on how to make videos and films.

For Good projects

For Good projects are those created with the purpose of delivering a specific positive impact and benefit to society by contributing to one or more of the SDGs. We work on For Good projects with conventional clients where the specific project is focused on SDGs, and with purpose-driven enterprises that have a positive impact at the core of their work. Our ambition is to increase these efforts — including volunteer work for non-clients — to 1% of our total revenue and hours worked. We're extremely proud of our work in this area and have arranged a selection of work for some of our conventional clients from the 251 registered For Good projects we completed in 2021.

Google Mexico: Indigenous Regions Support

We launched a social media campaign that celebrates the cultural contribution and representation of indigenous identity. We started by showcasing the stories of strength and resilience of Afro-Latinas content creators redefining racial justice in a region where Afro-Latin communities are still considered foreigners. As a second stage, we produced a series of videos where the mixing of Nahuatl and Spanish languages becomes the focal point and shapes the Mexican modern identity.
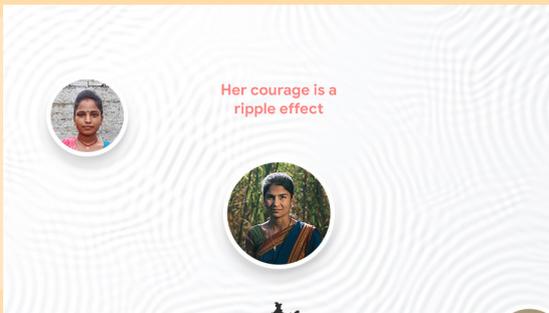

Anne Frank House: The Bookcase for Tolerance

Together with Innocean, we developed an augmented reality (AR) app for the Anne Frank House in the Netherlands. Through the app, visitors can take an empathetic journey to learn the struggles of those facing intolerance. Supporting the #DontHateEducate campaign, we created an AR model of Anne's bookcase to act as a portal into the rooms and lives of five adolescents and their varying experiences with discrimination. Using photogrammetry, a spatial scanning technique, we rendered their rooms into immersive digital environments. By pulling digital folders from the bookcase, guests can listen to the stories of Anne, Majd, Kuei, Dalit and Mees, engage with their spaces and explore personal objects.

Studio Roosegaarde: GROW

Studio Roosegaarde partners with Media. Monks to turn dreams into reality and create a better world. Design-driven solutions meet cinematographic films in our Dreamscapes series of 6 films. One such project is a film that showcases innovative ideas for sustainable agriculture. Titled GROW, the film illuminates how LED lights can be used to speed up growth in plants, reducing the need for pesticides. Taking place in a Dutch field, our film captures the beauty of agriculture and its sustainable future in an art-meets-science approach. Showcased at the World Economic Forum and the BBC as part of the project's awareness campaign, the film reached over 600 million views. GROW was the first in the Dreamscapes series.

Google x Internet: Stories of Courage

In partnership with the Women Will initiative, we crafted a website to share the stories of Internet Saathi: an organisation of women spreading digital literacy in rural India. Launched on International Women's Day, the Stories of Courage project shows how these women are empowering their communities with digital knowledge to access greater economic opportunity. Using the women's own words and voices, the audiovisual site illustrates the ripple effect of their stories as community leaders and entrepreneurs. We tag-teamed with Google on the concept, copy, design and development of the site to amplify the women's voices across the web.

Netflix:
The Vulva Day

While promoting the new season of Sex Education, we sought to raise awareness about a wide variety of taboos. Among them was a project celebrating the diversity of vulvas. French illustrators were asked to draw different kinds of vulvas and invited fans, to make their own.

HP:
#PowerYourPride

HP celebrated reconnecting as a community with a collection of expressive, pride-themed printables designed exclusively by LGBTQ+ artists. We selected six prominent LGBTQ+ influencers to drive awareness by sharing #PowerYourPride printables alongside personal stories of empowerment, pride initiatives and bold calls to action. Reaching over 1 million impressions during the campaign, the influencers encouraged their audiences to build a more positive world. #PowerYourPride demonstrates the collective power of self-expression, inspiring younger generations to embrace individuality — together.

Realme Shanghai: How Dare You

Today's youth are driven in their pursuit of being their most authentic selves. Tapping into this insight, we unleashed the "How Dare You" campaign for Realme, featuring stories of youth boldly disrupting convention. We transformed the universal words of criticism (how dare you) into words of celebration — uniting Realme's young, diverse audience and empowering them to live their own truth. Local influencers known to defy the status quo in their own communities were featured in a brand film and images for print, OOH and social content, keeping it real for millions of Realme fans.

TikTok: #FreeToBe Pride 2021

To celebrate Pride Month 2021, TikTok wanted to inspire creativity and bring joy to the LGBTQIA+ community. #FreeToBe was a global rallying cry that featured four fabulous livestreams; iconic hosts like Kesha; legendary musical performances from singers WILLOW, Anitta and more; trailblazer content creators and a partnership with LA Pride. We created the entire broadcast experience — from global branding and event flow to the marketing campaign, community-building activations and employee spotlight videos. For four weeks straight, we helped TikTok bring their message to both the community and allies alike by celebrating diverse voices and creating a place where everyone is #FreeToBe.

Purpose-driven enterprises

As mentioned, in addition to our For Good projects with conventional clients, we also work with purpose-driven enterprises. These organisations centre around making a positive impact on the world, with revenue resulting from this positive impact. The client can be for profit or non-profit in fields ranging from education, culture/art, nature conservation and human rights empowerment. Below we have arranged a selection of the projects we completed in 2021 in collaboration with purpose-driven enterprises. By connecting to their global goals, we're able to gain insight into the broader social and sustainable impact of our projects.

100WEEKS

100WEEKS is an NGO helping women living in extreme poverty and difficult conditions by donating to the women directly. The goal is that the donated money will be spent consciously and efficiently to help these women become more independent and escape poverty. 100WEEKS will provide 100 weeks of financial support (EURO 8/week) as well as financial coaching. We created a new platform ready for scale, will continue the fundraising, create an immersive experience and a creative campaign. Our ambition is that before the end of 2023 we will have helped raise enough money to help 10,000 women escape extreme poverty.

Pearson: Pearson Plus

Pearson, a largely offline UK-based textbook company, was looking to reinvent their brand with a new digital product to be launched in the US. Media.Monks provided full service support for the launch of Pearson Plus, the brand's new subscription textbook offering for college students. With the launch of their digital platform Pearson Plus, Pearson — the largest educator in the world — has taken an important step in catering to the needs of teachers and learners in this rapidly digitising sector. And Pearson Plus has an important role to play when it comes to helping address the inequality of opportunity for learning around the world. Better access to learning for all will help create the most capable workforce and have the greatest impact on people's lives. Pearson Plus ensures that we meet our purpose of helping everyone in the world to achieve their potential through learning.

Vice Media:
One Million Truths

One Million Truths is a scalable media platform dedicated to truth and reconciliation — a real-time testament to the scale of endemic bias and racism in the fabric of American life. Built on the power of widespread personal testimony from Black Americans to effect change, the platform will work to gather a minimum of one million testimonies from Black Americans across all walks of life. Vice Media Group partners with One Million Truths in the national call to action to share truth, or bear witness and amplify truth in what could be the largest communications effort for truth and reconciliation in US history. Together, they widen the aperture for truth, deeper learning and a greater understanding of the Black American experience globally. Vice Media Group demonstrates next level leadership in dissolving racial conflict and supporting the audience it informs to promote balance, equity and fairness.

JUST Egg:
Pioneers Club

How do you create buzz around a plant-based product during lockdown and strict COVID-19 restrictions? For JUST Egg's brand launch in South Korea, we turned the challenges of social distancing into a hyper-personalised experience at the plant-based pop up restaurant 'Pioneers Club' — inviting local plant-based pioneers to have a private dinner in the heart of Seoul's Yongsan district. Surrounded by lush greenery that represents the growing plant-based movement in Korea, only two guests at a time were served personalised dishes while getting the full attention of renowned chefs and staff.

The Nature Conservancy: Ocean Sewage Alliance

The Ocean Sewage Alliance is a new collective advocating for exposure to a largely overlooked environmental issue: sewage and wastewater pollution. We helped the non-profit's founders bring their message to both policy makers and the public by creating their branding, website and awareness campaign from scratch. Crafting everything from tone of voice to their logo, we built a brand that's both bold and approachable — breaking down the squeamishness around discussing human waste. The campaign centres around three animated videos that playfully subvert our expectations of poo and pee, reframing them as valuable resources that can benefit, rather than damage, our environment. The Nature Conservancy is a global environmental non-profit working to create a world where people and nature can thrive.

Justdiggit: Stream to Regreen

In 2021, Justdiggit launched a love song for our planet — Too Much To Ask — in celebration of the start of the United Nations Decade on Ecosystem Restoration. This song by world-famous artists Don Diablo and Ty Dolla $ign is part of Justdiggit's initiative #StreamtoRegreen. By streaming the song, listeners directly contribute to Justdiggit's regreening projects in Africa as 25 song streams will regreen 1m2 in Kenya or Tanzania. IMA, which merged with Media.Monks in 2019, supports Justdiggit with creating awareness around both the organisation and its nature-based solutions through influencer marketing. As a result, the mission and work of Justdiggit has been widely shared by many influencers and a broad audience.

Catalysing sustainable agriculture in India

We are proud that together with the UN Food and Agriculture Organization (FAO), World Wildlife Fund (WWF) and local NGOs, Media.Monks India is actively involved in developing a model that measures the successes of regenerative agriculture. Agriculture is the primary source of livelihood for a large percentage of India's population. Yet, many smallholder farmers that are scattered across the country would need to sustainably increase the production and quality of the supply to feed the growing population. To move towards regenerative agriculture and sustainable solutions, it's important to support these farmers in scaling up their businesses. A first step is to understand the experiences of farmers and what happens inside these farms. Through the use of artificial intelligence (AI), our Media.Monks team leverages their expertise to enable this research efficiently, especially important since over 10,000 farmers must be interviewed to ensure the voice of the smallholder farmer is heard.

"Many smallholders have already found great ways to produce sustainably and effectively, the challenge is to scale these existing practices. Through this work we can contribute to one of the great challenges of our time"

Poran Malani
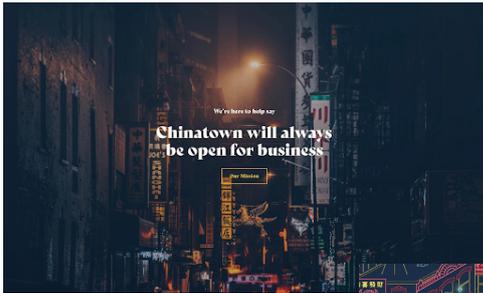Director, India

Small Business Accelerator Program

The Decoded Small Business Accelerator Program serves to provide agency resources to passionate Black, Indigenous and People of Colour (BIPOC) business owners in the local New York and Los Angeles communities in the US to help accelerate the growth behind their vision. In 2021, three small businesses were selected to take part in the program.

Welcome to Chinatown

Aiming to amplify and address the critical needs of Chinatown's community and its entrepreneurs, this NGO was trying to deal with negative reviews on public forums as well as poor search algorithms. To overcome this, a digital directory, Meet Chinatown, was created to explore all favourites and must-see destinations in New York's Chinatown Manhattan. Welcome to Chinatown received a grant and a dedicated team from Decoded to help create an exciting campaign that promotes this digital map — and its businesses — to a wide audience.

Gorilla Rx

This Black-female-owned cannabis dispensary is operating in a highly regulated and still federally illegal industry. Cannabis companies cannot rely on traditional large-scale advertising, nor have consistent access to popular digital platforms. Decoded created the 'Black Women Get Us Higher' mural for the flagship store and provided other hyperlocal marketing for Gorilla Rx, which was even covered in the advertising industry publication Adweek. During the 4-5 month project, Decoded donated USD 20,000 and invested an additional USD 700,000 in resources.

RedDrop

The first feminine hygiene brand designed specifically to empower school age girls, RedDrop provides educational resources and products customised for a young girls' first period. The project started in 2021 and will continue to run in 2022. To date, our program has invested USD 300,000 in resources.

Because of the success of the program and enthusiasm of the employees involved — as well as the collaborative spirit, energy and gratitude from the small business leaders participating — the plan is to expand the program by running it three times a year.

Outlook

We are excited to help launch a new campaign in 2022 for People v Extinction, an organisation which creates awareness around the huge numbers of animals disappearing from our planet. Through storytelling and providing clear tools for support, we want visitors of the People v Extinction platform to become part of the solution and start a movement of mass support to stop mass extinction. With the help of positive content that drives awareness, engagement and action at scale, this campaign reflects well how we incorporate creativity into projects with a positive impact.

As for our sustainable work processes and production, 2021 was a year of creating internal awareness. And in 2022 we wish to further develop our knowledge to push for external awareness. We will do this by developing more guidelines for sustainable work — like our global rules of engagement for sustainable filming — and transform them into default policies. We will also become more active in bringing awareness of more sustainable solutions to the attention of our clients and encourage them to make more sustainable choices.

4 Diversity, Equity and Inclusion

"2021 was a steady year in which we could implement the decisions we made in 2020. We launched the Fellowship program, for example, with very good results and are proud of the S⁴Women Leadership program that ran successfully in 2021 for the first time"

Imma Trillo
SVP Global People/Talent

4.1 Our values

The people who work at Media.Monks are at the heart of our business. Their talents are the fuel of the engine that keeps our business going. And employees are more likely to feel comfortable and happy in an environment where inclusivity and equality are priority. Furthermore, many employees need to adapt to a new way of working and the changes and challenges caused by the ongoing COVID-19 pandemic. As a result, we have increased our focus on the mental health and well-being of our employees.

Media.Monks set out four core values to guide decisions on who to work with, what projects to work on, and how to interact with one another:

We assume positive intent
Our egos don't get in the way of our values.

We act like owners
We lead with respect, empathy, and put our people first.

We are results driven
We push to be better and improve ourselves.

We solve it together
We foster a team where everyone belongs.

For and with our great workforce, we aim to contribute to SDG 5, 8 and 10 through this pillar as elaborated below.
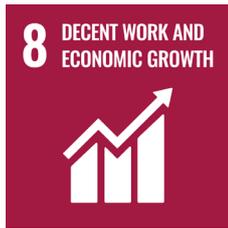
5 GENDER EQUALITY

SDG 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

How we contribute:
We want to ensure equal opportunities for women in leadership and managerial positions, with a first step in measuring our current ratios.

8 DECENT WORK AND ECONOMIC GROWTH

SDG 8.5

Achieve productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

How we contribute:
We want to ensure equal pay for equal value on our premises, with a first step in measuring our current earnings for similar work.

10 REDUCED INEQUALITIES

SDG 10.3

Ensure equal opportunity and reduce inequalities of outcome by eliminating discriminatory policies and practices and promoting appropriate policies and action in this regard.

How we contribute:
We want to ensure discrimination against people from an underrepresented minority group is not taking place on our premises by training our people (with a focus on allyship, anti-racism, anti-bias and other initiatives that promote racial and gender equity), creating Employee Resource Groups (ERGs), increasing ethnic and gender diversity at all levels of our company (especially in leadership roles) and increasing our involvement in organisations that promote diversity, equity and inclusion.

We find it important that everyone feels included and free to speak up. Therefore, we outlined our Code of Conduct in 2021. The purpose of this policy is to share our principles, policies and position when it comes to misconduct and the type of behaviour we stand for as Media.Monks. In this policy we provide information regarding discrimination, sexual harassment, workplace bullying and addressing and reporting misconduct (anonymously as well, if desired). We have also outlined the different responsibilities borne by both managers and employees. In general, our offices have a whistleblower policy and in 2021 no incidents were reported.

Since discrimination is often subtle and could be the result of unconscious bias rather than deliberate exclusion, we make resources available through LinkedIn Learning. Because we want to eradicate discrimination at all levels, training has become part of everyone's job and a component of their annual performance review. The coursework includes content on unconscious bias, allyship, inclusive conversations and other topics relevant to living our value of inclusivity. In 2021, our employees participated in a DE&I training course. This includes special training for those in leadership positions.

Our workforce and activities in 2021[10]

Our Media.Monks people (headcount)	Total 2021	Women 2021	Men 2021	Und. 2021	Total 2020	Women 2020	Men 2020	Und. 2020
Employees	5,874	43%	44%	13%	3,247	45%	55%	-
Part-time	3%				4%			
Full-time	97%				96%			
Fixed contract[11]	9%				30%			
Temporary contract[12]	2%				12%			
Turnover as percentage of total employees at end of 2021	21%	48%	42%	10%	-			
Covered by collective bargaining agreement	15%				0%			
Absenteeism	0.53%[13]				2.66%[14]			

[10] In 2021, we continued our backend integration by the implementation of Workday for existing entities within Media.Monks. Implementing this software is a step towards a united approach as Media.Monks. We now can analyse the data and standardise employee benefits, or look into the gender pay gap more precisely.
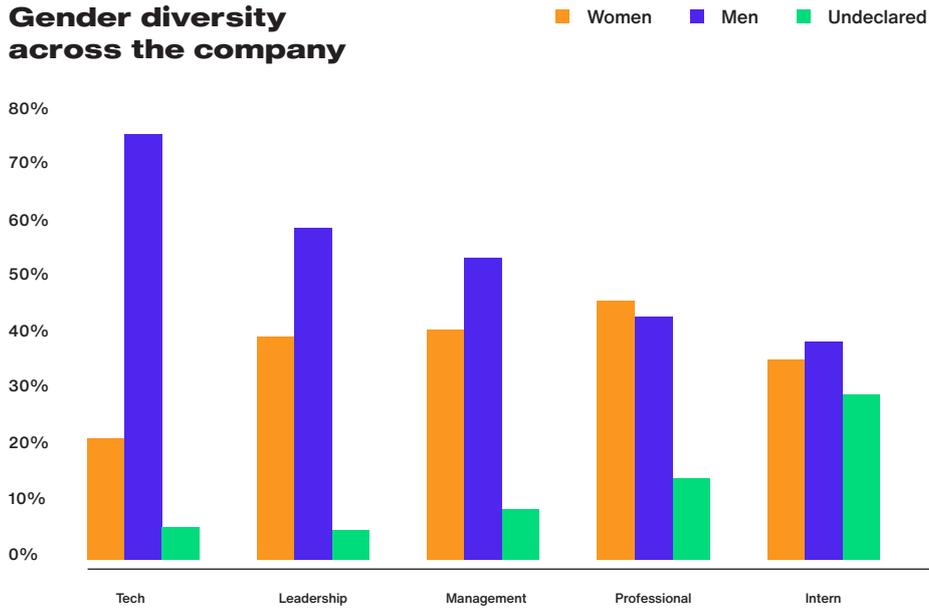
[11] These contracts have definite end dates.

[12] These contracts do not have end dates, but the contract indicates that a person will be working only for a fixed time in the company. All other contracts (not fixed term or temporary) are indefinite.

[13] This only includes data for the following offices: Media.Monks Amsterdam and Hilversum.

[14] This only includes data for the following offices: Media.Monks NL, Germany, UK, Sweden, Singapore, Shanghai, Buenos Aires, São Paulo, Cape Town, Dubai, Ebuilders and SuperheroCheesecake. Other offices were not yet able to measure their absenteeism.

Gender diversity across the company

Legend: ■ Women ■ Men ■ Undeclared

Chart: Gender diversity across the company. Categories: Tech, Leadership, Management, Professional, Intern. Y-axis: 0% to 80%.

Diversity in cultures, nationalities, backgrounds, race, gender identity and sexual orientation is valued at Media.Monks. The table and graph above show our diversity numbers and additional workforce data for the whole organisation. Overall, our gender diversity is relatively balanced, since most of our employees perform within a professional role[15]. However, the data shows that in tech departments and leadership roles our gender diversity is less balanced.

This year we measured our diversity data for the first time based on self-identification, meaning that employees had the freedom to indicate their gender or not, and 13% of our workforce chose not to self-identify. This renders our data not directly comparable with that of our 2020 workforce. However, while we do see a positive trend on the professional level, the other categories reveal a stable or negative trend. As we elaborate on below, we are implementing various initiatives and partnerships to turn the tide.
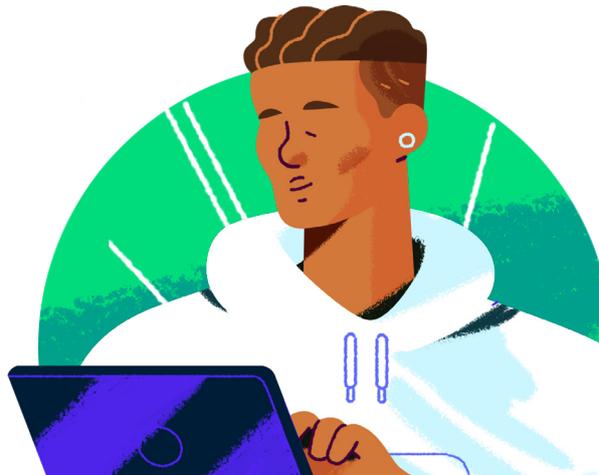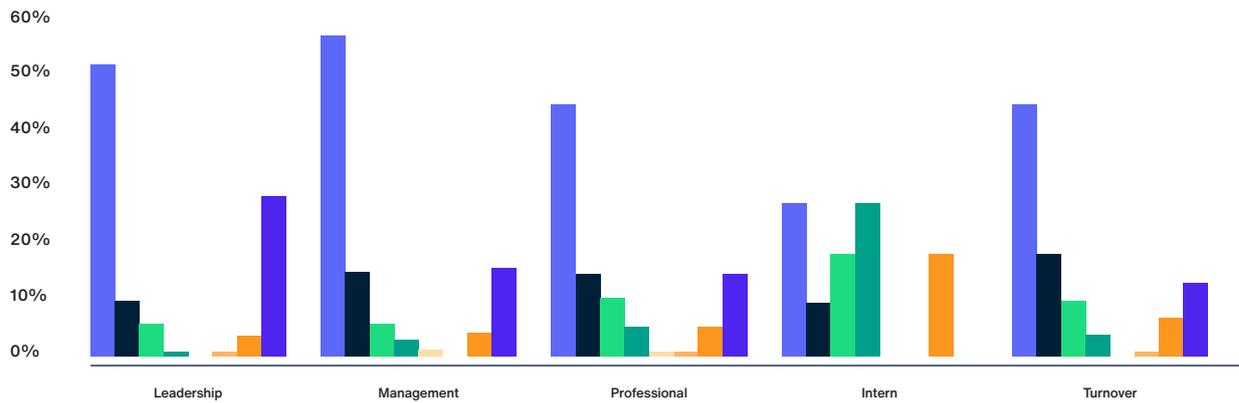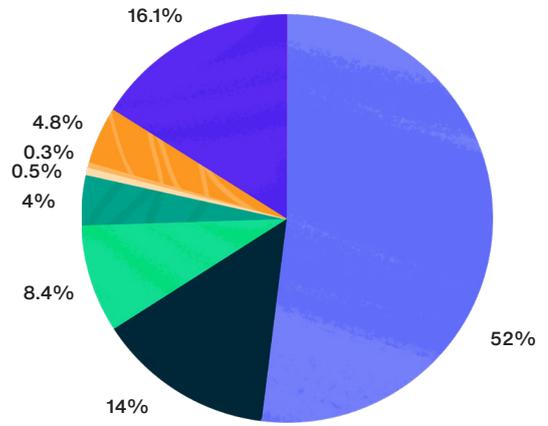
Since companies are not allowed to report ethnicity in many regions of the world, for example the EU, we separated the fully reported information on our US employees from that of employees located elsewhere. The diversity of our US workforce is demonstrated in the figures below[16]. As we are working on various initiatives that support a better influx of a diverse group of talented young people, we are pleased to see that the balance within our intern pool has improved. We're not yet where we want to be, however. Our goal is that our employee population authentically reflects the diversity of the communities in which we live and work. And we are working diligently toward that goal.

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[15] Last year we also reported an Administrative category, this category is now merged with the Professional category due to internal reporting.
[16] Within our US numbers, our 2021 acquisition Jam3 is included as well. This acquisition is out of scope for all other content of the report. Please refer to the chapter About this report for elaboration on the scope of the report.

Overall ethnicity

Legend:
- White
- Did not wish to answer
- Asian
- Hispanic or Latinx
- Black or African American
- Native Hawaiian or Other Pacific Islander
- American Indian or Alaska Native
- Two or More Races

Pie chart values:
- 52%
- 14%
- 8.4%
- 4%
- 0.5%
- 0.3%
- 4.8%
- 16.1%

Bar chart categories: Leadership, Management, Professional, Intern, Turnover

Mental health and well-being

The pandemic placed mental health front and centre and challenged our workplaces in unimaginable ways. Since most of us were — and are still — working from home, we understand the impact COVID-19 has had on our colleagues worldwide. To help our employees open up about experiences they've felt in times of little social contact and uncertainty over the future, we conducted a survey on well-being. Based on the outcomes, we initiated a variety of programs to increase mental resilience and well-being.

In 2021 Media.Monks brought OpenUp on board, a platform that offers individuals a way to work on their mental well-being privately. Via OpenUp, employees are offered a speedy and safe way to assess their mental health and access resources. Employees have direct, one-on-one unlimited access to a coach for mindfulness consultations and with a psychologist via chat, phone or video call within 24 hours — all confidentially — as well as access to webinars, interviews and other mental resources. OpenUp is mostly provided in Europe, in other regions we collaborate with alternative vendors or provide support through our insurance carriers. In Latin America, we provide mental health support through Cuéntame.com. Whereas, in North America, our employees can use the app Headspace as part of their benefits. These are all preventative measures that are aimed at tackling mental health issues in their early stages.

We believe the ability to turn off has played a huge role in both the mental and physical well-being of our employees. Via regular communication, our People and HR teams gently remind our employees of the importance of self-care, by making them aware of the benefits and the resources available to them, and encouraging time off.

We're proud of our initiatives to support our employees in staying healthy — and the proof is in the pudding. Media.Monks' absenteeism reduced to 0.53%[17] in 2021 (compared to 2.66%[18] in 2020).

Towards the end of 2021, we began drafting policies for a return to the office, a challenging proposition amidst the ebb and flow of COVID-19. Restrictions and infection rates vary, so we've polled our people and conducted studies on both the local and global level to better understand the needs and desires of our employees. As a result, we are building a flexible return-to-office plan that places the concerns and needs of our people at the fore. Although the future will most likely be hybrid, preferences have varied from region to region and, within the parameters of our organisation-wide COVID-19 Guidelines, we are affording our local offices the autonomy to facilitate what is best for their local employees.

[17] This only includes data for the following offices: Media.Monks Amsterdam and Hilversum.
[18] This only includes data for the following offices: Media.Monks NL, Germany, UK, Sweden, Singapore, Shanghai, Buenos Aires, São Paulo, Cape Town, Dubai, Ebuilders and SuperheroCheesecake. Other offices were not yet able to measure their absenteeism.

Our programs, activities and partnerships to stimulate diversity, equity and inclusion

S⁴ Melanin

Employee Resource Groups (ERGs) are set up internally by employees to support and learn from one another, and are actively promoted to advance the understanding and inclusion of employees with common life experiences. All employees are welcome to join any ERGs. At Media.Monks a variety of ERGs have been organised over the years, such as WoMMen in Tech, a neurodiversity and disability group, and one for employees of colour. The latter, S⁴ Melanin, has grown to be the largest ERG at Media.Monks — currently over 80 members and expected to grow to 300 by the end of 2022. This global community creates a safe space where employees of colour can meet and talk about a variety of topics, with the aim of not only helping each other thrive both professionally and personally but also ensuring that everyone's voice is heard.

In 2021, S⁴ Melanin met with the S⁴Capital Board of Directors and our Executive Chairman Sir Martin Sorrell about progress that needs to be made and how we are working towards ensuring that our regional offices are reflective of each local populous. For example, since the US population is 13% Black/African American we are striving to close the gap identified in 2020 when it was reported that the US/UK Black population at Media.Monks was 4%.

When we listen to one another, lessons are learned. However, it can be difficult to have an open conversation on sensitive topics. Because of the transparency and input provided by S⁴ Melanin we have made it mandatory for all managers to go through DE&I training.

S⁴ Melanin grew from a private support group to a global force that drives more inclusive practices. It is an inspiring example of how ERGs can make an impact, both in everyday interactions in the workplace as well as on a policy level.

"Employee Resource Groups (ERGs) are not only a great outlet for employees to connect with colleagues but also a great way to hold leadership accountable as it pertains to diversity, equity and inclusion objectives. In the case of S⁴ Melanin, we have had the unique opportunity to assist leadership with closing the representation gap for Underrepresented Minorities (URMs) by influencing recruitment and retention best practices globally. Now that a direct line of communication has been established with the Board of Directors, there are ongoing discussions about ways to eliminate tokenism in the workplace so URMs are finally able to show up to work as their true self. As an industry, we have simply not done enough to retain diverse talent and the hope is that Media.Monks can set attainable quarterly goals in order to exceed annual expectations for DE&I"

Gregory Taylor
Vice President of Growth

Tamika Johnson
Senior HR Business Partner

S⁴Women Leadership Program

In 2021 we began to officially support the Women's Empowerment Principles (WEPs), established by the UN Global Compact and UN Women. These principles provide businesses with seven steps to take to advance and empower women in the workplace, marketplace and community.

To accelerate our impact, we developed the S⁴Women Leadership Program in collaboration with the Haas School of Business at UC Berkeley in California. In 2021, 50 Media.Monks and S⁴Capital female leaders from all over the world participated in a six-month interactive program aimed at helping women progress in their careers — with the goal of more female representation at the top. The program includes interaction with internal business leaders, and experts are often invited to lead sessions. Due to COVID-19, the program took place virtually. Nonetheless, with the help of breakout rooms women could still connect in smaller groups. After the program, participants' career progress is tracked to understand how the training helped their careers and to gather feedback to make the program better every year.

2021's inaugural cohort made way for future classes to connect in real life

"The S⁴Women Leadership Program was a great experience to learn more about my own authentic leadership skills, and we developed tools to set goals and vision for my team, and also for my own career. It was a great experience to learn how to coach and mentor other women in the organization but over all to connect with my peers around the world"
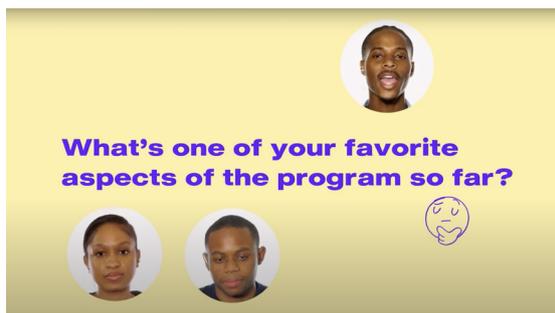

Martine Lemans
Managing Director

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Fellowship Program

The S⁴Capital Fellowship is an immersive, four-year paid program aimed at fostering the next generation of talent by empowering students from traditionally underrepresented communities. In 2021, the inaugural class of fellows — three students hailing from historically Black colleges and universities (HBCUs) — joined Media.Monks to work alongside and learn from highly-skilled mentors. The program provides fellows a steep learning curve in which we accompany them through this journey. From day one they are provided opportunities to learn about the industry from the very best while jump-starting their career. Fellows also have the option of working at different locations across the globe within a variety of challenging assignments.

We are already very pleased with the growth the fellows have shown in the first year of their program and look forward to what they will achieve in the coming years. Due to their success on the job and in helping to shape the program, we will welcome new fellows each year, with the goal of having 16 fellows in total working throughout our organisation.

What's one of your favorite aspects of the program so far?

Erena Reese
S4 Fellow —— Atlanta, GA

"We hope this inspires others to take steps in addressing the imbalance in employment and future opportunities for underrepresented groups"

Alex Danklof
Executive Creative Director

OneOpp Coalition

Launched by Cashmere[19] (a lifestyle marketing company that merged with Media.Monks in 2021), OneOpp is a social justice coalition that brings together advertising, media and entertainment industry leaders to join activists and grassroots organisations in ending police brutality. After the murder and injustice of George Floyd, Breonna Taylor and Ahmaud Arbery, the coalition was launched as a call to action to use collective platforms to proliferate the messaging created: how should we respond, how to get involved and what are the next steps. Peers were invited to join and help recruit others to ensure public safety — with ending police brutality as the north star.

In 2021, a five-episode series called Crossing Bridges was launched. Crossing Bridges is OneOpp's content series that shines a light on crucial topics in the fight against police brutality. Each show brings together one person from the world of activism and one person from the world of advertising and entertainment to discuss the issues of police reform and social justice. In one episode, David&Goliath's Head of Empathy, Tiffany Persons, interviewed former cop and best-selling author Corey Pegues on his experience in the union. In another episode, Mitchell Hamilton, an esteemed faculty member at Loyola Marymount University in Los Angeles and co-founder of an agency partner, interviewed Michigan Lt. Governor Garlin Gilchrist on the importance of voting within the Black community.

> **"I learned the best way to get involved is to support the people that are on the ground fighting day to day. Going through the exercise of talking to activists has taught us that they and their message could be supported with basic marketing efforts. Consequently we are happy to connect marketing with activism"**

Seung Chung
Co-Founder and CEO of Cashmere
Initiator of OneOpp Coalition

[19] Data related to Cashmere is not included in the scope of this report as the merger took place late in 2021.

Partnership with TechGrounds

In 2021, we once again strengthened our partnership with TechGrounds, an organisation that offers free education to IT professionals in the Netherlands with a focus on cultural and gender diversity. Media.Monks not only contributes to the curriculum, but also organises workshops and events. In 2021, we proudly welcomed four TechGrounders into our Dutch tech teams, and another three graduates started at Media.Monks in 2022. We are pleased to see that TechGrounds is extending its reach — in addition to Amsterdam, Rotterdam and Utrecht are now part of the program. We hope that even more cities will be included in the future as our aim is to continue to grow the number of TechGrounders we hire each year.

Tekorten aan IT'ers zijn niet nodig, als we anders naar talent durven kijken

Geplaatst op 22 december 2021

Nederland heeft tienduizenden openstaande vacatures in de IT-sector en dat worden er de komende jaren alleen maar meer. Reden voor Ruben Nieuwenhuis, sociaal ondernemer en oprichter van TechGrounds, een andere weg in te slaan en op onvermoede plekken te zoeken naar tech-talent.

Links: Richard Nieuwenhuis van Media.Monks en rechts: Ruben Nieuwenhuis van TechGrounds

"Behalve absolute aantallen hebben we in de IT/Tech-sector meer diversiteit nodig en daarom dagen wij ons zelf uit minimaal vijftig procent vrouwen en mensen met een andere culturele achtergrond op te leiden. Economische en maatschappelijke impact komen hier samen. Het creëert economische waarde voor bedrijven, maar tegelijkertijd ook voor de mensen waar het over gaat. Daar komt bij dat diverse IT-teams, met meer vrouwen en meer kleur, zorgen voor betere producten. Een driedubbele win-win situatie."

Integration of DE&I into our work for clients

We are thrilled to see that more and more of our clients are focusing on DE&I. As a result, we're answering the call to support organisations in setting up their DE&I activities related to marketing. Internally we have been working with guidelines and standards to support our own DE&I goals and learned from the various activities as described above. Now, we've translated this into benchmarks and guidelines that other organisations can use to align their values, vision and actions. We are working both with quantitative measures, (e.g., what is the spread of representation in your organisation?) and qualitative measures (e.g., how well is this representation part of your organisation's strategy?).

We are proud that in 2021 Taco Bell selected Cashmere as its Culture Agency of Record to develop and lead its cultural brand strategy and integration. Through the partnership, Taco Bell is looking to participate in culture in new ways, to forge deeper connections with different consumer groups.

In addition, we are supporting clients (requested and sometimes unrequested) on diversity during film production. For example, instead of asking our client what kind of cast they want, we set up a casting template that takes diversity and inclusion into account. We're also focused on helping clients gain insight into the diversity of their teams in front of (and behind) the camera. It's not always possible to collect diversity data due to national legislation related to privacy. Through our work with Free the Work, we allow creators to self-identify to provide enhanced data on DE&I insights.
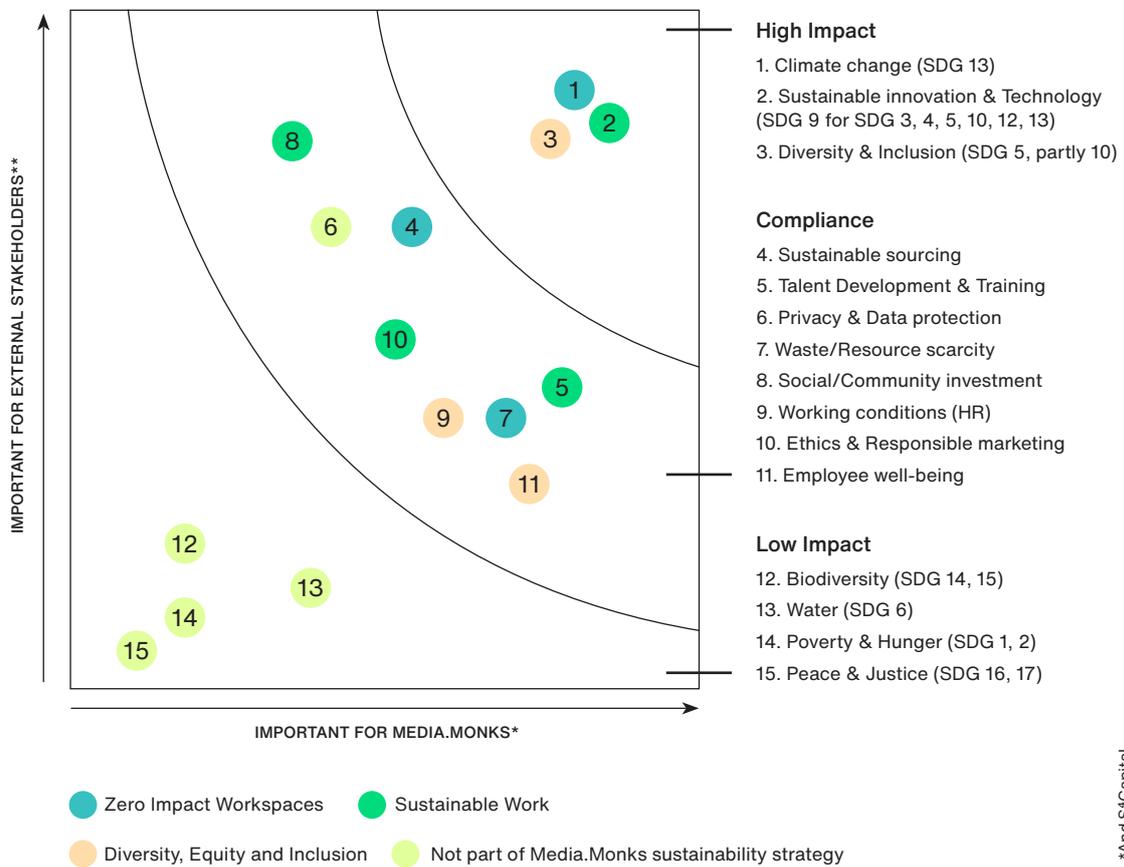
Outlook

Core to our Diversity, Equity and Inclusion pillar is our commitment to promoting diversity and inclusion. Our goal is that our employee population accurately reflects the communities in which we live and work. Therefore, we will focus on diverse hiring, mandatory inclusivity training, development of mandatory training for leadership and expansion of our Fellowship program. To strengthen this commitment, James Nicholas Kinney joined us as our Global Chief of Talent Discovery and Diversity at the start of 2022.

Our office in Buenos Aires will be reinstituting Monk.Academy, a program that provides opportunities for underserved Argentinians to be educated in tech. Our ambition is two-fold: we want to close the digital gap between this group and our industry with all its opportunities, and we want to train and support (and hire) new talent. The "new" Monk.Academy will be expanded to include guidance on the soft and hard skills that are essential to various jobs within the industry and then provide a range of training opportunities aligned to the skill sets needed. Our goal is to provide both structure and a transparent career path for all.

5. Appendix

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?

Media.Monks Impact Matrix

High Impact

1. Climate change (SDG 13)
2. Sustainable innovation & Technology (SDG 9 for SDG 3, 4, 5, 10, 12, 13)
3. Diversity & Inclusion (SDG 5, partly 10)

Compliance

4. Sustainable sourcing
5. Talent Development & Training
6. Privacy & Data protection
7. Waste/Resource scarcity
8. Social/Community investment
9. Working conditions (HR)
10. Ethics & Responsible marketing
11. Employee well-being

Low Impact

12. Biodiversity (SDG 14, 15)
13. Water (SDG 6)
14. Poverty & Hunger (SDG 1, 2)
15. Peace & Justice (SDG 16, 17)

IMPORTANT FOR EXTERNAL STAKEHOLDERS**

IMPORTANT FOR MEDIA.MONKS*

*And S⁴Capital
** Based on internal assumptions

● Zero Impact Workspaces   ● Sustainable Work

● Diversity, Equity and Inclusion   ● Not part of Media.Monks sustainability strategy

During this exercise we not only looked at our own expectations and key sustainability strengths, but 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. This helped us identify the topics we believe are most relevant to our stakeholders and where we can have a positive impact.

The topics in the upper right corner are the most important 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.

In addition to this report, we communicate regularly with our stakeholders on the above-mentioned topics. Through social media, articles, blogs and (virtual) events we also connect with other stakeholders, such as clients and partners. We organise (virtual) workshops for brands during which we gain insight into the challenges they face. We see our people as our most important stakeholder group, since their talent is vital to our existence.

In 2021, we surveyed all employees on CSR-related topics. Employees indicated they were most proud of our DE&I efforts. Furthermore, 70% of respondents mentioned they would like to be involved in sustainability activities, an indication that many employees care about the topic. On the question of which topics they find most relevant for Media.Monks to act upon, employees stated that employee well-being is their priority, followed by DE&I, climate change, talent development and sustainable innovation. Since only employees participated in the survey, it is of course understandable that employee well-being and talent development received a high prioritisation. Another interesting finding was related to commuting — almost half of our employees are using public transportation when commuting to our offices.

We are thrilled to see that our efforts related to DE&I are being valued and acknowledged by our employees and plan to provide clarification for those interested in becoming more involved in our sustainability activities.

Corporate Governance

Corporate Governance relates to how companies are managed and how the management is supervised. Media.Monks considers proper corporate governance to be one of the leading factors in the successful execution of the strategy. Therefore, corporate governance requirements are translated into internal rules and standards.

Governance of sustainability

The Executive Committee of Media.Monks is the primary decision-making body of the company and oversees Media.Monks' impact on sustainability-related topics, such as the environment and with regards to social inclusion. The Executive Committee is responsible for determining the company's mission, vision, strategy, policy and objectives, and for achieving those objectives, and is overseen by the Board of Directors. On a monthly basis, the Executive Committee's effectiveness regarding its management of the organisation's impact on the economy, environment and people is reviewed. In addition, the Executive Committee reviews the different ways in which stakeholders were engaged on a yearly basis, and identifies potential improvements to this method.

Responsibility for execution on the three pillars in the sustainability strategy is divided over multiple persons and departments in the organisation. Each pillar has one lead with a team of people from different Media.Monks companies to support. The Global Sustainability Lead of Media.Monks is responsible for the overall sustainability strategy and the reporting process, which is executed by the sustainability core team. The Global Sustainability Lead reports back directly to the Executive Chairman and the Executive Director on the management of the organisation's impacts. The Executive Director, a member of the Executive Committee, is responsible for reviewing and approving the information included in the annual ESG report before final publication. During multiple review rounds the Executive Director highlights points for improvement and provides overall feedback on the report.

Management and supervision of sustainable development requires knowledge, skills and experience on these topics. To ensure that the members of the Executive Committee are knowledgeable and skilled, Media.Monks takes measures to advance the collective knowledge. Every month updates, trends and developments related to ESG, both within the organisation as well as the industry, are shared with the Executive Committee. In addition, throughout the year members are invited to attend a variety of expert panels, to exchange knowledge and discuss ESG-related matters with others.

Composition of the Executive Committee

Sir Martin Sorrell (M)
Executive Chairman
In current position since: 28 September 2018
Other appointments: n/a

Mr Victor Knaap (M)
Executive Director
In current position since: 4 December 2018
Other appointments: n/a

Mr Wesley ter Haar (M)
Executive Director
In current position since: 4 December 2018

Mr Peter Kim (M)
Executive Director
In current position since: 24 December 2018
Other appointments: n/a

Mr Christoper S. Martin (M)
Executive Director
In current position since: 24 December 2018
Other appointments: n/a

Mr Scott Spirit (M)
Executive Director / Chief Growth Officer
In current position since: 18 July 2019
Other appointments: n/a

Mrs Mary Basterfield (F)
Group Chief Financial Officer
In current position since: January 2022

Mr Daniel Pinto (M)
Non-Executive Director
In current position since: 24 December 2018

Mr Rupert Faure Walker (M)
Non-Executive Director
In current position since: 28 September 2018
Other positions: Senior Independent Director,
Chairman of the Audit and Risk Committee,
Member of the Nomination and Remuneration
Committee

Mrs Naoko Okumoto (F)
Non-Executive Director
In current position since: 10 December 2019

Mrs Margaret Ma Connolly (F)
Non-Executive Director
In current position since: 10 December 2019

Mrs Sue Prevezer QC (F)
Non-Executive Director
In current position since: 14 November 2018
Other positions: Member of the Audit and Risk
Committee, Member of the Nomination and
Remuneration Committee

Mr Paul Roy (M)
Non-Executive Director
In current position since: 28 September 2018
Other positions: Chairman of the Nomination
and Remuneration Committee, Member of the
Audit and Risk Committee

Mr Miles Young (M)
Non-Executive Director
In current position since: 28 September 2018

Mr Peter Rademaker (M)
Non-Executive Director
In current position since: 3 January 2022
Other positions: Group CFO and Executive
Director

Mrs Elizabeth Buchanan (F)
Non-Executive Director
In current position since: 12 July 2019

Independence and conflicting interests

The roles of Chairman and Chief Executive of Media.Monks are carried out on a combined basis by Sir Martin Sorrell. The Board has considered Sir Martin Sorrell's role as Executive Chairman in the context of the Board's commitment to achieving high standards of corporate governance. Sir Martin Sorrell has been a leading figure in the communication services industry for over 40 years and the Board continues to be of the view that his expertise, knowledge and global network of relationships are an unparalleled advantage to the Group, the formulation and execution of its strategy and its day-to-day operations. In light of this, the Board believes that combining the roles of Chairman and Chief Executive is in the best interests of Media.Monks, shareowners and other stakeholders. Given the openness to challenge and the vast and differing experience and expertise of the Directors, the Board remains of the view that the combination of the roles of Chairman and Chief Executive has not affected the promotion of a culture of openness and debate and constructive relations between and among the Executive and Non-Executive members of the Board. In addition, Sir Martin Sorrell has been issued with a **B Share** which provides him with enhanced control rights. In order to ensure that Sir Martin's exercise of the rights attaching to the B Shares do not prejudice the Company's ability to comply with the Listing Rules, Sir Martin and the Company have entered into a relationship agreement.

Half of the Board (excluding the Chairman) should comprise of Non-Executive Directors determined by the Board to be independent in character and judgement and free from relationships or circumstances which may impair or could appear to impair.

In addition to the balance created through the above measures, Media.Monks has procedures in place for managing conflicts of interest. Should a Director become aware that they or their connected parties have an interest in an existing or proposed transaction with Media.Monks, they should notify the Board in writing or at the next Board meeting. Internal controls are in place to ensure that any related party transactions involving Directors, or their connected parties, are conducted on an arm's length basis. Directors have a continuing duty to update any changes to these conflicts.

Conflicts of interest are first declared prior to a Director's appointment to the Board where they complete a full due diligence questionnaire. Those conflicts are then declared at Board meetings of Media.Monks. Each Board meeting starts with an updated disclosure of conflicts of interest. Conflicts are also declared by means of an announcement to the London Stock Exchange in accordance with the premium listing rules[20]. Cross-board membership is disclosed in such announcements and also in every prospectus Media.Monks produces.

Directors are not permitted to accept other directorships without the company's consent. Hence, any potential conflict would be identified and avoided or, if permitted, would be immediately disclosed by way of an announcement to the London Stock Exchange.

[20] Which do not apply but the company has historically used their disclosure standards when deciding when to announce information about conflicts or potential interest.

Composition and Tasks of the Nomination and Remuneration Committee

The Nomination Committee assists the Board in determining the composition and makeup of the Board, having regard to the skills, knowledge and experience required and also to the benefits of all forms of diversity. It periodically reviews the structure of the Board and identifies potential candidates to be appointed as Directors. Within the process, the Board's policy on diversity and inclusion is taken into account as well as the gender balance of those in senior management. The Committee seeks to consider the views of all key stakeholders including shareholder representative bodies, individual shareholders, management and Media.Monks' employees when considering potential candidates for the Board of Directors. The Nomination and Remuneration Committee also determines succession plans for the Executive Chairman. The Committees meet when appropriate and not fewer than twice a year. The Nomination and Remuneration Committee is chaired by Paul Roy, with Rupert Faure Walker and Sue Prevezer as its other members. Sir Martin Sorrell has observer rights and may be invited to attend meetings of the Nomination and Remuneration Committee, but is not entitled to count in the quorum of such meetings or vote on business.

Remuneration

The Directors' Remuneration Policy is based around lower-than-market-rate base salaries, a higher-than-market-rate and annual and long-term incentive opportunities and material levels of equity ownership by all Executive Directors. The Remuneration Policy was reviewed in detail in 2021 and major shareholders were consulted on any significant proposed changes. The Remuneration Committee of the Board is responsible for both the recommendation of the organisation's remuneration policy as well as determining the remuneration of Executive Directors. A Remuneration Consultant has been appointed to assist with both aspects of the Committee's roles. Members of the Committee meet with major shareholders annually to discuss remuneration issues and obtain their input on both the policy and remuneration practices.

The annual bonus scheme for 2021 utilised broadly similar performance metrics as in 2020, with payments dependent 70% on financial performance and 30% on goals linked to key non-financial objectives. The Remuneration Committee of the Board decided, for the first time, to include ESG targets in its annual bonus scheme as part of the non-financial objectives for Executive Directors (and other members of the Executive Committee). Hereby, its commitment to, and the importance of, measuring and ameliorating the company's impact on the environment and social aspects is emphasised. Consequently, members of the Executive Committee will have 10% of their annual bonus tied to ESG performance targets.

Pension is a fixed element of the Executive Directors' remuneration, maximum 30% of base salary. The scheme takes into account the role performed by the individual and information on the rates of pay and pension contributions for similar jobs in companies of comparable size and complexity. Payment may be made into private pension plans or paid cash in lieu.

All executives on the Board, with the exception of Mary Basterfield who was recently appointed as Group CFO, are either founders of the company or joined when the business they founded merged with Media.Monks. None of those Directors or any of the non-executive Directors have received any sign-on bonus or recruitment incentive payments.

If a new Executive Director is hired, the Committee will use the Remuneration Policy to determine the Executive Director's remuneration package as the initial basis for formulating the package. To facilitate the hiring of candidates of the appropriate calibre to implement the Group's strategy, the Committee may include any other remuneration component or award not explicitly referred to in the Remuneration Policy (or a higher award opportunity than that set out in the Remuneration Policy table) sufficient to attract the right candidate. Awards outside the normal policy would only be made (i) if they are considered a necessary part of an acquisition which involves a new Director joining the Board and/or (ii) to buy out awards being foregone by the incoming Executive Director, with the value of these buyout awards reflecting the value of the awards foregone.

For more information on our Remuneration Policy we refer to the Annual Report 2021.

Annual total compensation ratio

Media.Monks reports on the pay ratio of the highest-paid individual compared to the lowest-paid individual. Using this method, the ratio for the 2021 tax year was 16:1.

Policy and procedures

Individuals can seek advice on implementing Media.Monks' policies and practices for responsible business conduct and how to raise concerns through our Code of Conduct and whistleblowing procedure. In the Code of Conduct, our principles, policies and position are shared when it comes to misconduct and the type of behaviour we stand for as Media.Monks. Whistleblowers can report in confidence to the Chair of the Audit and Risk Committee, who has responsibility for investigating any concerns. The Board and the Committee are made aware of any concerns at Board or Committee meetings, as appropriate, and informed as to the resolution or the status of complaints. If Media.Monks should become aware of the possibility that it is doing irreparable harm to people or the environment, it will take further measures to investigate the cause and effects of such harm. Media.Monks policy documents support the organisation in meeting social and legal requirements, including respecting human rights of employees. These policies were all approved by Media.Monks' Executive Committee.

Media.Monks allocates responsibilities to implement the policy commitments across different levels within the organisation. In consultation with the Board and Audit and Risk Committee, the Group General Counsel and the internal auditor are responsible for implementation. This will be the responsibility of the Head of Compliance as of next year. In addition, Legal, HR and Tax form the link between local leadership and senior management. The policy commitments are set for the entire Group and therefore integrated in the organisational strategy and operational policies. The policy frameworks will be expanded through creating awareness and improving training, whereas monitoring of the commitments is underway. Besides having internal policies in place, we also have a supplier Code of Conduct and include relevant references of our policies and procedures into our commercial contracts. Media.Monks provides training to the Board and senior management on implementing the policy commitments. In addition, employees are made aware of the requirements under the policies and how to comply with these. At the moment, the implementation of a framework and detailed training for the relevant workforce is underway.

Media.Monks Group CFO is designated as the ultimate reporting line for critical concerns. We intend to appoint a Head of Ethics & Compliance to take over this role in the future. In addition, we are working on improving the overall compliance framework, including digital reporting tools to simplify access and reporting of concerns. Critical concerns are discussed by senior management with the Board and the Audit and Risk Committee on a regular basis. As a publicly listed company, shareholders can express their concerns in the Annual General Meeting (AGM). In 2021, no critical concerns were communicated to the highest governance body.

Risk management

We continue to monitor and assess the effectiveness of the Board's systems and controls to ensure that we have robust procedures in place. The Board, through the Audit and Risk Committee, has overall responsibility for the risk management and mitigation process. The Board places a particular emphasis on the scope and nature of the relevant risks when determining how the Group should seek to achieve its strategic objectives. The risks and uncertainties faced continue to evolve as Media.Monks expands, which presents further challenges and risks. Risks are reviewed formally semi-annually at the level of both the operating businesses and the Company and presented to the Board and the Committee as appropriate. To the extent that significant new risks arise, or existing risks require new mitigation strategies or procedures, these are raised and discussed at Board meetings. The general counsel, head of tax and internal control manager are also involved in the assessment of risks, which strengthens the processes in place. Furthermore, Media.Monks has both an internal audit and external audit process in place. The internal control manager provides the Board with an independent and objective assessment of the risk, control and governance arrangements in place. In addition, PwC serves as an independent external auditor.

In the **Annual Report 2021**, the principal risks and uncertainties that the Board believes could have a significant adverse impact are set out. One of these risks are related to compliance; risks linked to failing to comply fully or at all with tax and other laws and regulations or unethical conducts. Potential consequences of this may be reputation damage, tax and legal claims and proceedings or loss of tax status. In 2021, no material events occurred regarding compliance.

The Risk Committee considers climate-related issues when looking at its risk management policies. The Board also considers these issues when setting its business plan and Media.Monks' performance objectives. To monitor and oversee progress against goals and targets, the Remuneration Committee receives a report from the Executive Chairman on individual progress against climate-related goals and targets as part of the annual bonus assessment for Executive Directors. The Board also receives KPIs as part of the Annual Report process, which are publicly reported. Urgent climate-related issues are reported via email to the Executive Board Members, these will be discussed and decided by them and relevant experts immediately. Near-urgent or long-term matters will be discussed in monthly board meetings.

We are aware that a variety of climate related risks can affect Media.Monks. As a global organisation we have offices all around the world, facing different challenges depending on their geography. Our offices and employees can face physical risks emanating from climate change such as increased severity of extreme weather events (e.g., floods and fires). Furthermore, risks can also be associated with the transition to a lower-carbon global economy, the most common of which relates to policy and legal actions, technology changes and market responses. We operate in highly competitive markets, where customer behaviour, needs and demands are evolving for instance due to climate change. Failure to react appropriately and rapidly to changes in customer behaviour could result in the erosion of our customer base. Given the diversity of our customer base and the various industries which we serve, it is generally possible to contain the impact of these adverse conditions. These risks also accelerated our public commitment to seek B Corp status. Media.Monks' climate strategy is not static and will develop over time. As a people business operating in the digital sector we see ourselves as flexible which makes us able to adapt to the challenges at the relevant time.

Responsible advertising and marketing

Media.Monks is committed to the responsible handling and protection of client and consumer information. Our core business is focused on Business to Business (B2B) activities. Thus, the majority of our documentation is related to internal privacy guidance. We are contractually committed to collaborate with our clients and to demonstrate privacy compliance when required. We have a standard Data Subjects Request (DSR) and an internal Privacy Policy in place. The publicly available **Privacy Policy** clearly discloses information about our process of data collection and data-use practices, thereby increasing transparency. Although Media.Monks does not have a direct relationship with consumers, we support our clients with understanding data analytics issues in terms of privacy aspects. We provide Behavioural Advertising and Business Insight services to clients in different countries but do not have a policy in place regarding this type of advertising.

Processing of personally identifiable information (PII) is prohibited contractually. Consequently, Media.Monks steers clear of the handling of PII and specifically sensitive information. All in all, employment personal information, vendors, service providers and clients information and client's customers information is used internally, Media.Monks only shares personal information with approved vendors to operate its business properly, to fulfil its legal obligations and its different policies (e.g., DE&I, HR, security) or upon a requirement made by a public authority. We do not sell or rent data or information to third parties. At the moment, two types of privacy impact assessments are performed. All data processing activities that involve third-parties are being assessed via a Vendor Security Assessment (VSA). This document provides a Security and Privacy evaluation/report concerning the scope of the data processing, categories of data, security controls, ISO 270001, SOC type 1 and 2, privacy controls, international data transfer elements, subprocessor status and the parties' privacy roles and obligations. When there is a project initiative from Business Units, it is required to conduct a DPIA (Data Protection Impact Assessment) to evaluate the necessity of the likelihood of impact and risks associated with the personal data processing.

Media.Monks is not enrolled in any self-regulatory organisations like the Direct Marketing Association, and currently there is no process for consumer data mapping or processing nor a risk analysis process in each stage of the lifecycle data or at a general level. We therefore cannot provide data on the percentage of campaigns reviewed by the Advertising Self-Regulatory Council (ASRC) or for adherence with the ASRC procedures. When processing Media.Monks personnel's data, consent is not required, unless there is a company initiative that goes beyond the purposes of the employee's function. Furthermore, there is no data retention policy in place that covers all of our services. Advisory is provided per data processing activity and at the request of the business unit, project and/or initiative. In 2021, no monetary losses occurred as a result of legal proceedings associated with consumer privacy.

There is a Media.Monks-wide policy that we do not work for tobacco or e-cigarette clients. We do, however, work for alcohol clients for which there is no policy in place. Only 0.97% of our campaigns promote alcohol, and as stated 0% of our campaigns promote tobacco products. All of our online advertising impressions are targeted to specific audiences, however these audiences are anonymised, therefore not traceable from a privacy perspective. In every briefing we will have a defined target audience for which we create the campaign. In 2021, no monetary losses occurred as a result of legal proceedings associated with either false, deceptive or unfair advertising. Media.Monks takes measures to ensure that advertising about the clients' products and services is truthful and not deceptive. When we draft or create a campaign or advertisement we take into account ethical norms and standards. We also consult our legal department if necessary to make sure that the work we do and in collaboration with the client is in accordance with these norms and standards. Nonetheless the client is, in the end, responsible for the truthfulness of the product or service displayed.

About this report

When drafting this report, we aimed to write it in accordance with the revised GRI Standards 2021. Due to the significant changes compared to the former GRI Standards (2016), we do not yet comply fully with GRI 2021, which will be the case from next year onwards. Therefore, the GRI Content Index 2021 is already included at the end of this report. In addition, we aligned our report with the SASB standard for the Advertising & Marketing sector for the first time.

The report content is based on the three pillars of our strategy and the outcome of our impact matrix. The financial information in this report covers all Media.Monks companies, all other information only covers the performance of all Media.Monks companies acquired before 2021. Compared to the previous report, Decoded Advertising, Metric Theory and Orca Pacific were newly included in scope. Hence, the reporting includes data on our 30+ offices around the world, Media.Monks' headquarters is located in London, UK.
This includes:
All **Biztech** activities
All **Circus Network Holding** activities
All **Decoded Advertising** activities
All **Firewood** Marketing Inc activities (incl. **Firewood** UK Ltd)
All **IMAgency** Holding BV activities
All **Media.Monks** activities (so including WhiteBalance activities since Sept 2020 as part of MM India)
All **Metric Theory** activities
All **MightyHive** activities (incl. Lens 10)
All **Orca Pacific, LLC** activities
All **Superhero Cheesecake BV** activities
All **S⁴Capital** activities

In case information in the report differentiates from this scope, it will be indicated so.

Later acquisitions made in 2021 will be included in the reporting scope of our next report. For the CO_2 calculations we used accurate data where possible, and in some cases used estimates based on extrapolation. For example, for shared offices that were not able to provide us with measured data or the commute data which we based on a globally distributed survey. As we are an internationally operating company, we had to change the currency of some financial data to report all numbers in GBP. A year-to-date exchange value is used for the year 2021 if currency changes were needed.

This document is part of our annual cycle of reporting on our ESG and sustainability performance and covers the period 1 January 2021 – 31 December 2021. The reporting period of our financial reporting aligns with the period of our sustainability reporting. Our most recent ESG report was published last year (March 2021). The publication date of the ESG report 2021 is 13 June 2022. Significant changes in this report compared to the previous year include the increase in the number of companies and therefore offices and 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 to ensure our data is correct and communicated transparently.

For questions, recommendations or ideas about sustainability at Media.Monks and this report, please contact us: sustainability@mediamonks.com

Principles of United Nations Global Compact

Media.Monks 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. It is our ambition that all companies of S⁴ become a member of the 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, labor standards, the environment and anti-corruption. Below we outline these 10 principles and Media.Monks' support, which is elaborated on throughout this report.

Principle 1 - Support and respect protection of internationally proclaimed human rights

Media.Monks 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 right abuses

We promote fair labor 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

Media.Monks 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 labor

We do not tolerate any forms of forced and compulsory labor. Labor at Media.Monks is freely given and employees are free to leave in accordance with established regulation.

Principle 5 - Support effective abolition of child labor

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

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

Media.Monks 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 Media.Monks 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

Media.Monks 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 confidentiality agreement to prevent data breaches.

GRI Content Index

GRI standard	Disclosure	Relevant section	Omission
1. The organization and its reporting practices			
2-1	Organizational details	Cover 1.1 Who we are and what we do 5.4 About this report	
2-2	Entities included in the organization's sustainability reporting	5.4 About this report	
2-3	Reporting period, frequence and contact point	5.4 About this report	
2-4	Restatements of information	5.4 About this report	
2-5	External assurance	5.4 About this report	The sustainability report has not been externally assured
2. Activities and workers			
2-6	Activities, value chain and other business relationships	1.1 Who we are and what we do 3. Sustainable Work	
2-7	Employees	4 Diversity, Equity and Inclusion 4.2 Our workforce and activities in 2021	Due to limitations in current Workday data of all acquisitions, a breakdown by gender and region per contract type is not yet included. We are working on further integration in order to be able to extract this information in the future
2-8	Workers who are not employees	n/a	
3. Governance			
2-9	Governance structure and composition	5.2 Corporate Governance - Governance of sustainability 5.2 Corporate Governance - Composition of the Executive Committee 5.2 Corporate Governance - Composition and Tasks of the Nomination and Remuneration Committee	
2-10	Nomination and selection of the highest governance body	5.2 Corporate Governance - Composition and Tasks of the Nomination and Remuneration Committee	
2-11	Chair of the highest governance body	5.2 Corporate Governance - Composition of the Executive Committee 5.2 Corporate Governance - Independence and conflicting interests	

2-27	Compliance with laws and regulations	5.3 Risk management
2-28	Membership associations	5.4 About this report

5. Stakeholder engagement

2-29	Approach to stakeholder engagement	5.1 Our Impact Matrix and stakeholders 5.4 About this report
2-30	Collective bargaining agreements	4.2 Our workforce and activities in 2021

Material topics 2021

3-1	Process to determine material topics	5.1 Our Impact Matrix and stakeholders
3-2	List of material topics	5.1 Our Impact Matrix and stakeholders

Climate change and Environment (302: Energy & 305: Emissions)

3-3	Management of material topics	2 Zero Impact Workspaces
302-1	Energy consumption within the organization	2.2 Our performance in 2021
302-4	Reduction of energy consumption	2.2 Our performance in 2021
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	2.2 Our performance in 2021
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	2.2 Our performance in 2021
305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	2.2 Our performance in 2021

Sustainable Innovation and Technology

3-3	Management of material topics	3.2.2 For Good Work
Own indicator	Percentage of net revenue invested in innovation	3.2 Our performance in 2021

Diversity and Inclusion (405: Diversity and equal opportunity)

3-3	Management of material topics	4 Diversity, Equity and Inclusion
405-1	Diversity of governance bodies and employees	4.2 Our workforce and activities in 2021

Talent Development and Training

3-3	Management of material topics	4 Diversity, Equity and Inclusion
Own indicator	Employees who participated in a DE&I training	4.2 Our workforce and activities in 2021
Own Indicator	Offered opportunities to learn in the form of: Techgrounders, Fellowship Program, S⁴Women Leadership Program	4.4 Our programs, activities and partnerships to stimulate diversity, equity and inclusion

SASB table

Disclosure topic	Accounting metric	Metric Code	Disclosure reference
Data privacy	Discussion of policies and practices relating to behavioural advertising and consumer privacy	SV-AD-220a.1	5.2 Responsible business - Responsible advertising and marketing
	Percentage of online advertising impressions that are targeted to custom audiences	SV-AD-220a.2	5.2 Responsible business - Responsible advertising and marketing
	Total amount of monetary losses as a result of legal proceedings associated with consumer privacy	SV-AD-220a.3	5.2 Responsible business - Responsible advertising and marketing
Advertising integrity	Total amount of monetary losses as a result of legal proceedings associated with false, deceptive, or unfair advertising	SV-AD-270a.1	5.2 Responsible business - Responsible advertising and marketing
	Percentage of campaigns reviewed for adherence with the Advertising Self-Regulatory Council (ASRC) procedures, percentage of those in compliance	SV-AD-270a.2	N/A
	Percentage of campaigns that promote alcohol or tobacco products	SV-AD-270a.3	5.2 Responsible business - Responsible advertising and marketing
Workforce Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management, (2) professionals, and (3) all other employees	SV-AD-330a.1	4.2 Our workforce and activities in 2021