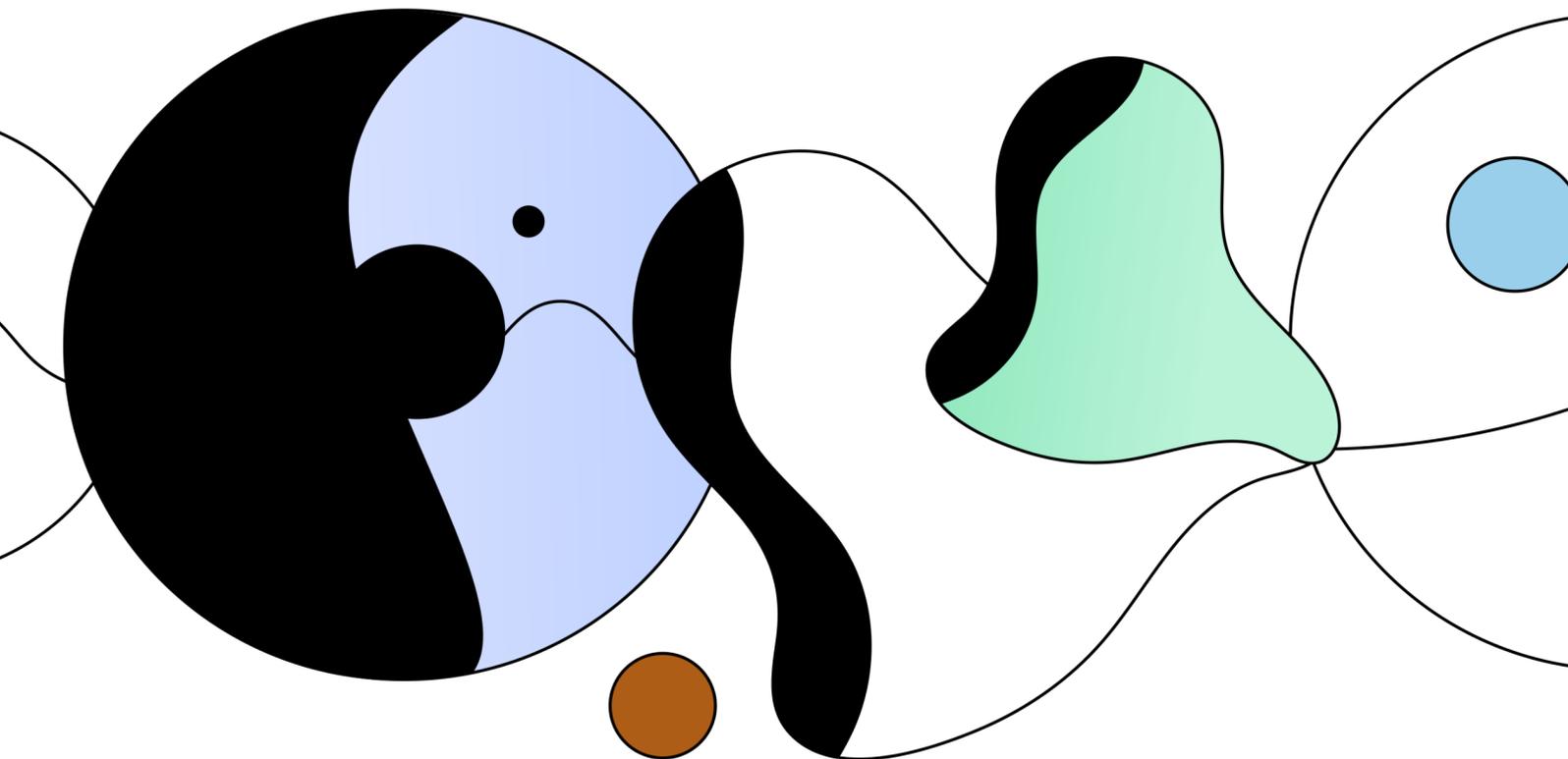


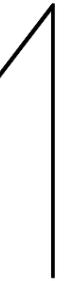
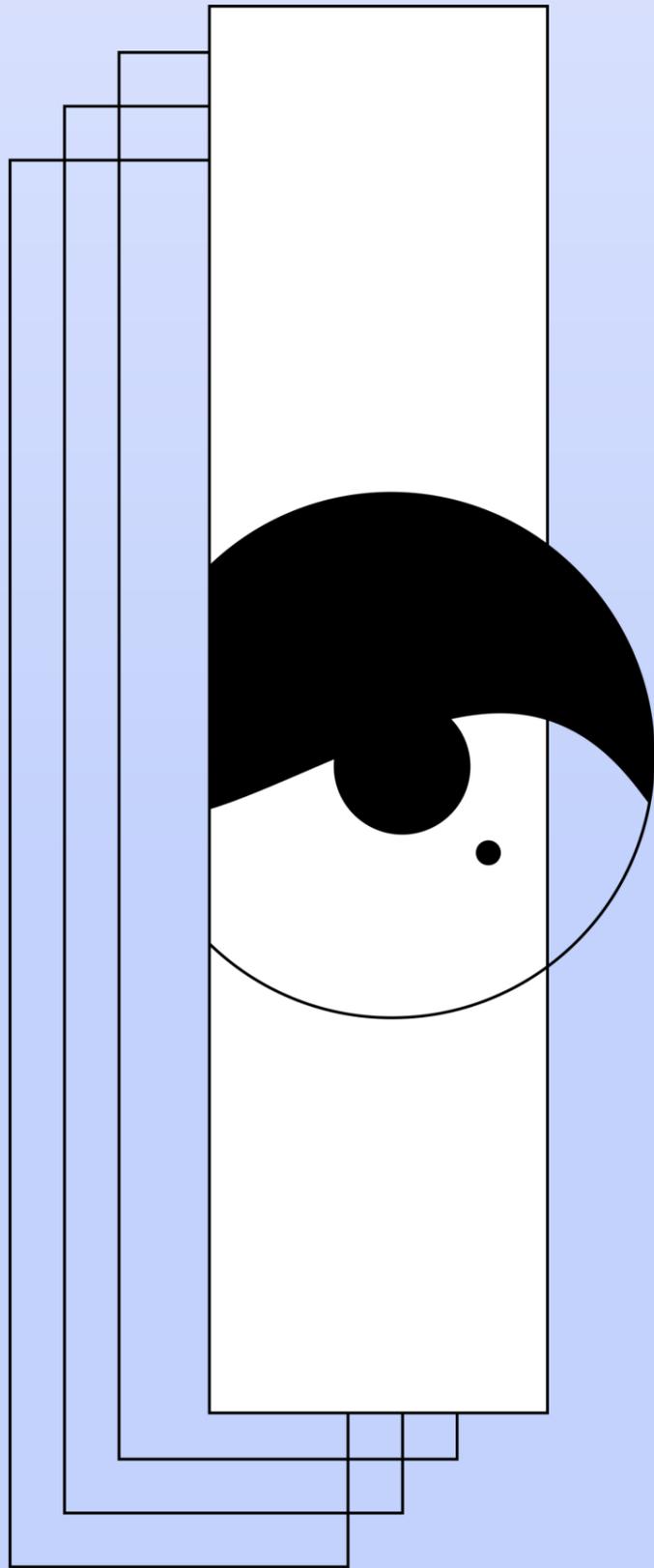
# Impact Report 2022



# Impact Report 2022

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# At a Glance



We're DEPT®, a global digital agency pioneering technology and marketing to help brands stay ahead of their competition.

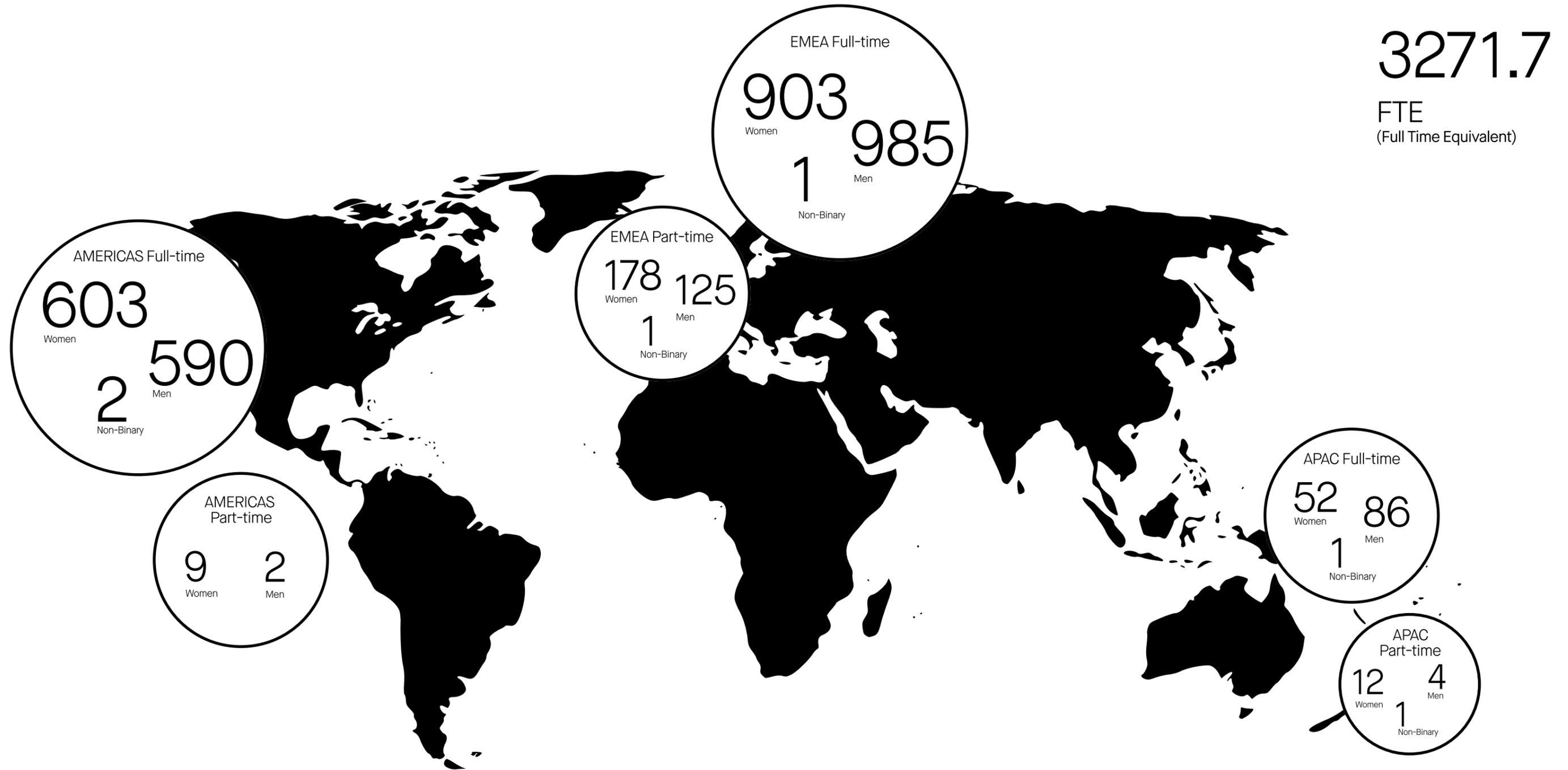
We enable clients to digitise processes, products, services, transactions and marketing at speed. This means we can support the digital transformation and products at the core of their business to the brand, through to the creative and media that bring those products to the market.

Since 2015, we've been one of the fastest growing agencies in the world. And, as of 2023, we've shown no signs of slowing down.

- DEPT® now spans 20+ countries across the Americas, Europe, and the Asia Pacific.
- More than 4,000 people count themselves as Depsters.
- In 2022 we completed over 6,000 projects for clients including Google, KFC, Philips, Audi, Twitch, Patagonia, eBay and more.

As a Certified B Corporation, we are driven by the belief that DEPT® can grow to become not just the best agency in the world... but also the best agency for the world.

# Our offices & people



# Letter from our CEO

This is not a victory lap. If it was, we would be celebrating mitigated climate change alongside egalitarian, democratic and healthy societies with the rest of the world. Rather, we're excited to use the release of our 2022 Impact Report to take stock of the progress we have made and acknowledge where we still need to do more to meet the urgency of the moment.

Becoming a #goodcompany is no small task: the mission to create a positive impact on not just our people and our clients, but on society and the world is inherently an ongoing one. But we continue to believe that digital can be a transformative force to create a positive impact in the world, and we aspire to turn that belief into reality.

Our #goodcompany mission began with the release of our first Impact Report in 2020, following our first Climate Neutral certification. In 2021, we released our second Impact Report, coinciding with DEPT® becoming the first global agency to achieve B Corp certification.

Now, with this third edition of our Impact Report, we find ourselves humbled. And that's okay.

We've had some stumbles and navigated some tricky obstacles over the course of the past year. While we won't shy away from acknowledging those, we're also proud to share the incremental progress we've made and the #goodcompany goals we've accomplished.

In 2022, impactful projects made up 8.6% of our total global revenue, and a big portion of that came from teams that joined DEPT® in the last year. Our client work was recognised across the board at industry awards programs, including DEPT® being named Agency Network of the Year by the Webby Awards and Agency of the Year at the Lovies. Importantly, we also took home ten Anthem Awards for our purpose-driven work.

As we write this Impact Report, it's impossible to ignore the rapid acceleration of AI and its potential impact on our work. While we recognize the huge potential benefits, we also acknowledge the ethical and human risks involved. Our approach is to leverage this technology in a meaningful way for our clients and our business, prioritising intentionality and purpose over hype.

Finally, another year of collaborating to create some of the best work across the industry, while keeping our big enough to cope small enough to care culture, has translated into great growth and numbers for us as a company.

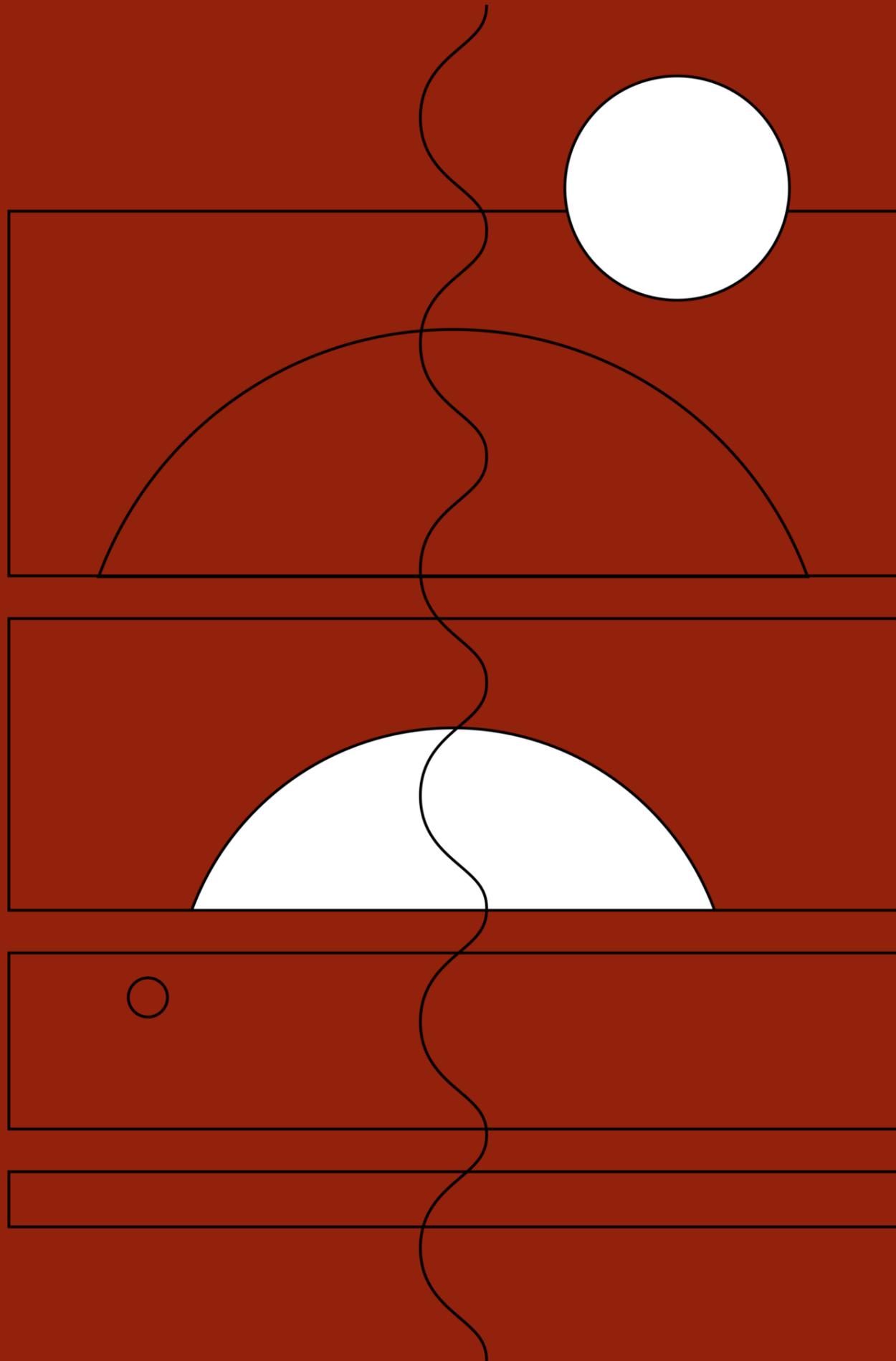
As we continue to work hard with the right intentions, I believe it's easy to imagine an even better future for DEPT®, for our people, our clients and for society as a whole. We remain committed to helping our clients grow their business, and creating a positive impact on the world.



Dimi Albers  
Global CEO of DEPT®

# Performance Snapshot

2



# Clients

1,303 Clients

6,703 Projects

10 Anthem Awards

8.6% Revenue from impact work  
(2021: 8.6%)

8.3/10 Client satisfaction  
(2021: 8/10)



Network of the Year



Agency of the Year

# Community

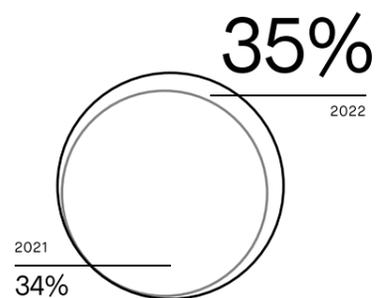
0.96%

Donated through pro bono and charitable donations  
(2021: 0.67%)

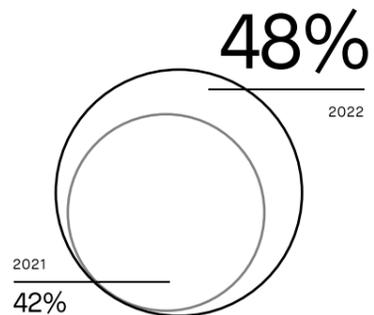
4,589

Total pro bono hours

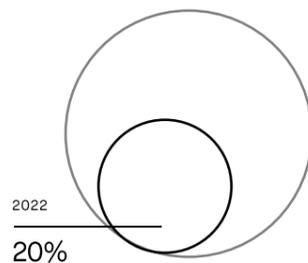
# Employees



Women in leadership positions



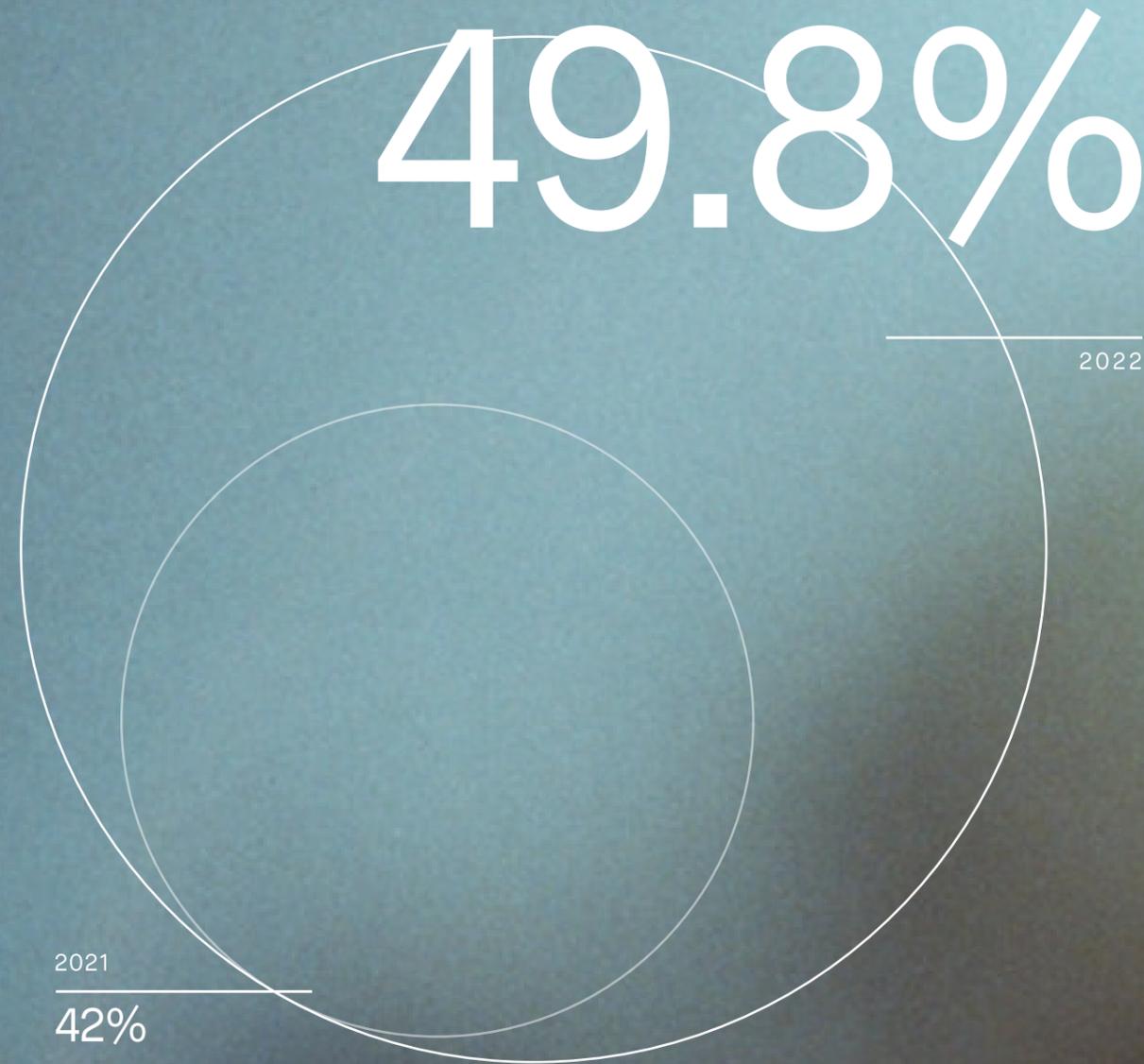
Women managers



Women in tech

# 8.5/10

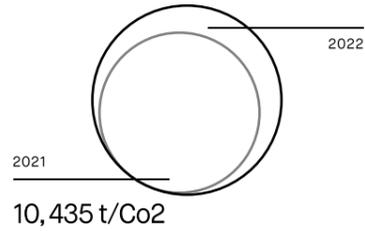
Overall employee satisfaction  
(2021: 8.4)



Women overall

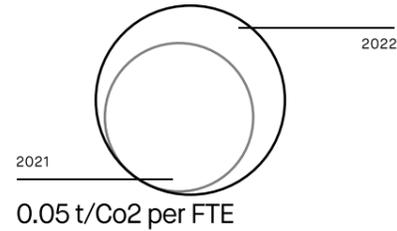
# Environment

11,113 t/Co2



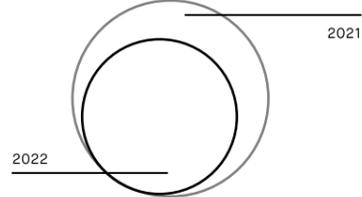
Total emissions, Scopes 1-3\*

0.57 per FTE



Average travel emissions per FTE

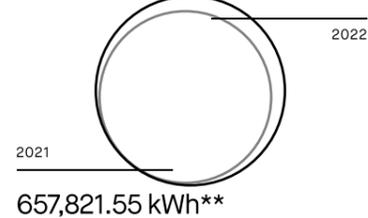
38%



35%

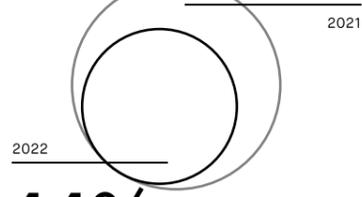
% of office space that is green building accredited

2,280,242 kWh



Total energy consumption

75.53%



44%

% of renewable energy consumption of total

\*We're aware that our emissions from 2020-2021 may not be reflective of our full footprint, as our teams continued to adapt to the ongoing COVID-19 Pandemic. This continued to be the case for at least the first half of 2022 as well.

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

3.25 t/Co2 per FTE

2022

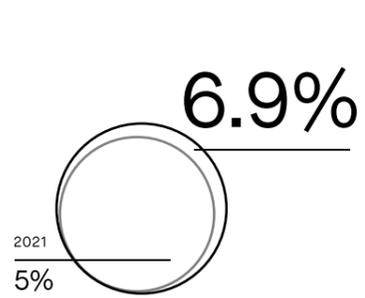


2021

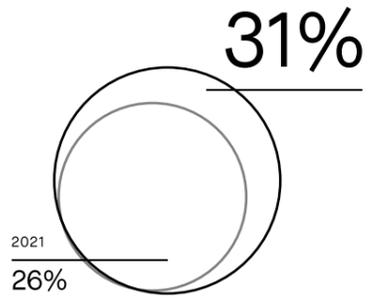
4.83 t/Co2 per FTE

Emissions intensity

# General



Percentage of FTE that hold indirect shares in the company



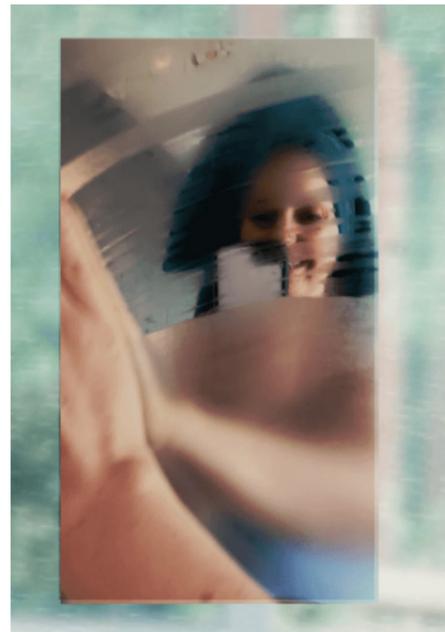
Percentage of the company owned by employees

# 20

Publications and events about impact topics



Justdiggit



Philips For Everybody



World Health Org

Our top 3 most read cases describing impact projects

# 7,000+

Impressions on social media for our DEPT® Cares Day post



# 1,600

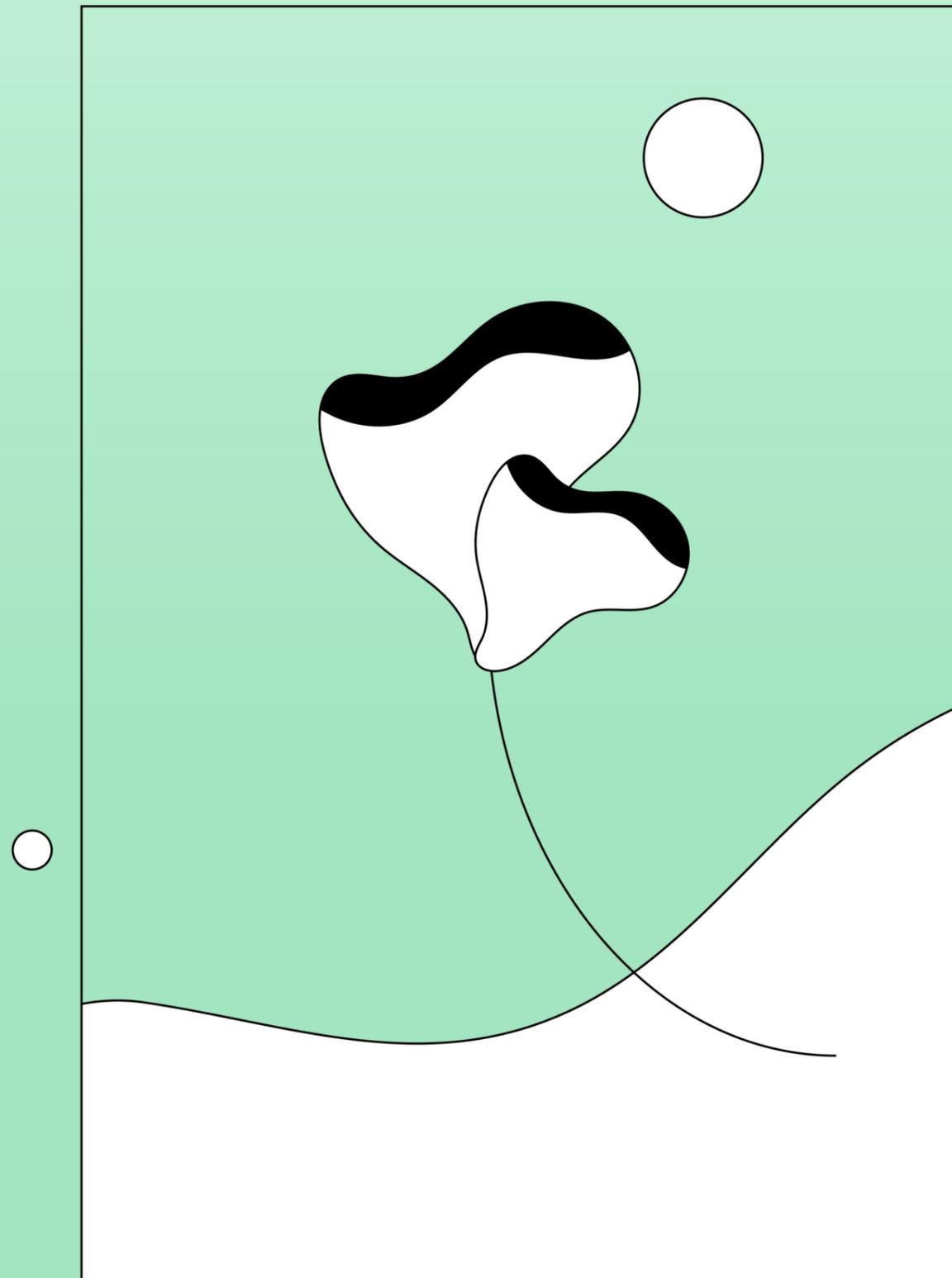
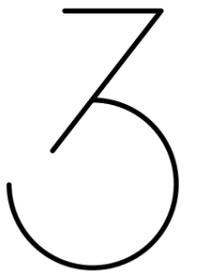
Views on impact-focused case studies



# 3,800

views on B Corp focused blog articles

# Impact Strategy



Our first steps in the world of sustainability and social impact were inspired by our ambition to be a B Corp. Alongside our B Corp journey, we also developed the first iteration of our Impact Strategy, focused across three main pillars: Climate, Clients and Diversity, Equity & Inclusion.

We've learned a tremendous amount since that first strategy was developed in 2020 – about what it means to realise an impact strategy across a rapidly growing business, about the regulations, standards and expectations we're accountable to, and about how we can't operate without addressing the events beyond our four walls that seep in through the doors and windows every day.

# 3.1 Reflections & Vision

Our impact strategy is a function of what our stakeholders want to see us achieve – our people, clients, community and more – all have evolving but critical expectations that we are responsible to address in order to create value for society and the environment.

Last year, we shared that 2022 and 2023 would be pivotal years for us to double down and realise our ambitions to be the best agency for the world. That remains true, and with the release of our 2022 Impact Report, we're excited to release an updated materiality matrix and impact strategy, both of which reflect our evolved understanding of what it really takes to do this work and make corrections for some of the mistakes that we've made.

For example, while we remain committed to our goal to have >15% of our revenue come from "impactful work," in 2023, we intend to develop a more strategic and comprehensive approach to considering how to embed "impact" into the work we do daily with clients, including everything from the best practices that we put in place to ensure our work is responsible and ethical, to the products and services that we deploy to work in partnership with our clients towards an equitable and sustainable world.



In 2023, we intend to water those seeds, building a culture around impact and sustainability that is strategic, accountable, and standard practice.

We're also committing to make major adjustments to our climate strategy, replacing our previous commitment to be a "Climate Negative" company with a new set of commitments via the Science Based Targets Initiative and a reduction strategy aligned with the global imperative to keep our climate below 1.5 degrees celsius of warming. As we always have, we recognise that offsets alone do not make up the foundations of a credible and leading climate strategy, and want to correct the language we use to be in line with best practices.

Our impact strategy is a function of what our stakeholders want to see us achieve – our people, clients, community and more – all have evolving but critical expectations that we are responsible to address in order to create value for society and the environment.

We see the seeds of transformation within our teams and the work we do often. Whether that's introducing innovative solutions to our clients, such as Salesforce Net Zero Cloud, or programming developed through our employee resource groups. In 2023, we intend to water those seeds, building a culture around impact and sustainability that is strategic, accountable, and standard practice.



By Pooja Dindigal  
Global Head of Impact

# 3.2 Certifications & Memberships





# B Corp Certification

Certified B Corporations meet high standards of social and environmental performance, transparency, and accountability. B Corps complete the rigorous B Impact Assessment, covering five key stakeholder areas: Governance, Workers, Community, Environment and Customers. B Corps are required to achieve a score of at least 80 points on the B Impact Assessment, incorporate mission into their governing documents and pass a questionnaire of negative risks. DEPT® became a B Corp in October 2021, and will recertify again in Fall 2024.

Score: 89.2  
Best for the World™  
2022 in Governance



# Climate Neutral

Climate Neutral Certified companies measure their greenhouse gas emissions year over year, purchase eligible verified carbon credits to offset that footprint, implement plans to reduce emissions and report on their progress each year. DEPT® became Climate Neutral Certified for the third time in early 2023. Climate Neutral companies of our size also make science based targets to reduce our emissions and have our footprint verified by a third party.

# Great Place to Work



Great Place To Work Certification recognises employers who create an outstanding employee experience. Great Place to Work Certified companies conduct an independent employee survey and complete a questionnaire about their workforce.

Great Place to Work® ranked DEPT® 29th on the [Best Workplaces in Europe](#) list in the Large Organisation category and 4th on its Best Multinational Workplaces in the Netherlands list.

# SoDA



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

DEPT®'s Global Head of Marketing was recently appointed to the SoDA Board of Directors.

"SoDA is an incredible community of digital agency rockstars out there, which makes me super excited to be part of it. I can't wait to push boundaries and help take our digital industry to new heights by elevating top agencies' work, promoting cutting-edge thought leadership, and creating a strong, global community together."

– Marjan Straathof  
Global Head of Marketing

# 3.3 Awards



We're incredibly proud of the recognition we've received across the industry for the work we do with clients to stay ahead in a rapidly evolving digital landscape. Across the board, our awards showcase pioneering work across Web3, commerce, and tech.

# 10 Anthem Awards



Philips addressed male insecurities by spreading some much-needed body hair positivity in a campaign for every body and everybody. The project's Movember campaign scooped up awards for Local Awareness Campaign and Strategy in the Health category, as well as the award for outstanding Branded Content or Collaboration in the Diversity, Equity, and Inclusion category.

Our work with Plastic Soup Foundation highlighted the extent of plastic pollution. This took home awards in two categories: Health – Local Awareness Campaign and Health – Social Media Content, Campaign, or Channel.

As the first 24-hour festival in the metaverse, our work organising Meta Festival 2022 highlighted responsible technology. The Meta Festival won in two categories: Responsible Technology – Strategy and Responsible Technology – Digital & Innovative Experiences.

Our work with JUSTDIGGIT used the power of technology to train people in areas of drought and won for Strategy in the Sustainability, Environment, & Climate category.

Cha-Ching Money Adventures builds positive behaviours in money management. Cha-Ching Money Adventures, a client that helps build positive behaviours with money management, won two categories this year: Education, Art & Culture – Digital & Innovative Experiences and Education, Art & Culture – Special Projects.

# 16 Webby Awards



## Network of the Year 2022

"DEPT® has set the standard for innovation and creativity on the Internet. This award is a testament to the skill, ingenuity, and vision of its creators."

Claire Graves, Executive Director of The Webby Awards.

24

Honorees

23

Nominations

# 43 Lovie Awards



## Agency of the Year 2022

DEPT® took home awards for our work with clients including Amazon Prime, HAPE, Philips, and H&M.

# 3.4 Materiality & Strategy

It's critical that our strategic priorities reflect the sustainability and social impact issues that are most important to our stakeholders. To be sure we're aligned on what issues we want to prioritise, we recently surveyed our core stakeholders to update our materiality matrix.

This meant reaching out to our employees, clients, suppliers, investors, and other partners to have them rate the relative importance of 10 different impact topics relevant to our business and industry. That list was selected by our Global Impact team in partnership with an external advisor and based on best practices and research on topics addressed across our industry. The topics we've chosen to address in 2023 differ from those we addressed in 2020. This was intentional, as we wanted to ensure we focused on the most relevant issues for our business, and thus removed some topics like, "smart cities" or "water", that we naturally have less of an ability to affect.

We received almost 400 responses to our materiality survey. Then, to make sure the most material voices stood out in the analysis, we applied relative weightings to different categories of stakeholders. For example, the perspectives of our Global Impact team (internal), investor, and clients (external)—all critical stakeholders—are weighted at different levels than other respondents.

Of course, we also work hard to ensure that our materiality survey wasn't the only opportunity our stakeholders had to weigh in on how we're doing at DEPT®. We have a number of more frequent and regular "pulse checks" at all levels of our company and across all types of stakeholders—from round table discussions conducted by our Board of Directors, to various Q&A's, panels, internal Ask Me Anything sessions throughout the year and during DEPT® Fest (our annual employee retreat), to employee and client satisfaction surveys.



By Frank Schmid,  
Chief Development Officer

# Impact Matrix

**Critical**

- 1. Employee Health & Wellbeing
- 3. Diversity, Equity & Inclusion
- 4. Climate Protection

- 6. Responsible Digital Production
- 8. Data Privacy & Protection
- 5. Responsible Procurement

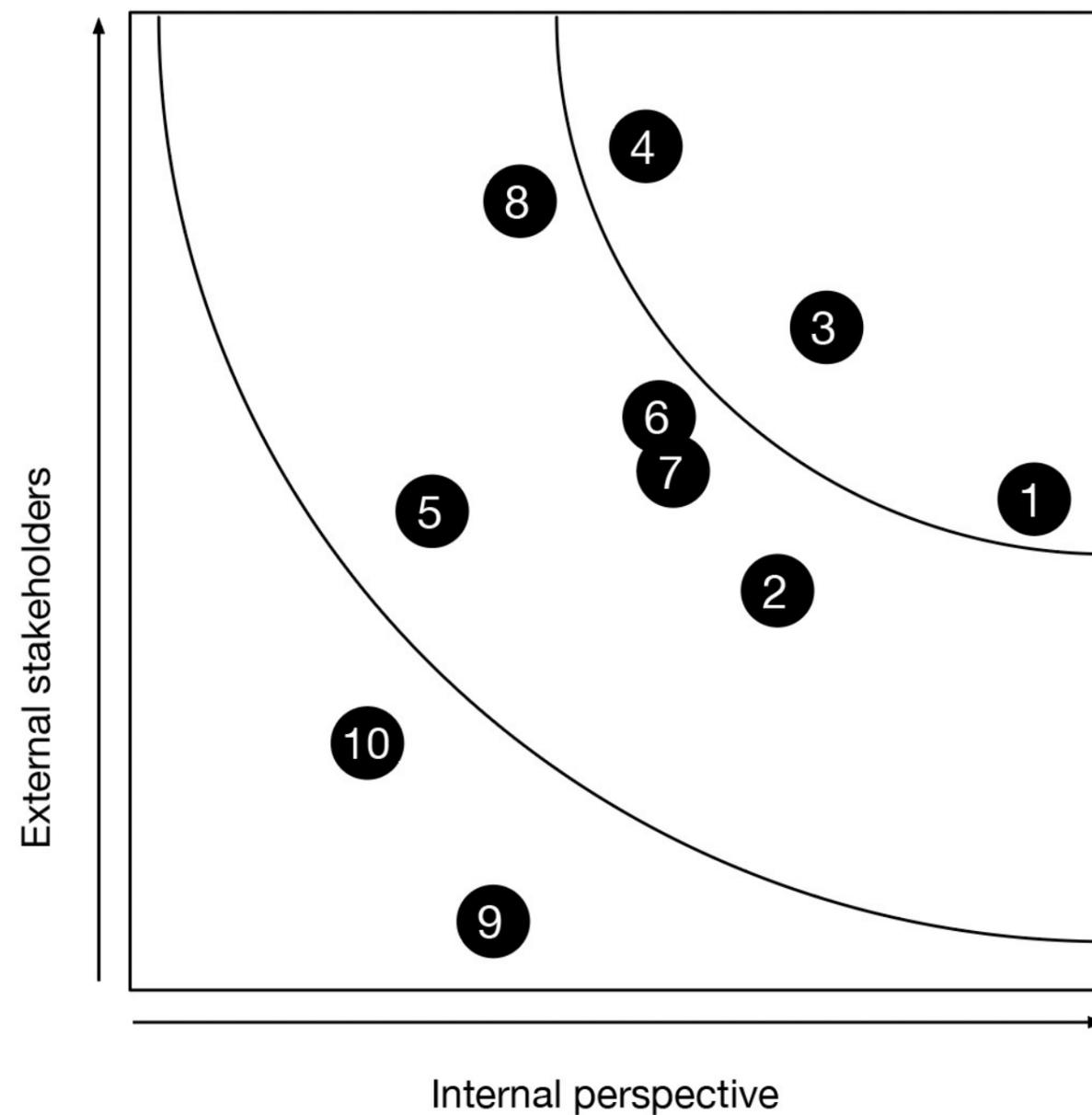
**Highly important**

- 2. Career development
- 7. Responsible Marketing

**Important**

- 9. Community Involvement
- 10. Advocacy & Thought

2023



# Impact strategy

Sustainable Development Goals 12, 17

## Impactful work

We're holding steadfast to our commitment to have >15% of our revenue come from impactful work that we do with clients by the end of 2023, as we still believe this is one of the greatest ways for us to accelerate the impact we can have on society.

We've defined "impact work" (with the help of the B Impact Assessment) as:

a) Work done for "good" organisations (non-profit, registered charity, NGO, government institution, B Corp or social enterprise)

b) Work done for brand whose products or services create benefit for the world (think everything from vaccines to solar panels)

c) Work that we do to drive positive change within the clients we work with

In addition to ramping up work across all of those categories, we also want to innovate on a series of industry best practices that we can use in our daily work- both the 15% focused on impact and the remaining 85%.

Impact Work progress:

8.6%

of revenue from impact work

Sustainable Development Goals 5, 8, 10

## Diversity, Equity & Inclusion

We set a goal last year to have 40% of our leadership team and managers identify as women or non-binary by the end of 2023.

Based on the progress we've made this past year, we're adjusting this goal to ensure that 50% of managers identify as women or non-binary by the end of 2023. Moving forward, we want to maintain and equal gender representation across that group.

We still have some work to do on our leadership team, and are retaining our goal of 40% by the end of 2023.

We'll also continue to lean into more regional DE&I strategies. For example, while all regions at DEPT® are focusing on demographic data integrity this year, our

\*excluding interns and flex contracts

Americas region is choosing to prioritise training programs and EMEA is focused on inclusive hiring and a gender pay gap analysis.

We also want to revisit our current global DEI statement and engage with our team to edit, educate and engage as relevant.

To address new priority areas that our stakeholders identified through our materiality assessment, newly this year, we are making a global commitment to pay living wages to all employees\* at DEPT®. We recognize that in order to be a leading employer with the ability to attract and retain diverse talent we need to pay livable wages all over the world. We'll review wages and living wage rates each year to ensure all employees are at or above their local living wage.

35%

2022

Women in leadership positions

48%

2022

Women managers

Diversity, Equity & Inclusion progress:



Sustainable Development Goals 12, 17

# Community

We remain committed to our goal to donate at least 1% of profit to worthwhile causes year over year. Typically, we aim for about 75% of that to come from pro bono we provide, and 25% to come through direct monetary donations. We're super proud that as we grow, the relative size of this goal and the impact on the world grows as well.

This year we also want to dedicate greater focus to DEPT® Cares Day. DEPT® Cares Day features community involvement of a different breed, and encourages Depsters to step away from their laptops for a day to serve their local communities.

Aligned with our Scope 3 climate objective, we also intend to roll out a procurement process to monitor, engage, and incentivise good practices and good purchasing within our supply chain. We intended to work on this in 2022 and are eager to make progress in 2023+.

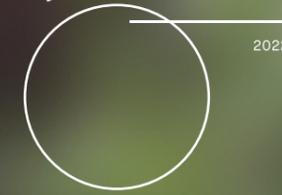
Community progress:

# 0.96%

of profit donated

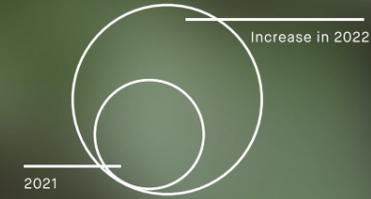


11,113 t/Co2



Total emissions, Scopes 1-3

58%



Scope 1-2 emissions reduction

+1128.59%



% change travel emissions per FTE

44%



% of renewable energy consumption of total

Climate progress:

Sustainable Development Goal 13

# Climate

We know that decarbonisation is a major undertaking, and as a global business, we have a responsibility to act with urgency and focus.

The biggest change to our climate strategy in 2023 is that we're removing our goal to be "carbon negative", as we learned the objective was not centred in best practice or was communicative of our real reduction strategy.

As a growing business, reducing our emissions is undoubtedly an uphill exercise, but one we are committed to.

Through our Climate Neutral Certification, we've committed to a science-aligned target to reduce our Scope 1 & 2 emissions by 50% by 2030.

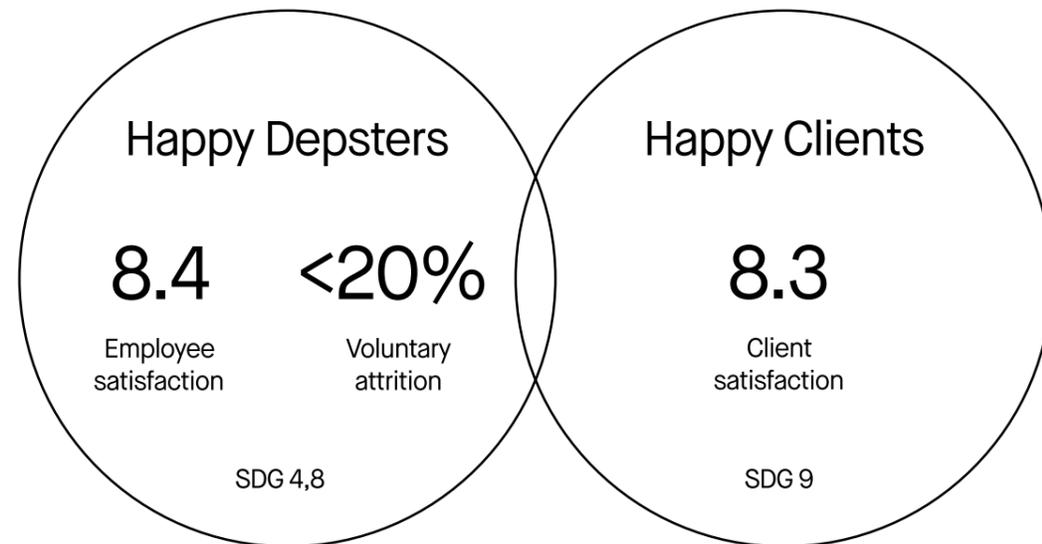
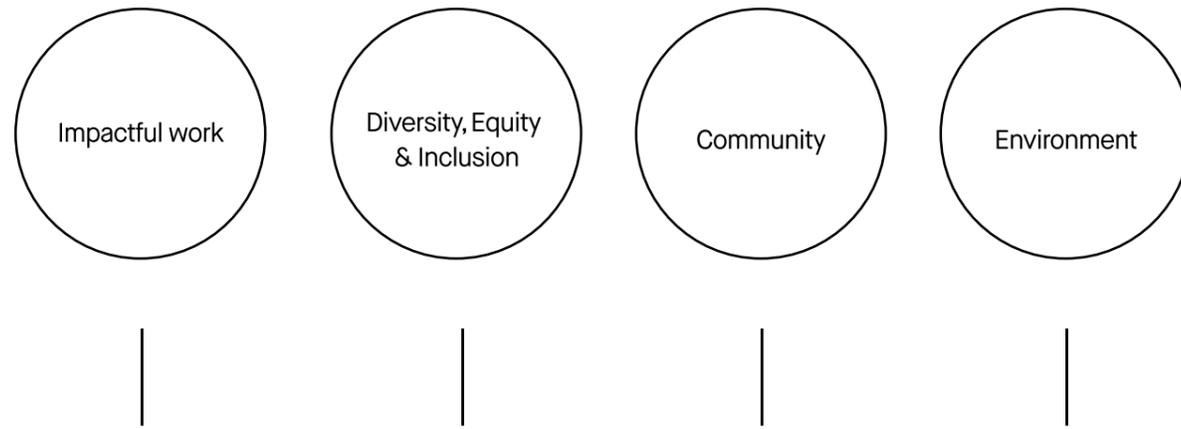
We expect that our goal to have 90% of offices powered by renewable energy (prioritising low impact renewable energy) by the end of 2025\* will support this objective.

Within our Scope 3 footprint, we continue to aim to reduce our emissions from travel 7% per FTE year over year. In 2023, we also want to begin to track and reduce emissions in our supply chain through direct supplier engagement.

We are also moving away from an explicit goal focused on green building certification. We don't own any of our buildings, and our efforts and resources are better served working on the actual activities and practices in those buildings.

\*adjusted to 2025 from 2023 to reflect for corrections in our baseline 2021 renewable energy usage

# Our impact strategy is fundamentally linked to our business strategy



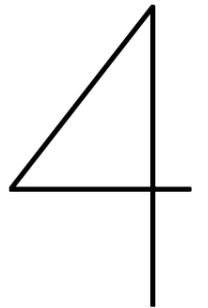
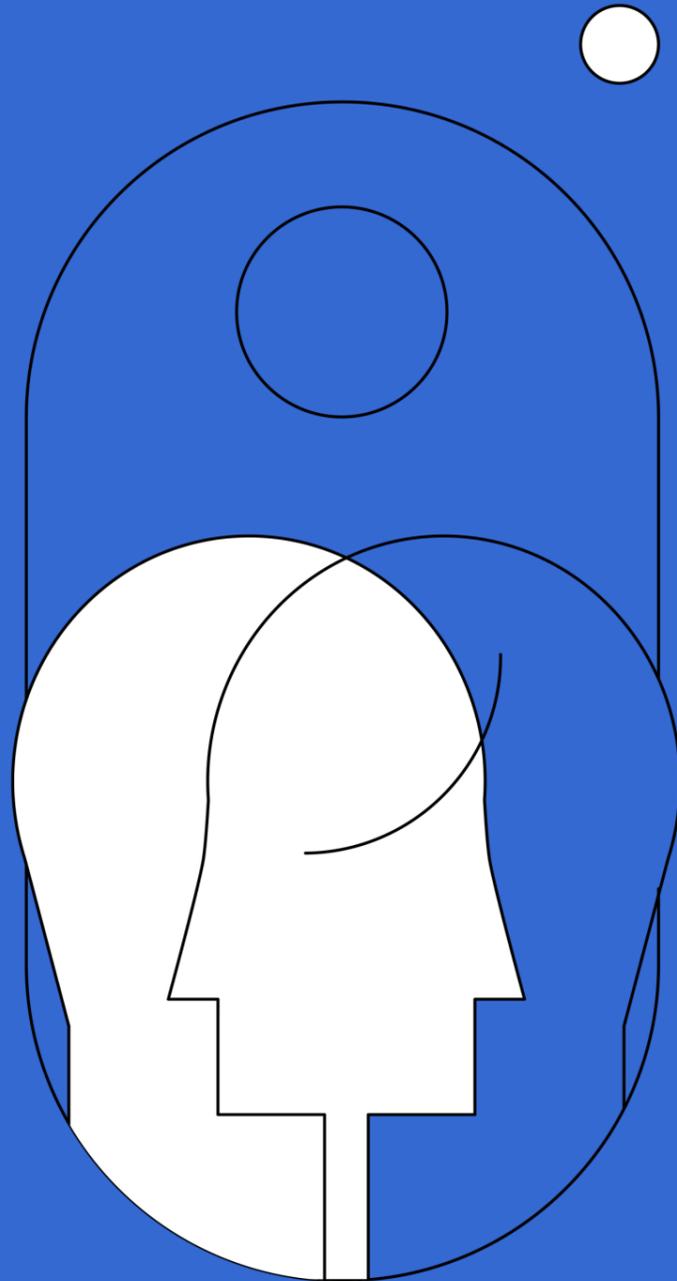
Our annual Impact Report, and the indicators we regularly measure are informed by the Global Reporting Initiative (GRI- see page 178 for our GRI table), B Impact Assessment (BIA) and Sustainable Development Goals (SDGs). Using these frameworks allow us to ensure that we're following best practices, setting ourselves up for future regulatory reporting, and aligns us with the global effort to build a more equitable, resilient and regenerative world.

In addition to our annual Impact Report, DEPT® also publishes annual account information with the Netherlands Chamber of Commerce KVK Business Register. Indicators related to our Greenhouse Gas Emissions have been reviewed by a third party, Point B, through a limited assurance process.

Our 2022 Impact Report looks back on our progress through the 2022 calendar and fiscal year, and includes all entities controlled by DEPT® at the time\*. This includes acquisitions we made throughout 2022: 3QDigital, Hello Monday, Dogstudio, Two Bulls and Shoptalk.

\* Digital Agency Subholding BV, Dept Holding BV, Dept Aus Holding Pty Ltd, DEPT Aus Subholding Pty Ltd, Two Bulls Holdings Pty Limited, Dept Digital Marketing AG, Dept Denmark Holding ApS Denmark, Dept Digital Marketing ApS, Dept Design & Technology ApS, Monday Monday ApS, Hello Monday ApS, Hello Monday Inc, Any Given Monday ApS, Dept Digital Marketing BV, Dept Brand & Advertising BV, Studio Dumbar BV, Dept Professionals BV, Dept Design & Technology BV, Dept Technology Macedonia Ltd, Dept Agency Holding Ltd, Dept Digital Ltd, Dogstudio SA, Dogstudio Inc, Agence Dogstudio Canada Inc, Dept Technology doo, Digital Products and Design Services SA, Dept Holding UK Ltd, Dept Experience Design Ltd, Dept Marketing Automation Ltd, Shoptalk London Ltd, Dept Commerce Ltd, Byte Club Ltd, Dpet Design & Tech Ltd, Byte London Ltd, Dept Design and Technology Spain SL, The Feed Group, So Far So Good Studio Ltd, Feed Communications Ltd, Folded Corner Ltd, Feed Communications SAS, Feed Communications GmbH, Feed Communications Canada Ltd, Feed XYZ Inc, Feed XYZ Pty Ltd, Dept Germany Marketing Holding GmbH, Dept Berlin GmbH, Dept Design & Technology GmbH, Dept Marketplaces GmbH, Dept Commerce GmbH, Dept US Holding Inc, Thinkbasic Inc, Dept Digital Products US, Raybeam Inc, Dept Technology LLC, Sirius Merger Sub Inc, Byte New York Inc, 3Q Digital Holdings Inc, 3Q Digital Inc, 3Q Digital Marketing Limited, 3Q Digital Sg PTE LTD

# Clients



At DEPT®, we genuinely believe in making a significant impact with our work. We do our best to leverage our expertise to drive positive change whenever possible. Whether that's through our client projects, partnerships, services, or policies, we aspire to use our skills and experiences to make a meaningful difference in the communities we serve. We also realise the importance of continuously improving our services to stay ahead of the world's changing needs. By investing in new technologies and methodologies to remain at the forefront of our industry, we can generate long-term value for our clients and contribute to their overall success.

[SDG 9, 12, 17]

“Digital technology is our bread and butter and we want to help our clients unlock its full potential in the face of ongoing global challenges”

— Tobias Cummins  
Global SVP, Clients



# 4.1 What do we mean by impactful work?

With the help of the B Corp Impact Assessment, we've divided our impact work into three categories:

- Work done for non-profits, registered charities, NGOs, government institutions, B Corps, or social enterprises
- Work done for brands that provide inherent social or environmental benefits through their products, services, or business models
- Work that drives positive changes within organisations to improve their social or environmental impact, such as sustainability consulting, environmental data gathering and reporting, and sustainability strategy implementation.

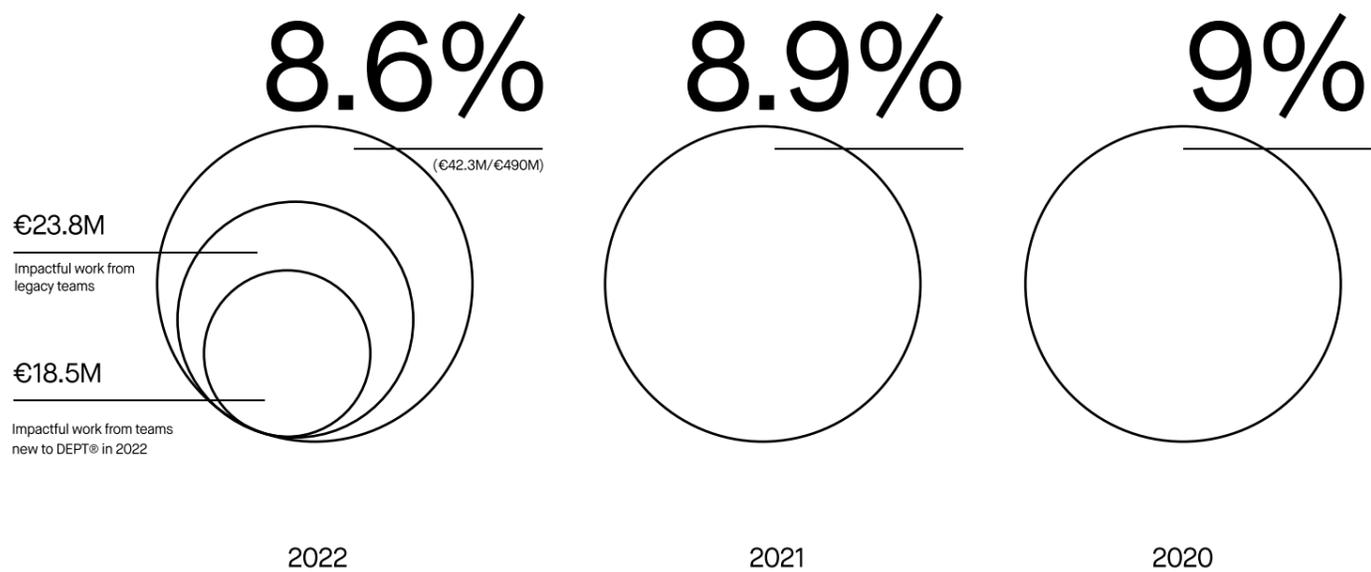
In 2022, we successfully completed 192 impactful projects for our clients, which represented 8.6% of our total global revenue.\*

We're especially proud that half of this revenue came from the companies that joined DEPT® this year, demonstrating the extent of the impressive growth we're experiencing. Although this figure is pretty much the same as the 8.6% reported in the previous year, we remain fully committed to our growth goal of achieving more than 15% of our revenue from impactful work by the end of 2023.

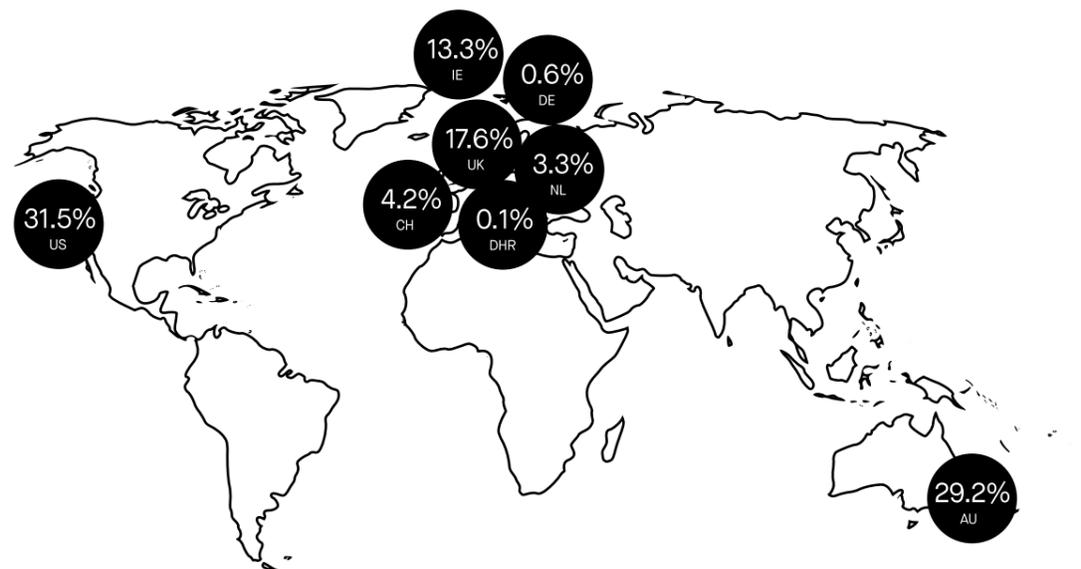
This past year, our impact work has expanded to have a more global reach beyond Europe and into the United States, Australia, and the United Kingdom. Even more exciting, many of the most notable projects came from the digital product teams in this new cohort of countries! And that's not to mention the completed impactful projects in other regions such as the Netherlands, Switzerland, Denmark, Germany, Ireland, and Croatia. Over the course of this year, we're looking forward to expanding the scope of our impact work even further within these regions and beyond.

\*For the purposes of this calculation, we have used pre-audit, like-for-like net sales, inclusive of contributions from acquisitions.

Revenue From impactful work



Impactful work by country



Impact work by craft



# Engineering

This craft is dedicated to developing innovative digital products, commerce platforms, marketplaces and services that engage customers and build lasting relationships.

Here's a look at some favourite Engineering impact projects and clients:

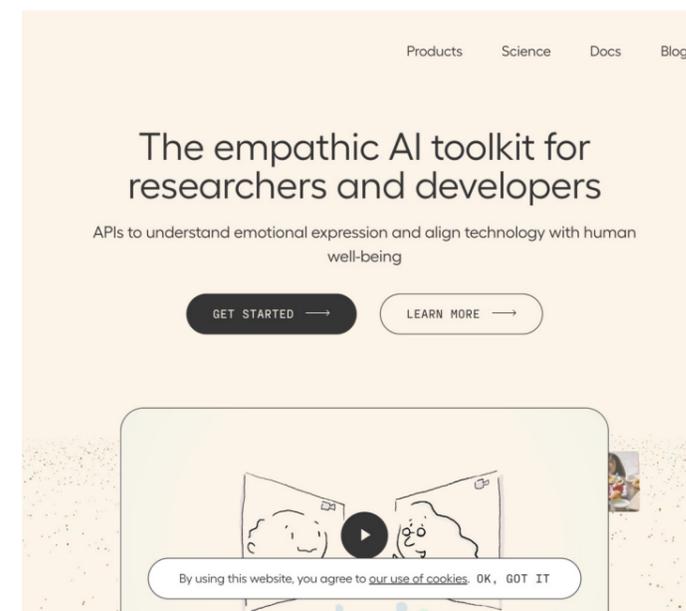
**Hume** is an AI technology that uses voice detection to enhance medical condition diagnosis. By combining APIs, ML models, and diverse global data, Hume aims to bridge the gap between science and technology for the betterment of human well-being. We developed [an engaging website experience](#) resulting in an innovative and user-friendly tool that promotes emotional health via technological advancement.

**SEAI** is delivering Ireland's energy revolution. The SEAI website was outdated and failing both the organisation and its users. We were so excited when SEAI agreed to work with us to redesign their website, but also do a full site audit and to start their journey of becoming fully WCAG 2.1 compliant. SEAI was awarded as Winners of the Digital Equity and Inclusion award from NCBI at the Vision Awards 2022 in Ireland.

## Looking at impact across our four crafts

At DEPT®, we're proud to offer our clients a comprehensive range of digital services through our four crafts: Engineering, Growth, Experience, and Creative. Every craft offers a wide variety of detailed and expert services and plays an important part in helping us create meaningful and impactful work.

This year, we're happy to place our "Engineering" craft in the spotlight, driving a whopping 65% of our revenue earned from impact projects or, in other words, 125 out of 192 impact projects. We hope that in the upcoming years we can lead more holistically with our crafts to create impact work that can drive change and create long-lasting impact on the world.



# Growth

The craft that's focused on driving brand awareness and delivering targeted messages through media buying, performance marketing, data and programmatic services.

Here's a look at some favourite Growth impact projects and clients:

**Tony's Chocolonely** is committed to creating a sustainable and equitable chocolate industry through its open chain policy and promise of 100% slave-free chocolate. We were thrilled to work with such a visionary brand and help them expand their online presence. Together, we achieved significant growth and helped spread Tony's message of fairness and accountability in the chocolate industry.

**Kiva** is an international nonprofit with a mission to expand financial access to help underserved communities thrive. DEPT® worked with Kiva's leadership to identify their mission critical metrics and questions and then developed a holistic data strategy that would allow them to unlock those critical insights with a long term sustainable path towards transforming the organisation into a one that is truly data driven.



# Experience

Our craft dedicated to designing and digitising engaging user experiences for websites, apps, IoT devices, and campaigns.

Here's a look at some favourite Experience impact projects and clients:

**Philips** and Movember show men the key to good health is right under their nose. Philips' latest male grooming campaign, makes men realise how simple it is to take action for their health. Signing up for Movember and growing something under their nose – while styling it well with the Philips One Blade – is a very good start.

**The World Expo** celebrated its 35th year by building the first ever digital version of the world's largest expo hosted in Dubai. We created an immersive, virtual desert that showcases the latest technologies and innovations from around the globe.



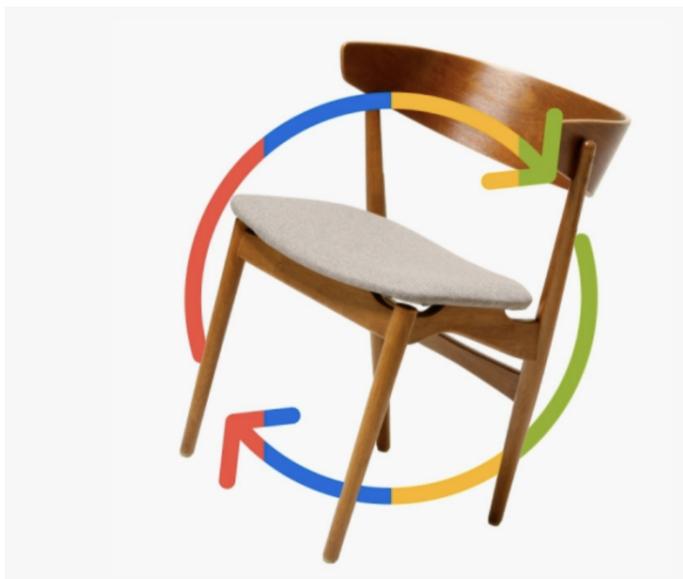
# Creative

This craft is all about creating locally relevant content and experiences for various media channels such as social, streaming, TV, and publishing.

Here's a look at some favourite Creative impact projects and clients:

**ebay** continuously demonstrates its commitment to driving more considerate shopping habits. This year, we created a disruptive approach to Black Friday to drive preloved shopping with the campaign – 'Better than New'. We helped consumers make purchases which are better for their wallet and the planet, promoting only refurbished and pre-loved deals for Black Friday this year across all of ebay's marketing and onsite touchpoints.

**The Plastic Soup Foundation** wants to encourage people to sign a petition asking the Minister of Agriculture, Nature and Food Quality to assure consumers that the Dutch food chain is plastic-free. We partnered with them to create a new campaign highlighting the extent and implications of plastic pollution. The message is summarised in a campaign video, developed pro bono by DEPT® in collaboration with production house, CZAR.



## Looking ahead

In 2023, our goal is to further increase the percentage of revenue generated by impactful clients and projects to surpass our target of 15%. We plan to strengthen our focus on our four crafts by creating a comprehensive matrix or manual that outlines all the tools, best practices, and offerings available for each craft.

By first integrating impact and sustainability into our ways of working, we'll then aim to develop more quantitative KPIs for 2024 and beyond to consider how such best practices or offerings grow across DEPT®.

As part of our ongoing commitment to social responsibility, we'll also continue to implement our 1% for Good program. This program provides free or discounted services to organisations that do good and that may not otherwise have the resources to afford our services. We believe that by providing our services to these organisations, we can help them increase their impact and contribute to a better world.

# 4.2 A look at our client best practices

## We consciously choose who we work with

We work with clients from all around the world across industries, with different levels of global and local reach. This gives us the tremendous opportunity to leverage those partnerships to create a positive impact in the world. As a result, we're selective with the partners we choose to work with.

We recognise that some types of work in our industry—from the clients we chose to work with, the countries they operate in, to the populations those services or products target—have the potential to have a negative or adverse impact on communities and the environment.

In 2022, we developed a system of how to consider the decision to take on work with clients in potentially controversial industries. The policy prohibits working in conflict zones, suggests that teams consider avoiding work in certain high risk industries (ex. firearms, conflict mineral mining, marketing of opioid products), and provides guidance on how to methodically consider all other types of risk or controversy.

For the high risk industries identified, teams must first get approval from our executive team before taking on the respective high risk client. For all other issues, Despters can raise clients of concern to their local management, who are then asked to facilitate a conversation on the potential risks or benefits of the work, and escalate to the executive team as needed.

The policy also outlines that if an individual declines to work on a specific project for reasonable, values-driven reasons their performance or job security at DEPT® will not be subject to penalty.

We believe that all digital agencies are responsible for considering the upstream and downstream impacts of the work we do with clients, and mitigating the negative effects on society and the environment.

## We incorporate ESG good practices with clients



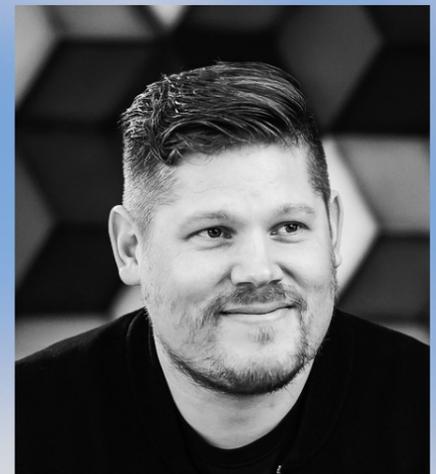
We are committed to promoting and incorporating Environmental, Social, and Governance (ESG) good practices with all of our clients. We believe that it's important for brands to not only take responsibility for their own sustainability efforts, but also to work with partners who share the same values and commitment to sustainability. By partnering with DEPT®, our clients have the opportunity to benefit from our internal sustainability commitments and expertise, and to achieve their own sustainability goals. That's why we set up some meaningful practices this year to help us reach that goal:

**Salesforce Net Zero Cloud** DEPT® has partnered with Salesforce Net Zero Cloud to help organisations of all sizes and across industries accelerate their net zero journeys. We can help organisations track, analyse and report on Environmental, Social and Governance (ESG) initiatives, including measuring and reducing carbon emissions.

**Carbon Net Zero Media** Setting up official carbon net zero campaigns is feasible together with DEPT and ClimatePartner, by reducing CO2 within campaigns as much as possible and compensating the rest. This partnership will help us take our sustainability mission to the next level when it comes to media planning for our clients.

“Without a doubt, Salesforce Net Zero Cloud makes it so much easier for organisations to take practical steps in reducing their climate impact; a goal which all companies should set as a priority”

— Dimi Albers  
Global CEO





## We help our clients serve underserved communities

We understand the importance of making space for projects in underserved communities. These communities often lack resources and support, which can lead to a lack of opportunities for growth and development. We have the capability to provide these communities with access to valuable resources and tools to help them be successful.

We worked with **SOS Children's Villages** to redesign their website. SOS Children's Villages is an international non-governmental organization that provides care for orphaned and abandoned children around the world. Their website serves as a critical communication tool for sharing their mission and connecting with donors and volunteers. Through the redesign, we were able to create a modern, user-friendly website that effectively communicates SOS Children's Village's mission and drives engagement.

We support multiple organisations with content strategies, whether that's to help schools with world-leading, evidence-based wellbeing programs, Nepali people resist trafficking, and churches care for the young people in their communities. Our heart is to be a collaborative and creative community that helps organisations ensure young people under their care flourish.

# 4.3 Doing good with emerging tech



With advancements in technology happening at an increasingly fast rate, it's essential to keep a critical eye on emerging trends and understand their impact. By doing that, we can ensure that we're using technology in a way that benefits both our business and society as a whole. That's why we try to keep at the forefront of innovation.

To that end, we've defined some key themes in 2022 and common threads that resonated with our teams around the world.

# Accessibility & Inclusion

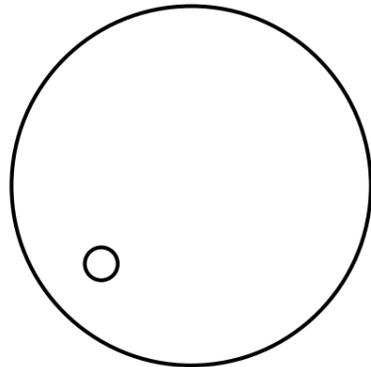
Legislation is about to move the goalposts for accessibility standards. The latest is The European Accessibility Act (EAA), which will come into force on June 28, 2025. It will require most digital products to embrace accessibility, conforming to WCAG 2.1 level AA. It's not surprising if legislation across the world follows suit sooner rather than later. It's time to start implementing accessibility in all digital products.

# 2025

2025 is the deadline for digital accessibility

# 3%

Only 3% of the internet is accessible to people with disabilities



**My Cerebral Palsy Guide** is a fully accessible web platform developed by Two Bulls/DEPT® in partnership with the Cerebral Palsy Alliance. This platform empowers people with cerebral palsy and their supporters to access essential information that helps them become active and engaged citizens on an equal footing with everyone else. Two Bulls/DEPT® used user testing and co-design methods to create an outstanding user experience that prioritizes usability and accessibility. The result is a world-class platform that sets a high bar for digital inclusion and accessibility.



“With 1.3 billion people around the world, the disability community is the largest of all minority groups. So building products and experiences that include them is not just the right thing to do for them, it’s the right thing to do for your business too”

— Asher Wren  
VP of Growth, BASIC/DEPT®



“We created the Fingerspelling tool with Hello Monday to help parents support their child’s mastery of sign language and so parents can share the joy of communicating and connecting with their deaf child”

— Cheri Dowling, Director of Outreach and Programs,  
American Society for Deaf Children

**Fingerspelling.xyz** is a browser-based app that uses a webcam, machine learning, and AI to analyse your hand shapes so you can learn to fingerspell, an essential part of ASL, the primary language of the American Deaf community.

Fingerspelling.xyz has certainly made a positive impact for the Deaf community and its innovation has been recognised with prestigious international awards, including:

Webby Awards 2022: two Webby Award wins in the Diversity & Inclusion and Best User Interface categories, and People’s Voice awards for Technical Achievement, Diversity & Inclusion, and Best User Interface. Eurobest Awards: Innovation Eurobest Award, Gold award for Design, Silver award for Digital Craft Awwwards: Site of the Day FWA: Site of the Day & Site of the Month Cannes Lions: Gold in Design & Silver in Design, Silver in Digital Craft New York Design Awards 2021: Silver Anthem Awards: Gold – Education, Art & Culture, Gold – Responsible Technology in the Product, Innovation, or Service Categories (For Profit) category.



# Sustainability & Environmental impact

Consumer expectations around sustainability are steadily accelerating. There is a growing trend that customers are increasingly choosing and advocating for organisations that live by sustainable values.

# 88%

of consumers shared their intentional support for a company that would support social or environmental issues

“Brands are now being given the opportunities to partner with agencies that are leading in their internal sustainability commitments and can support clients to achieve their sustainability ambitions and create positive value together”

— Pooja Dindigal  
Global Head of Impact



“Our production team has been encouraging clients to donate £250 per shoot to offset our carbon emissions. Today we’ve gathered over £16,250 to The Woodland Trust for tree planting in the UK, This should capture tonnes of carbon. It's not a wholly scientific process, with a lot of guesstimation, but we thought we should try and do something good rather than nothing at all”

— Toby Baker  
Production Director, UK



“Sustainability is a big topic now in the world of tech, especially with our partners (AWS, Google, Microsoft) and we intend to give this a big attention in 2023. We are designing cloud environments with sustainability in mind and helping clients to adjust and automate their cloud setups to be more sustainable”

— Wesley Niels  
Director Cloud, EMEA



# Project: Rad Power Bikes

**Rad Power Bikes**, a sustainable and environmentally conscious electric bike company, partnered with us to revamp its brand and eCommerce site. We didn't just want our e-commerce experience to sell bikes. We wanted it to unlock a world of possibilities for an up-and-coming electric bike community and build a lifestyle around sustainable routines for everyday living.

We created a new brand identity and user experience driven by a sustainability-powered vision. We also designed a new content strategy highlighting the brand's unique features and created a loyalty program to encourage customer retention. The successful partnership led to continued collaboration and new initiatives to drive growth for Rad Power Bikes.



# DEPT®/AI

One of the most notable developments in our industry – and in the world – over the past several months has been the explosion of interest and investment in artificial intelligence (AI), heralded by Chat-GPT and Midjourney amongst others. At DEPT®, we can see how AI has the potential to disrupt every part of our business, from how we build platforms and services, to how we work at an individual and collective level.

This surge of interest in AI has also raised a number of ethical questions, from concerns about privacy, data protection, and bias to the impact of AI on employment and society as a whole.

The list of questions about ethics in AI and its impact on society are endless and growing. Just as prominent figures from Elon Musk to Bill Gates occupy vastly different corners of this debate, our internal team has also questioned the speed of our AI adoption against its promised benefit. We launched our DEPT®/AI practice in February 2023, cognizant of those ethical questions, but with a clear position on the landscape of our industry ahead of us: AI isn't going to replace your job, but people using it will.

Over the next few years, we think that 80% of what we do will have an AI-helper to make us faster and better, and that 40% of all DEPT® activities may be disrupted and enabled in new ways with AI. And while we work on ways to identify, embrace and facilitate easy adoption of AI within our teams, we also believe that the majority of our clients will need an AI implementation partner to capitalise on today's opportunities - helping them to answer the array of complex questions in front of them.

Ultimately, we believe that agencies that build, define, and pioneer an ethical relationship between creativity and AI will lead the revolution.



To ensure that we are setting up our work with AI to be ethical and responsible, we're engaging in few key activities:

We are establishing a Digital Ethics Board that analyses the societal impact of our craft, and develops our perspective that aligns with our values. Our Digital Ethics Board will provide governance on questions across our work at DEPT®, and this will include the stickiest questions on AI that may originate from anywhere within the organisation and be elevated for review.

We have developed an AI Code of Principles that outlines our values and guiding principles when it comes to working with AI. Our AI Code of Principles features four key values and guiding principles that seek to codify and clarify our intentions and ethical stance on this quickly evolving technology. Our values and guiding principles serve as a lens to guide our decisions, provide clarity and perspective for our team, and give our leadership the tools to navigate ethical concerns regarding the use and adoption of AI.

**Values**

- Growth - AI will offer the world new possibilities and potential. We adopt, build, and train AI to expand our services and business offering while accelerating our processes across technology and marketing.
- Innovation - AI allows our team to dimensionalise our ideas and thinking faster to make quicker and better decisions.
- Insight - AI offers us data and intelligence for making better decisions for our clients applying insights and learnings to solve our clients unique problems.
- Training - For any job that is replaced by AI, DEPT® will do our best to offer training and skills development in an effort to retain employment.

**Guiding Principles**

- Impact - We consider the long-term implications of the use and adoption of AI.
- Expansion - AI allows us to collide perspectives and experiment with the outcomes, which gives us the ability to expand the influence lesser known creators impact on the world.
- Transparency - We collect data and train AI ethically exposing to our clients the inputs guiding our intelligence.
- Progression - We believe that AI automation serves as a way to give our team to focus on more innovative tasks within our business.



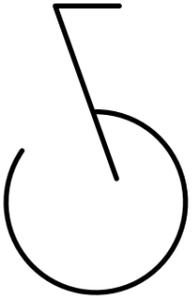
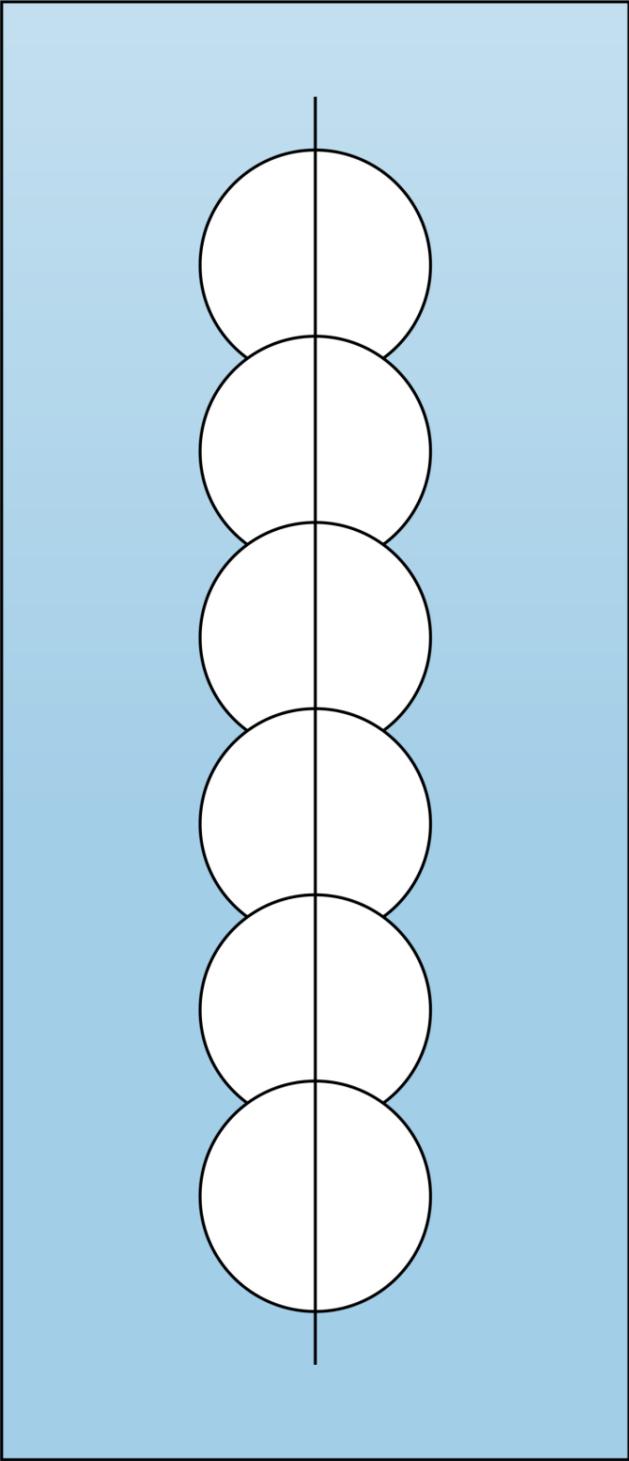
We're considering the legal implications of our work with AI— such as privacy, identity protection and intellectual property questions. Our legal team is working on a guide to questions that have come directly from our AI practitioners, and are otherwise on standby for other questions that might arise.

AI has the potential to revolutionise our industry, but we know that it is essential to address the ethical concerns surrounding its use. At DEPT®, we are committed to building ethical and responsible AI systems, as we use AI to empower our team, expand our services, and offer innovative solutions to our clients.



By Isabel Perry  
VP of Emerging Technology

# Employees



[SDG 4,5,8,10]

18.2%

Employee growth rate

23%

Voluntary turnover rate

8.5%

Overall employee satisfaction

At DEPT®, we believe that it's crucial to foster a workplace environment that is safe, inclusive and that allows Depsters the opportunity to bring their most innovative, authentic, and creative selves to the table.

In 2022 we settled further into our hybrid, remote first culture, empowering employees to "work where they want," while simultaneously continuing to build out the infrastructure, tools and resources needed for a supportive, thriving workplace culture and employee experience.

This work hasn't been without its challenges. We continue to grow as an organisation, both organically to meet the demands of our business as well as through acquisitions, adding approximately 700 people to DEPT® through acquisitions alone in 2022.

This growth strategy requires us to strike a careful balance between working on the "special" parts of our culture, like celebrations or internal events, and the "fundamentals," such as benefits and harmonising those across the team. Our global People & Culture team facilitates efficient, cost effective, and best in class fundamentals—all while connecting the dots between every team at DEPT® and giving them the autonomy they need on the rest.

For this reason, there are aspects of our workplace culture and employee experience that intentionally do not have global coverage, but rather are realised locally or regionally. We believe that this combination of strategies is what drives consistently high employee satisfaction rates as compared to previous years, and to our peers.

We're also far from immune to the social, political and economic landscape of the moment. From tumult and layoffs in the technology industry, threats to women's and trans rights and autonomy in the US to the war in Ukraine and ongoing refugee crisis in Europe. We know that as a global business, we have a responsibility and are expected to be responsive and supportive of our employees. As we grow, we continue to learn how to strike the right balance of support across regions that is culturally sensitive, reassuring and, where possible, positive and uplifting.

We're very fortunate to have gotten a lot more time IRL this year with our team, between DEPT® Fest, our biannual employee retreat, but also more full and lively local offices.



By Sarah Steele  
Global SVP, People & Culture

# 5.1 Culture that counts



Our core value, "big enough to cope, small enough to care," comes to life every day within our culture. We invest in global, flagship moments of connection while we also witness amazing initiatives that grow organically and locally to build culture across every corner of #deptworldwide.



“Building a strong culture cannot be done only through Google Meets and Zoom calls. Culture is also not limited to people who can catch a train because they live within 500 kilometres of each other. DEPT® Fest provides us with a central opportunity to come together, get to know your team members from across the globe, have fun and get amazing work done, while minimising the need for travel over the course of the year”

— Roanne de Kluizenaar,  
Creative Brand Producer &  
DEPT® Fest Organizer



## DEPT® FEST

In September 2022 we hosted DEPT® Fest in one of the most sustainable holiday parks in the Netherlands. Imagine Coachella or Tomorrowland mixed with SXSW, and sprinkled with typical Dutch weather.

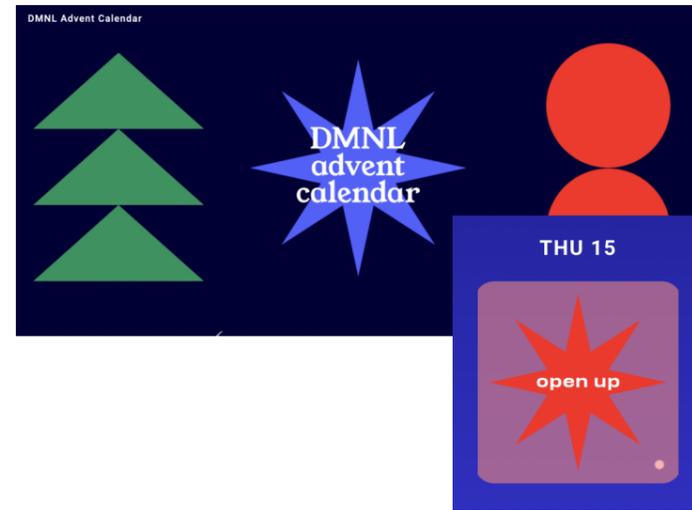
# AMA's

Hosted by our CEO, our monthly global "Ask Me Anything" sessions gives us an opportunity to check in on accomplishments, share business updates, hear from internal and external speakers, celebrate our team, and answer questions from employees about anything that is on their mind.



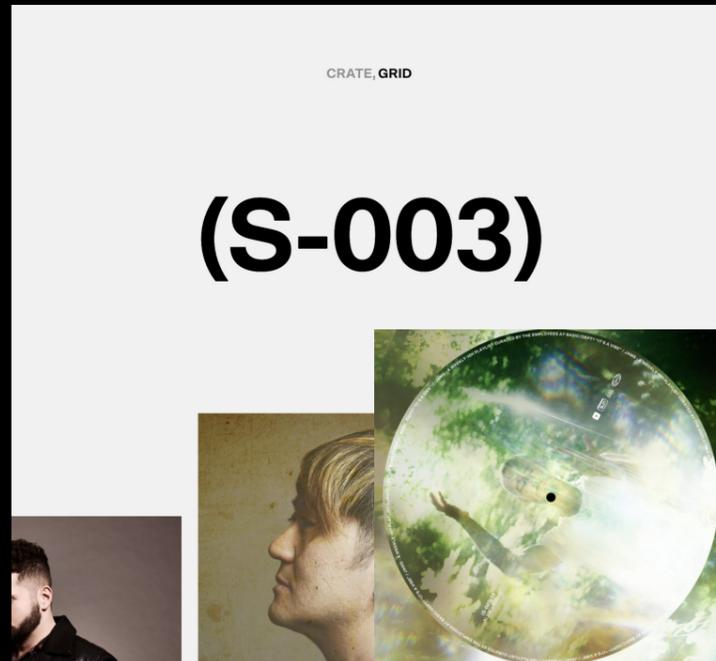
# Food

Wherever they are in the world, our teams have two things in common: strong opinions (loosely held) and a passion for food! These come together in all sorts of delicious gatherings, from HELLO MONDAY/DEPT®'s We Cook for Creatives luncheons and dinners to the DEPT® Newburyport office's chilli competition.



# Holidays

The DEPT® Rotterdam office never shies away from a good time. For proof, look no further than their annual Advent Calendar. Goofy, hilarious, and always in the spirit of bringing folks together, the tradition is all about celebration and fun.



# Movement

Employees are always game for a friendly challenge and every year our worldwide Wellness Challenge helps us inspire one another to get up, get out, and share the joy of movement.

That same sense of competition also proved to be the secret ingredient for a successful hackathon as the TWO BULLS/DEPT® team raced to design, build, or hack a product concept to shape a more sustainable world in under 8 hours.

# Music

JAMS is a social experiment from the creative team at BASIC/DEPT®. What started as a single playlist shared in a weekly meeting became an agency ritual, and grew into a new way of getting to know each other virtually. JAMS is the basement, the stage, and the '94 Honda Civic.

A Friday at DEPT is incomplete without a Rhythm Radio session. Every Friday, groovy live sessions by DEPT® DJ's, streamed from one of our offices.

# 5.2 Driving employee engagement

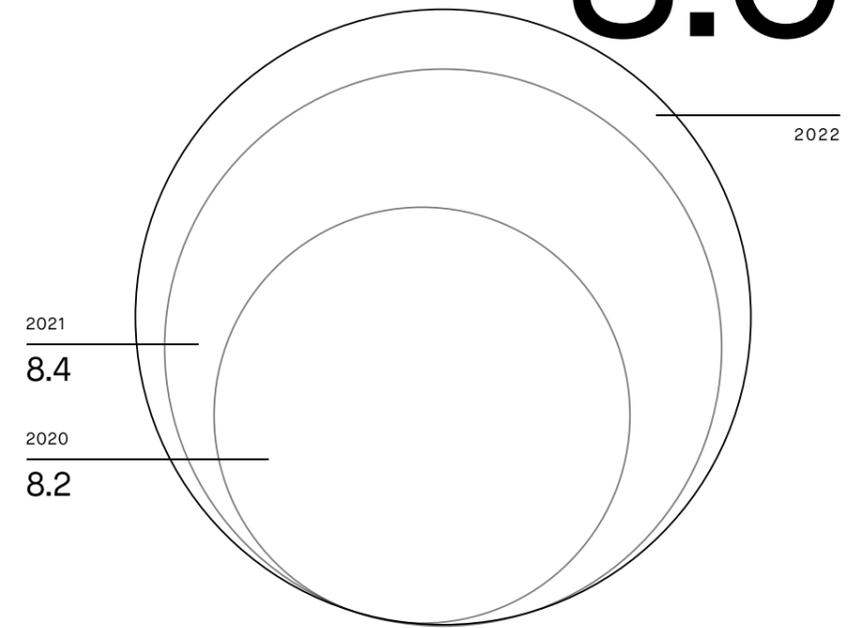
We're continuing to work diligently with Peakon, an employee voice software from Workday, designed to gather, analyse, and improve employee sentiment. We require that all teams complete the engagement survey at least once per year, while the majority of our employees complete the survey twice per year in April and October.

We pay close attention to our overall engagement and satisfaction score, generated through a net-promoter-based methodology and have an ongoing goal to ensure our global engagement score remains above 8.4/10. In addition to the overall summary score, we also pay close attention to other "driver" scores, that group topics within the survey together and give us directional information on everything from freedom of opinion or "worker voice," career development and growth, reward and recognition, to management support, working environment and more.

We also analyse "driver" scores related to diversity and inclusion. Across the board, we're able to use Peakon to analyse the experience of different groups of employees in different countries or regions, at various levels or tenure, or across different demographic groups.

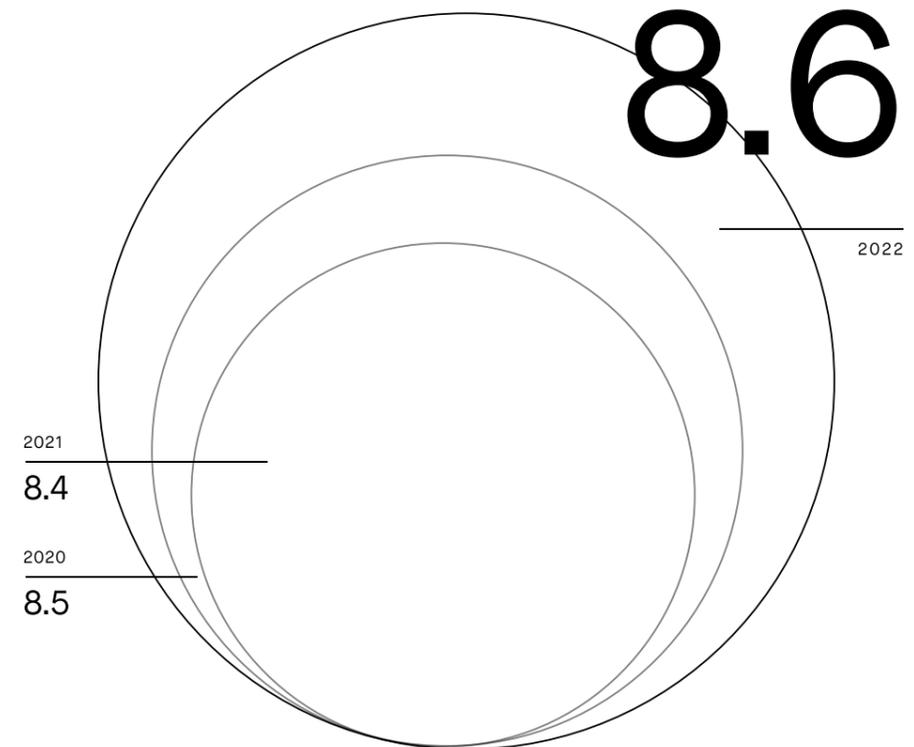


8.5



Overall employee satisfaction

8.6



Freedom of opinion

# 5.3 Helping employees succeed, today and tomorrow.

Learning & Development is a vital component of DEPT®'s commitment to our employees and our clients. For us to deliver the pioneering and innovative work that makes us who we are, we need to be continuously learning. While we had previously intended to launch a global Learning Management system in 2022, we've prioritised a tiered approach wherein we coordinate mandatory, mostly compliance-based training, globally and then pursue more specialised training within regions, crafts or teams as relevant. We also strongly believe people are responsible for their own professional and personal development.

This case study, from our team in the Netherlands, highlights our global & country-specific approach:

## Traineeship

DEPT® traineeships last about seven months and provide trainees with a combination of both working and learning.

## Collectives

The vast majority of our employees spend their day to day within one of our four crafts or in the technologies that drive out work. DEPT® Collectives are made up of individual creators, practitioners, developers and innovators that connect to discuss relevant topics, share best practices and solicit advice from one another to further their knowledge and craft.

## Compliance training

At various moments within a year employees will be asked to complete compliance training relevant to their work, role or location. One example of this is our Information Security Training managed through the KnowBe4 training platform.

## Onboarding

Trainees and other employees joining full time begin their journey at DEPT® with an introduction day at the office, sessions with key Depsters, a shared “newbie” slack channel and a buddy.

## Level & Lead programs

Later in an employees journey, they may get access to training programs specifically tailored for their level within the organisation: junior, mid-level, senior as well as lead or management.

## Client and consultancy relations program

For our employees in the Netherlands that have graduated to a level of seniority to require regular interaction with clients, we take them through a five-session program on the ins and outs of client relations.

“Trainees get a series of soft skills trainings during their traineeship at DEPT® The program includes presenting, time management and feedback trainings for example”

— Birgit Smeekens  
Talent Development Specialist, NL



“We tailor trainings based on what kinds of soft skills people need at the different levels”

— Sabine Torn  
People & Culture Manager, NL





# 5.4 Keeping up with benefits & wellness

Gallup's 2022 Report, "State of the Global Workplace" paints a picture of ongoing disruptions to the workplace following the pandemic and its aftershocks, where indicating 44% of employees experience significant daily stress.

The health and wellness of our workforce is a top priority for DEPT®, as both a central pillar of our impact and our business strategy. We know that fostering employee well-being is both multifaceted and culture-specific.



## Flexible time

Employees can pursue a variety of flexible working arrangements to suit their needs. Generally, we have a “work from anywhere” mindset, so long as the WiFi works, and our employees can stay on top of their work.

In Switzerland, the team has specific personal days dedicated to wellness, where people take off and do what they love the most, supported by a Wellness Budget. Once they’re back at work, they share what they did in slack with their teammates.

In the Netherlands, the nature of many roles allows employees to work four-day work weeks instead of five-day ones. Employees based in the Netherlands can also log extra hours away for extra vacation days, and get flexible with their bank holidays.

“Flexible holidays mean that someone could still have a working day with Easter, but have a day off during Holi Phagwa or Eid Al-Fitr instead for example”

— Ellen Vogel  
People & Culture Director, EMEA



We have a variety of benefits and wellness programs across DEPT® that are tailored by country or region. At DEPT®, all full-time and part-time employees are eligible for the same set of benefits. A few highlights of those programs include:



## Parental leave & Gender responsive healthcare

We make sure that DEPT® is compliant with minimum obligations across the board for parental leave for employees, although of course, this varies depending on the country. On top of that, we regularly look to provide additional support for various types of time off and healthcare needs.

In the Netherlands, both birthing and non-birthing caregivers are entitled to leave. Birthing parents receive 16 weeks of pregnancy leave at 100% of their pay. Non-birthing parents receive 5 days at 2 weeks of leave at 100% pay, and 3 following weeks at 70% pay.

In the US, birthing parents receive coverage for leave by a combination of company, state and federal schemes that provide at least 6 weeks of paid coverage for employees, if not up to 12-14 weeks of fully paid time off. Non-birthing parents receive 6 weeks of fully paid time off.

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

“In the UK, we have great enhanced family leave for all types of different families and routes to parenthood. The number of weeks of family leave scales from full pay for 4 weeks to 6 weeks for Paternity/Partner Leave, and full pay for 12 weeks to 26 weeks for Maternity Leave, Shared Parental Leave, Adoption Leave and Surrogacy Leave. The enhancement employees are eligible for is dependent on the length of service, however, in any case, our employees' family leave pay is always enhanced above the statutory entitlement set by the Government. Because of this enhancement in the UK, an employee has recently been able to take Shared Parental Leave to support his wife and spend precious time with his new baby. Our policy allowed him to have 16 weeks full paid family leave compared to what usually would be the statutory rate of £156.66 a week.”

— Lucy Kirwan  
People & Culture Manager, UK



## Mental & Physical wellbeing

We're proud that employees have access to a variety of programs and subscriptions to help manage their physical and mental wellbeing.

In Croatia, DEPT® pays half of the subscription costs for any gym, wellness centre or sports club through a platform called Multisport. Similarly in Macedonia, the Sportsmaster app covers free sports and recreation facility costs.

Employees in the Netherlands get access to discounted health and wellness services via YourCampus as well as free and anonymous coaching via OpenUp. Our UK team receives £500 towards private 1:1 counselling sessions and free subscriptions to the Calm app.

Across the UK and the US, our teams are also supported with robust Employee Assistance programs.

# 5.5 Prioritising fair pay

In 2022, we were able to complete a robust compensation analysis across our team detailing how our employees are paid as compared to both local minimum and living wages. Following this analysis, we're announcing our new commitment to ensure DEPT® pays at or above living wages to all employees globally. As we've acquired some new teams early in 2023, we'll work to ensure that all teams are aligned with the global living wage commitment by the end of 2023. Moving forward, we'll review wages on at least an annual basis to ensure and make updates where necessary.

Reward driver by gender

Men 7.4/10

Women 6.9/10

Prefer not to say 6.5/10

Gender fluid 6.0/10

Non-binary 6.2/10

Other 6.9/10



\*For some countries that DEPT® operates in, we were not able to obtain complete and credible data on living wages. We'll be making ongoing efforts to track this information down. These countries include: Barbados, Belgium, Croatia, Denmark, Macedonia, and Switzerland.

# 5.6 Diversity, Equity & Inclusion

We continue to believe that building a diverse, inclusive and equitable workplace, where our employees feel fully represented and feel a sense of belonging, is integral to our successes and is one of the core engines behind our creativity and entrepreneurship in a modern and globalised world.

We know that the corporate world is making uneven progress on the commitments to Diversity, Equity & Inclusion (DEI) that we all collectively made beginning in 2020. At the same time, we also know that making strides on DEI is of paramount importance to our team, to our clients, and to consumers at large. We work with our clients to produce the most beautiful and compelling marketing campaigns and build the most effective and pioneering tech products. We simply can't do that successfully without representative, vocal and powerful teams that step to the drumbeat of the shifting world around us.

Ultimately, our progress at DEPT® on DEI has also been uneven. Last year, we talked about regionalising our approach to DEI—collecting data, setting goals, or implementing relevant initiatives—all at regional levels to account for different local cultures and contexts. We continue to believe that this is the best path forward for us, but haven't made as much progress as we would have liked to. We haven't cracked the code on collecting comprehensive demographic data on the gender, ethnicity/race and ages of our workforce. We implemented anonymized recruitment but had to roll back the program due to operational challenges and concerns it was doing little to diversify our workforce.

"Decentralising" in some ways, makes it harder for us to go fast, but hopefully, easier for us to do it right. Moving forward, our EMEA region is taking the opposite approach to anonymized recruitment, and piloting partnerships and hiring programs to target underrepresented talent, from refugees to Black professionals. In the Americas, we're focused on training and gathering the demographic data that we need to set targets and plan relevant interventions. Across regions, we're learning from our experience launching two global Employee Resource Groups by expanding or launching more communities, but in more regional or culturally relevant ways.

Despite our uneven progress, we remain both committed and inspired. There are many examples across DEPT® of where inclusivity breeds creativity and warmth, and we can't wait for it to see how it grows in the years to come.

# Gender demographics

We intend to ensure that 50% of managers\* identify as women or non-binary, and ideally across all of our teams by the end of 2023. And we still have a goal in place to ensure 40% of our leadership team identify as women or non-binary by the end of 2023.

% of Women Overall

49.9%

% of Women in Leadership Overall

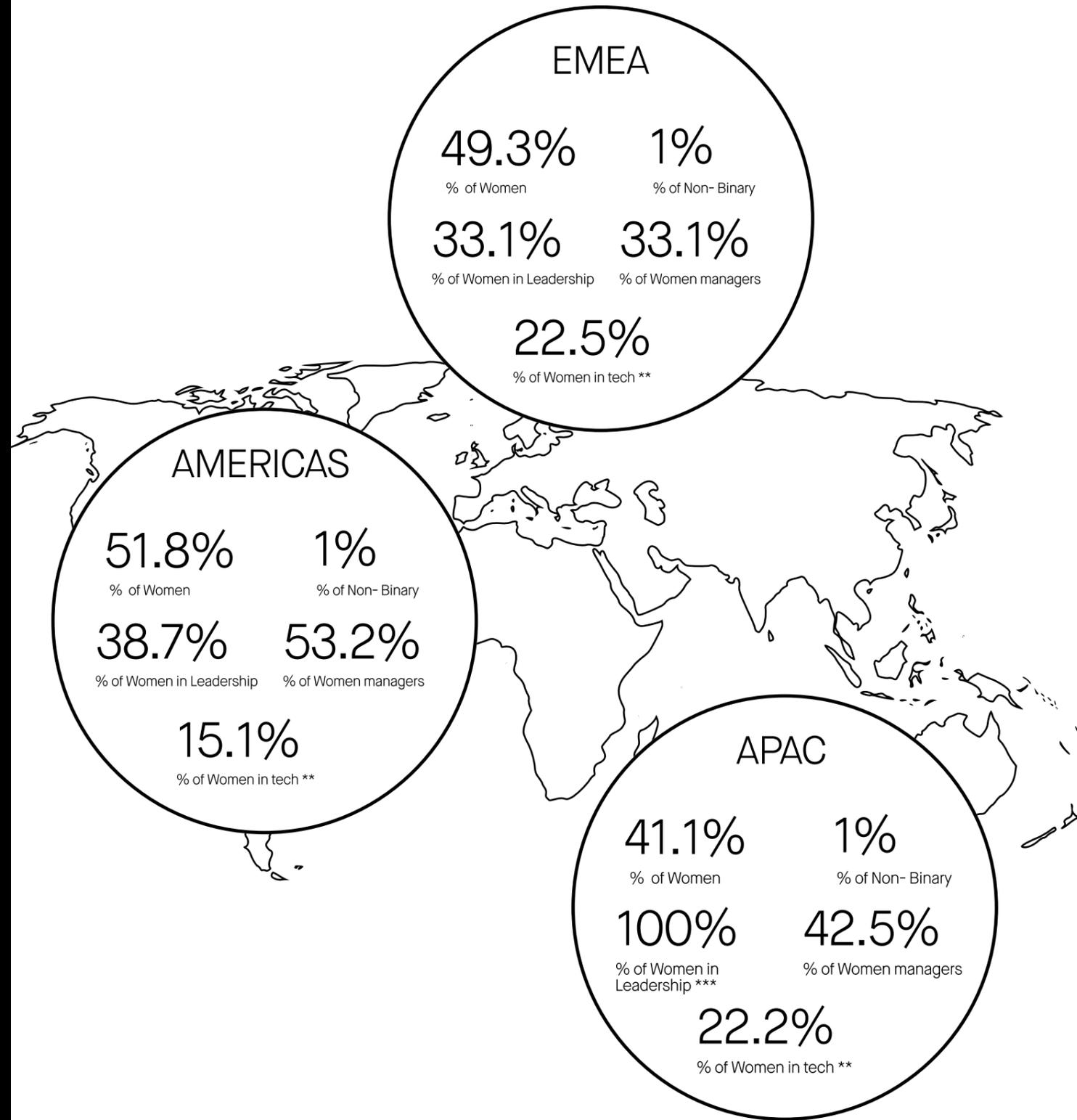
35.1%

% of Women Managers Overall

48.4%

% of Women in Tech\*\*

20.3%



\*Managers refer to any individual that has at least one direct report. Our Senior Leadership Team consists of the top ~200 leaders within DEPT®, leading various departments across the organisation.

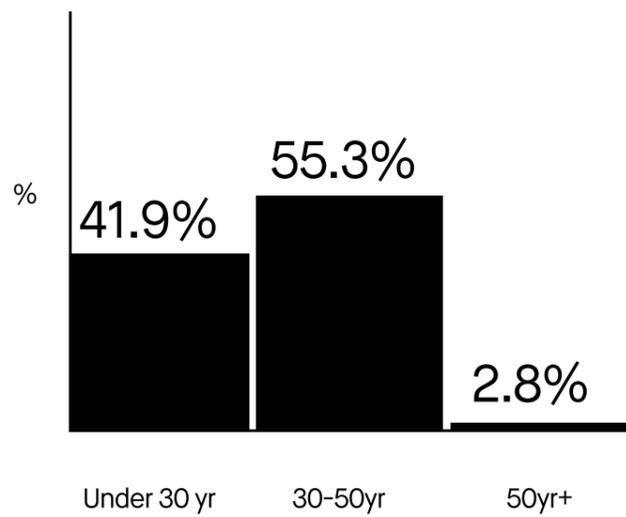
\*\*Tech refers to our engineering departments.

\*\*\*At the time these figures were generated, we hadn't yet fully systematically captured the full Australian leadership team. Likely, this figure is closer to 15-20%.

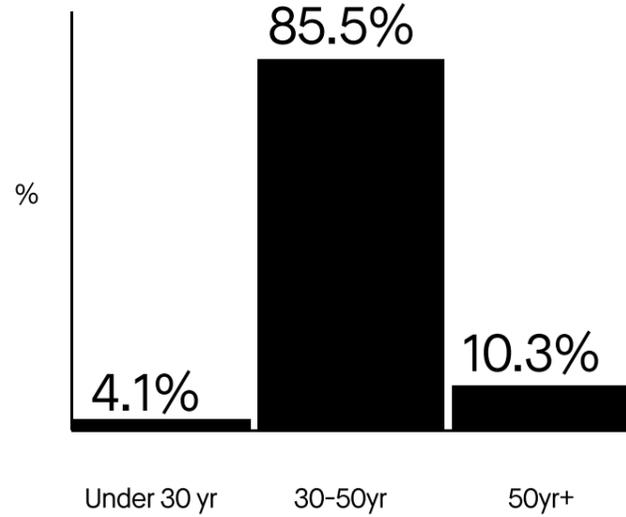
# Age demographics

As the data shows, DEPT® has a relatively young workforce. As we begin to consider transitioning a number of our founder-led teams to new leadership, we're hyper focused on creating internal pathways for the next generation of diverse and superstar leadership.

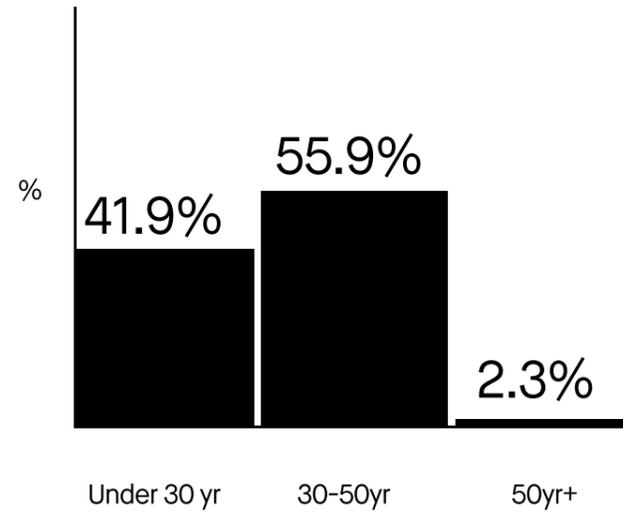
All Overall



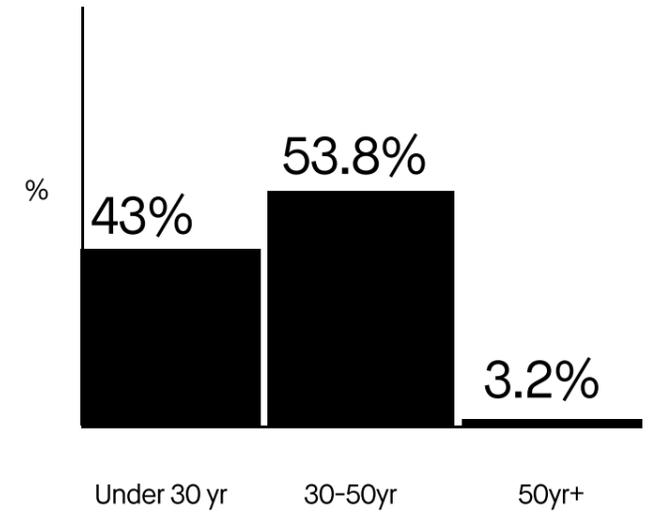
All Leadership



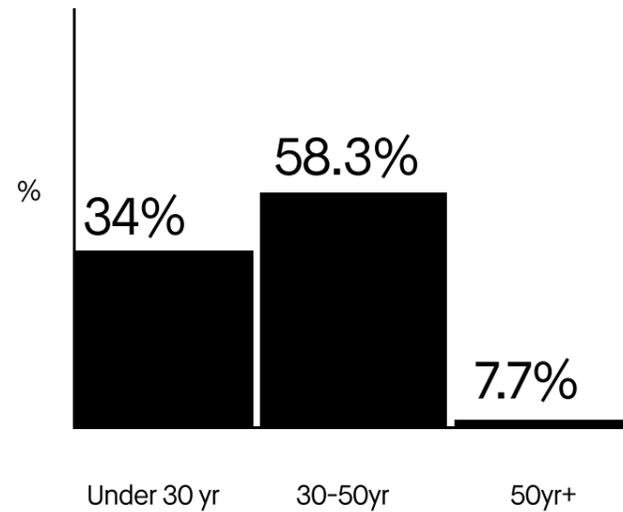
EMEA



AMERICAS



APAC



# Ethnicity demographics

For the first time this year, we were able to gather data on the ethnic/racial breakdown for employees in the US\*. Gathering complete and trustworthy demographic data is a key priority for the rest of our team in 2023. In the US, we know that this baseline is an incredibly important first step to show us where we are and where we need to improve. Our team at present is not ethnically or racially representative of the US population, and we intend to use this data to strategize how to improve by setting targets or introducing new programming or practices later this year and in 2024.

\*As all demographic data is provided on a voluntary basis, 14% of overall US staff chose not to self report. As such, 14% of managers did not self report data as well as approximately 27% of leadership & employees in tech.

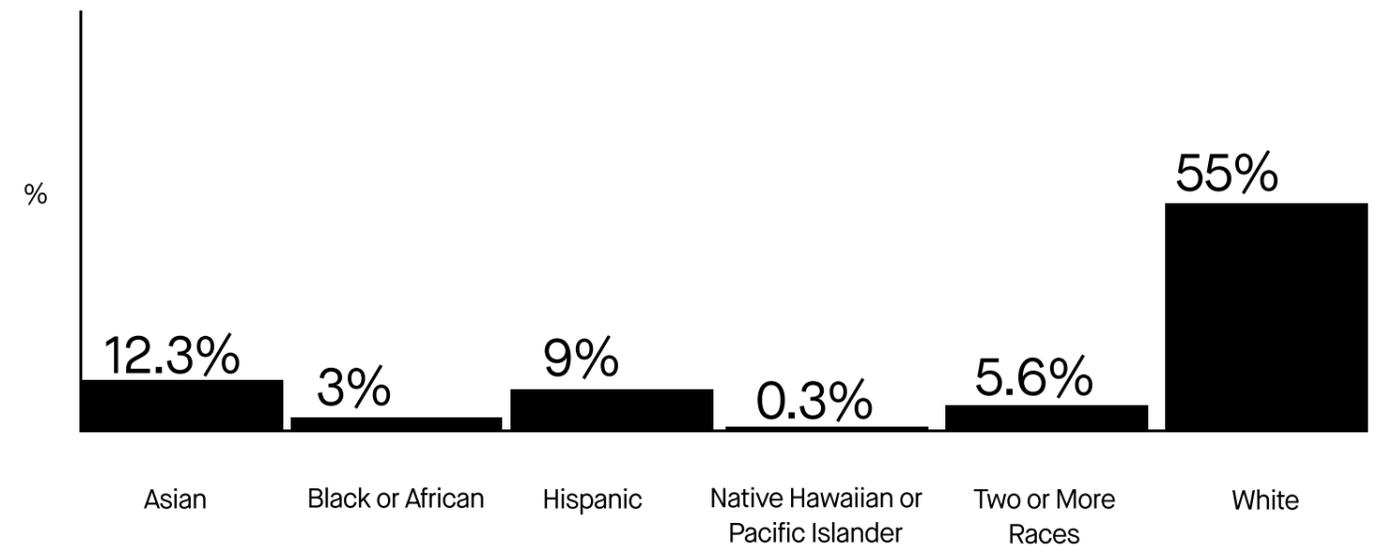
“DEPT® has a responsibility to all our people, our clients and to society to foster a work environment that is: Diverse – representative of the countries in which we operate and the businesses we work with, Inclusive – where everyone feels seen, heard and represented within DEPT®, and Equitable – with leadership opportunities, visibility and support for those that traditionally don’t get access to them.

Marketing and technology are predominantly white industries and this is reflected in the make-up of the workforce in DEPT®. We have a lot of work to do to ensure that we are more racially and ethnically diverse. It’s an issue that is personal to me and one that I will work hard to change.”

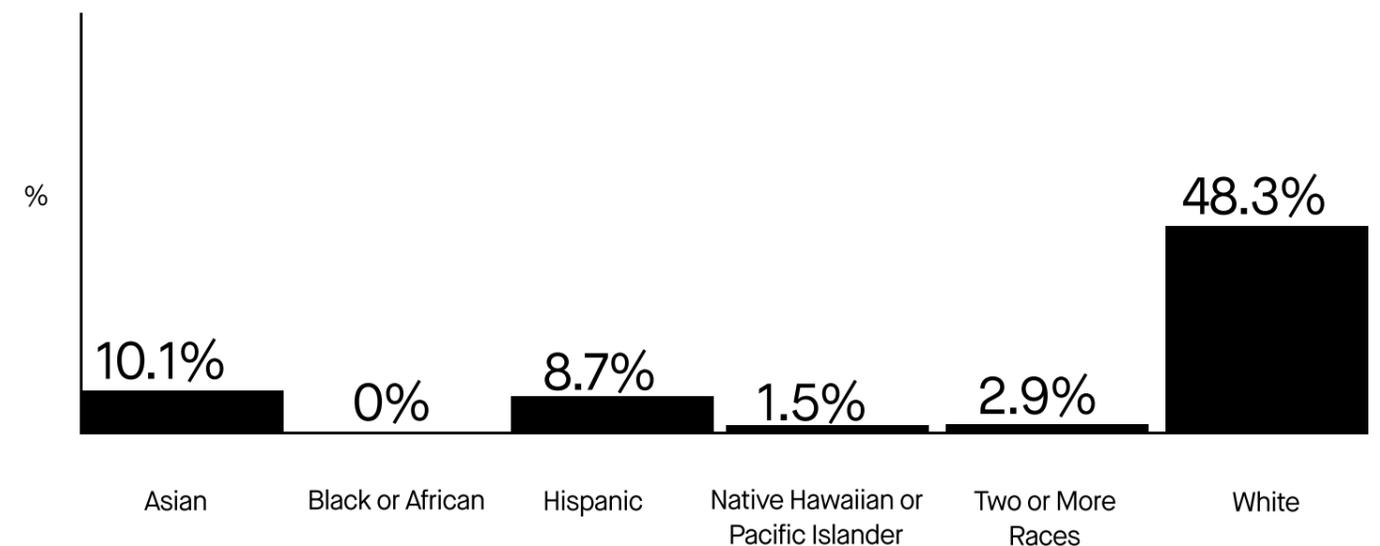
— Mickey Kalifa  
Chief Financial Officer



Overall US

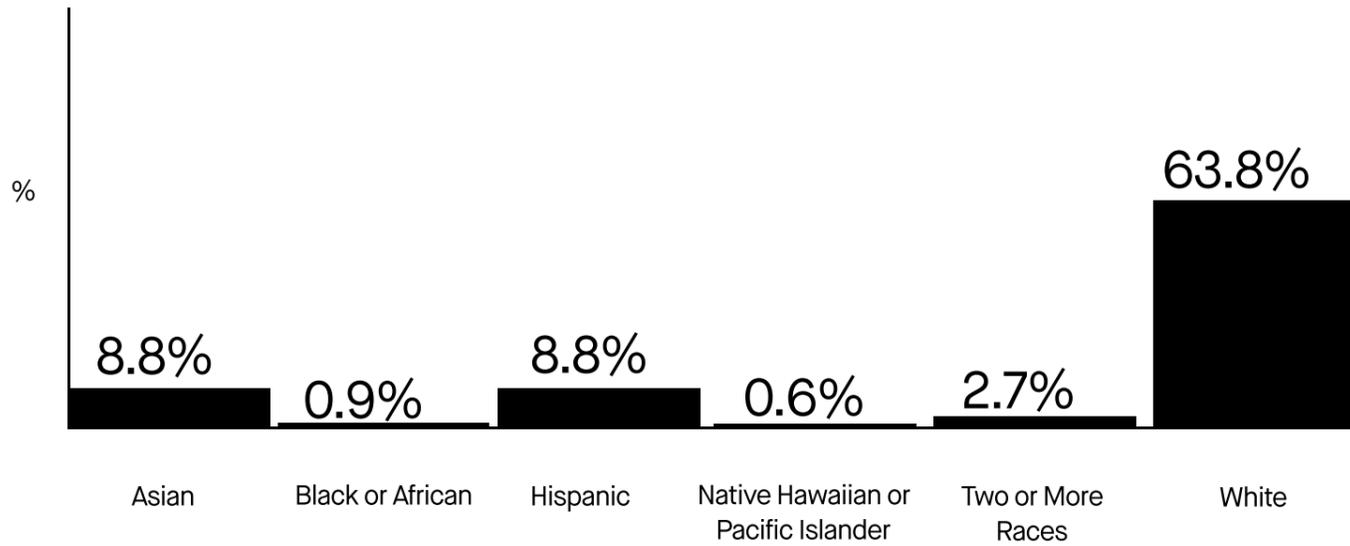


Leadership US



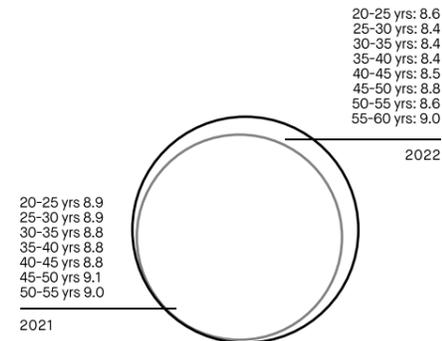
\*As all demographic data is provided on a voluntary basis, 14% of overall US staff chose not to self report. As such, 14% of managers did not self report data as well as approximately 27% of leadership & employees in tech.

Managers US

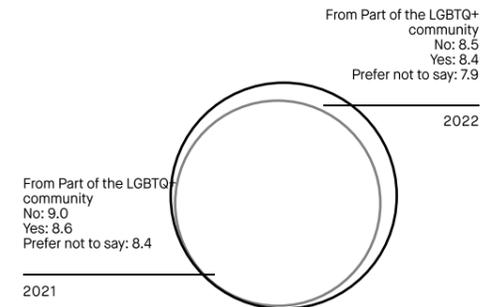


# Diversity driver scores

We continue to monitor our "diversity driver" scores within our annual engagement survey. The Peakon questions corresponding to diversity allow us to regularly assess if groups within DEPT® are experiencing things like harassment, discrimination, respect and/or belonging in different ways.

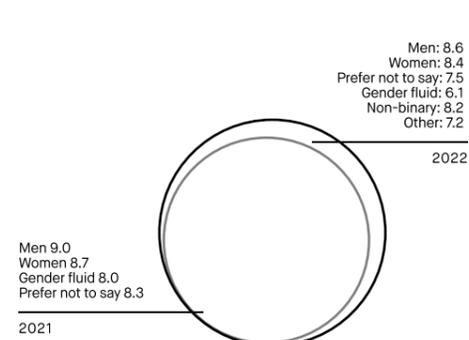
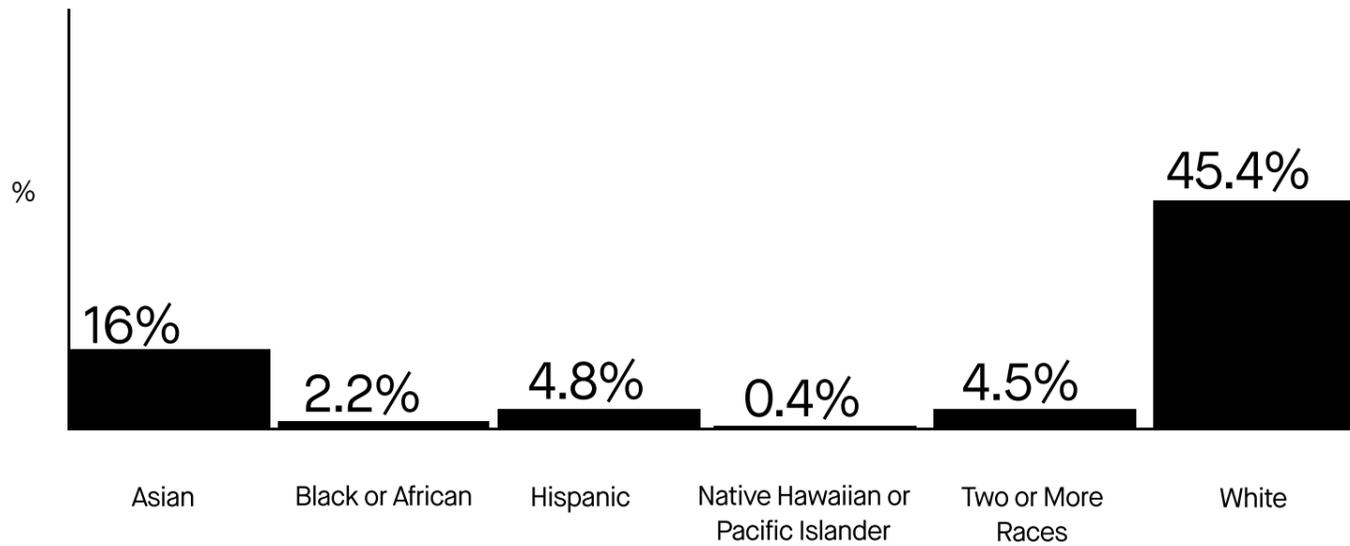


Diversity Driver by Age

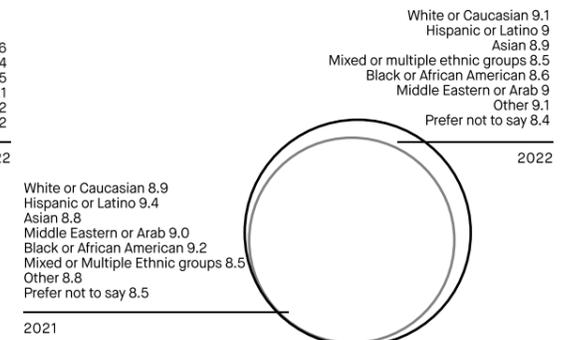


Diversity Driver by Sexual Orientation

Tech US



Diversity Driver by Gender



Diversity Driver by Ethnicity

# Ignite Internship Program

The aim of the Ignite internship, led by Onyx (one of our Black Employee Resource Groups), was to attract, hire, retain, and develop Black people in the marketing industry.

Ignite job opportunities were exclusively available to Black 3rd and 4th-year students in college or university looking to gain valuable work experience in the creative advertising field—as copywriters, designers, developers, or account managers. Ignite internships were paid opportunities providing interns with both work experience and direct access to a Black mentor or manager on the DEPT® team.



2022 Results

429

Applicants

4

Interns

70+

Client Projects

9

Black Mentors

“The idea for Ignite was born in early 2021 when Black team members at DEPT® Toronto pointed out the imbalance of Black employees relative to the populations of the cities DEPT® operates in. They shared their all-too-common previous experiences of being the only Black members of agency teams, despite the fact that there is no shortage of Black creatives, project managers or developers in large cities such as Toronto, London, Berlin or Sydney.

Onyx chose to focus on 3rd and 4th year university students at the earliest stages of their careers, supporting their entrance into the workforce with confidence, experience, references, and robust portfolios.

Beyond the direct impact that program had on the interns themselves, the Ignite internship was also hugely successful in committing DEPT® teams to diversity, equity, and inclusion efforts. The recruitment process also opened up a new candidate pool, from which multiple full time employees have since been hired, actively increasing the diversity of the DEPT® team. ”

– Sarah Rose Laviolette  
Creative Director and DEI Lead



# Blue Road Academy

We're is a proud partner of Blue Road Academy (formerly Refugeeforce), an organisation dedicated to advancing the careers of newcomers to Europe with Salesforce training, professional development, and direct connections with top employers.

DEPT® has hired two individuals from Blue Road Academy since its opening, and also supports the organisation with an annual monetary donation, use of our offices for the training, and some pro bono marketing work. We were first introduced to Blue Road Academy through the Director Salesforce Alliance at DEPT®, Nick Broekema.



“My co-founders at Blue Road and I saw this problem firsthand, with many immigrants moving to the Netherlands unable to secure quality jobs. At the same time, the industry was dealing with another problem: a lack of Salesforce professionals. So that year, with the desire to solve both problems with one solution, Blue Road Academy (formerly RefugeeForce) was born. Over the past few years, this program has helped over 180 individuals receive Salesforce training in a community-oriented atmosphere. From the initial cohorts, 60% of graduates have landed jobs at technology companies with positions in development, marketing, sales, and administration.”

– Nick Broekema  
Director, Global Salesforce Alliance,  
and Cofounder, Blue Road Academy



# Employee Resource Groups

In 2022, we launched two voluntary, employee-led global employee resource groups (ERGs) to support and advocate for underrepresented employees. In addition to DEPT® WOMEN and DEPT® Pride, employees are also supported by a number of regional or team specific ERGs. We're exploring gradual, intentional and regional expansion for some of those groups in 2023.

## DEPT./PRIDE

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

“DEPT® PRIDE is important because representation and safe spaces matter for those who are part of marginalised communities”

—Dudley Wild  
Chief of Staff, EMEA  
and DEPT® Pride Lead





“As the executive sponsor of DEPT® WOMEN, I know that getting to the top in tech is tough— and it's especially tough for women. That’s why communities such as this one are so important to bring women together to support one another, tackle shared challenges and build each other up”

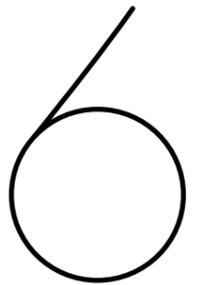
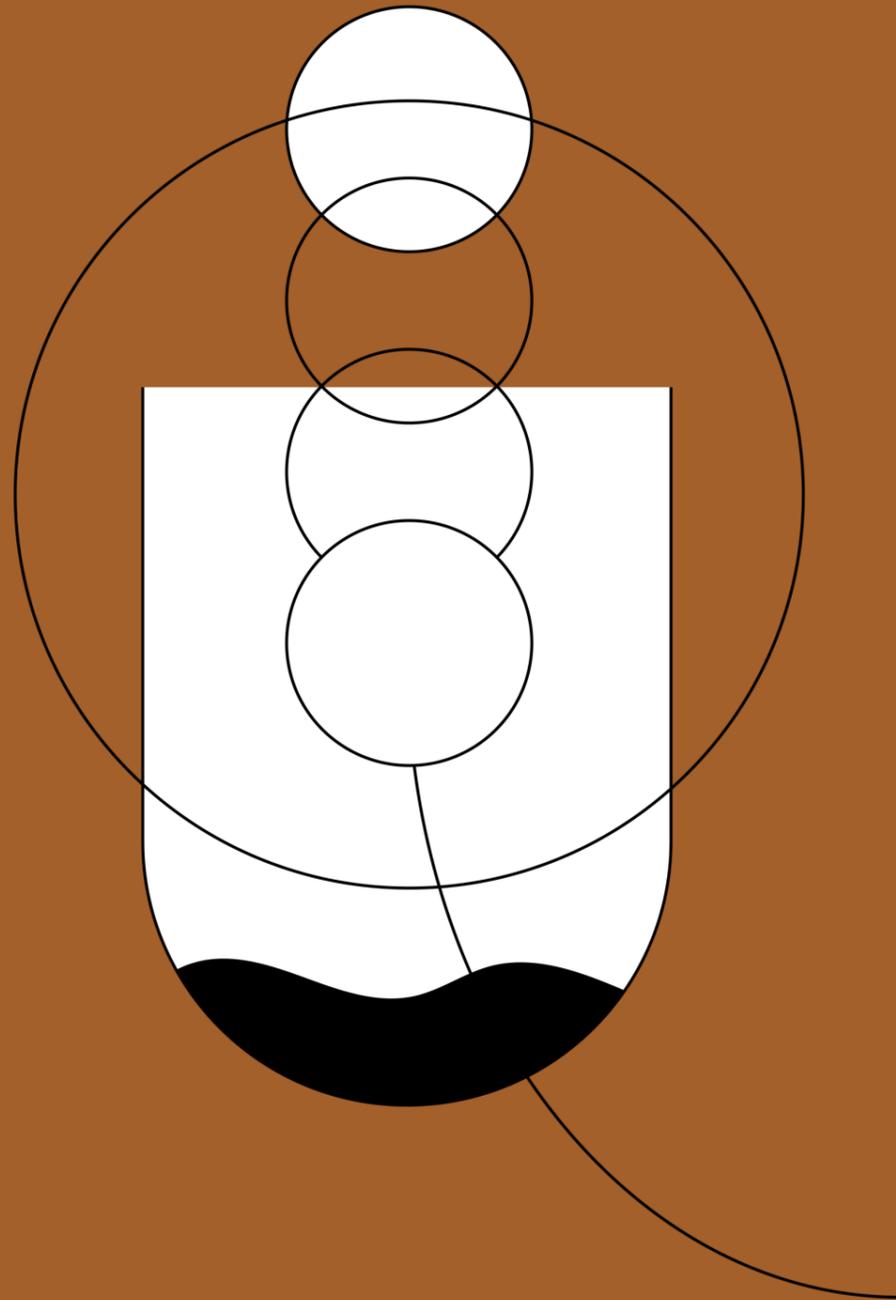
—Missy Foristall  
Chief Operations Officer,  
CEO DEPT® Americas and  
DEPT® Women Lead

**DEPT./WOMEN**

DEPT® WOMEN is dedicated to creating an environment of diversity and inclusion. We elevate the voices of people who identify as women, providing a safe, equitable space to speak freely and share experiences with value and respect, regardless of age, race, abilities or sexual orientation.



# Community



The line that separates our people from our community is thin. Our employees, our clients and our partners are also our community members, just at different times of the day. That's why it's no surprise that our responsibility to our community is high priority to us, with one of the original cornerstones of our Impact Strategy focused on dedicating 1% of profit to underserved non profits, charities or other in need organisations. We continue to support our community through pro bono work, donations and volunteering, and we hope to expand the reach of those initiatives as we grow.

[SDG 12, 17]

# 6.1 Supporting causes we're passionate about

A cornerstone of DEPT®'s impact strategy has been our 1% for good mission, which refers to the percentage of our profit we intend to give back to our global community either through pro bono work or monetary donations.

In our previous editions of this report, we reported that we'd given back 0.68% of our profit. Now, we're excited to share that that value has grown to 0.96% and we have full confidence that we'll meet our 1% goal by the publication of our 2023 report, and in the years that follow as well.

Of the percentage of DEPT®'s profit that we give back, our goal is for 75% of that value to be from pro bono work and the remaining 25% to be from monetary donations. In 2022, the 0.96% that we gave back constituted almost 4,600 hours of pro bono work and over €132,000 of donations.

# Pro bono & donation

€132,000

Monetary donations

€929,000

Value of pro bono Work, in 4,589 hours



We provide monetary donations to various non-profits and charities throughout the course of the year and the causes we choose to support are often driven by local interest or global events and crises. In March 2022, for example, we made a €10,000 donation on behalf of DEPT® to the Ukraine Humanitarian Fund and matched donations by individual employees to this and other similar charities.

Like the rest of the world, we were deeply and emotionally impacted by the Russian invasion of Ukraine. Given DEPT®'s strong presence in Europe and the fact that many of our colleagues had family in Ukraine, Russia, or Belarus, we experienced a powerful urge to take action.

When it comes to our pro bono work, we choose clients through a flexible approach. Firstly, we look to ensure that we're providing pro-bono services to organisations in need: non profits, registered charities, NGOs, government institutions, but also B Corps, social enterprises or other local, small or minority owned businesses. From there, employees are empowered to take on work that inspires their team. Often, our 1% for good projects end up being projects that have local or personal ties back to individuals within DEPT®. These pro-bono projects don't necessarily have to be 100% free, but can also include hours provided to a deserving client on top of what they have a budget for.

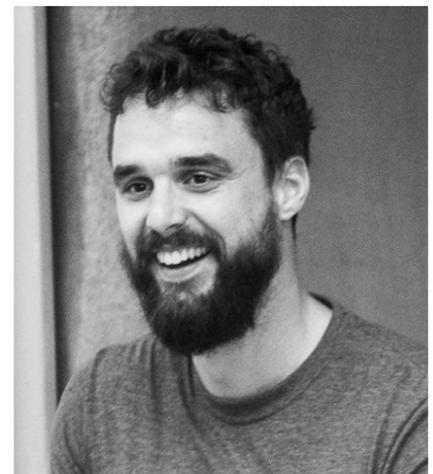


“We are extremely proud to be part of the Earth Hour initiative and to be drawing attention to the impact of biodiversity loss on the planet”

— Ivan Blažević,  
Managing Director,  
DEPT® Croatia

As a result, in 2022, the clients and charities that benefited from the 0.96% of our profit we gave back ranged from globally recognised non-profits to smaller groups vital to their communities. Some examples of those projects included:

**WWF Adria:** DEPT® teamed up with Bruketa & Žinić & Gray and Go2Digital to launch a campaign highlighting the rapid rate of animal extinction on behalf of World Wildlife Fund Adria. WWF Adria is a branch of WWF International focused on protecting forests, marine and freshwater ecosystems in the Mediterranean. The campaign took place during “Earth Hour”, the last Saturday of March 2022 on digital screens in Croatia, Bosnia and Serbia. The campaign featured endangered species such as the Balkan lynx, monk seals and cave salamanders, the campaign graphics included a countdown clock, developed by DEPT®’s team in Croatia, representing the fact that a species becomes extinct every hour.



## Science to solve the urgent health challenges facing everyone

Wellcome is a global charitable foundation. We want everyone to benefit from science's potential to improve health and save lives.

[Find out more about who we are](#) →

Adi Ravoka takes part in the World Mosquito Programme in the South Pacific.

Adrienne Surprenant / Collectif Item © Wellcome



“Mental Health can affect us all and someone's experience can differ massively to the next person. We wanted our approach to reflect this, leading with the idea ‘I hope this helps’. An idea that is centred around crowdsourcing tens of thousands if not millions of unique ways people cope and overcome challenges they face, with the hope, it might just help someone else”

— Alex Dixon  
Business Director, UK



**Wellcome Trust:** The Wellcome Trust is a UK based foundation focused on research into life, health and wellbeing. They focus their research primarily on mental health, infectious disease and climate and health. To raise awareness about mental health, our UK Team supported the Wellcome Trust with a campaign strategy focused on user generated content of individual mental health journey's.



“Accessibility is often stigmatised as a trade-off for beautiful, award-worthy design. Our team at BASIC/DEPT® set out to challenge that stigma when presented with the opportunity to redesign the website for Daniel’s Music Foundation. Instead of focusing on accessibility as a checklist, we approached it as a creative opportunity to build an awesome website rooted in inclusivity, collaborating with subject experts and people in the disability community every step of the way. Our team immersed in DMF’s world, soaking in their story, dreams, the needs of their community, and countless firsthand accounts of the healing power of music in their own disability journeys. We gained a deep understanding that enabled us to capture their impact and empower their users in a captivating, easy-to-navigate website. From embracing joyful colors, playful motion and warm imagery to telling their story with compelling and intentionally inclusive language, we created a rich experience – both accessible and uncompromised in craft – to raise the bar for excellence in accessible design”

**Daniel’s Music Foundation:** Our team kicked off an extensive project to redesign the website for Daniel’s Music Foundation (DMF), a NYC-based non-profit organisation dedicated to empowering people with disabilities through music and building a more inclusive, empathetic world by sharing the experiences of the disability community. DMF serves individuals and organisations through in-person and online programs such as events, classes, and The Danny Awards – a global awards show that recognizes and showcases the musical talents of individuals with disabilities of all ages.

— Jen Hays  
 Creative Director,  
 BASIC®/DEPT



– Krista Harder  
 Copy Coordinator,  
 BASIC®/DEPT



# 6.2 DEPT® Cares



Once a year, Depsters from all over the world take some time to step away from their laptops and pitch in to help their communities out.

We call this annual day of volunteering DEPT® Cares Day and it's part of a grand tradition in DEPT® history that began with a small group of Depsters in Amsterdam and Rotterdam who would get together over the weekend to spend some time volunteering.

Today, DEPT® Cares has been allotted its own company resources and budget, expanding to nearly every office at DEPT®. On 28 October 2022, 250+ people from 24 cities dedicated all or part of their workday to work on projects like...

- Bringing some holiday joy to lonely senior citizens in Amsterdam and Rotterdam with some fun and games (and snacks!).
- Cleaning up a community garden in Berlin to give local residents—the majority of whom are refugees or elderly folks—the opportunity to make the most of this valuable space.
- Looking after the latest (adorable) arrivals at a Swiss rabbit sanctuary.
- Prepping vegetable garden beds for winter on behalf of a Boston-based organisation increasing food accessibility.
- Collecting food, clothing, and cleaning supplies for two community kitchens in Argentina.

- Assembling STEAM kits for kids in an awesome mentorship program in South Carolina to expand their science & engineering know-how.
- Building houses for bees (yes, bees!) in Cologne to foster urban renewal.
- Prepping soil for Irish schoolchildren to plant trees as part of a reforestation project.
- Organising programming lectures for teenage students in Croatia at two schools, one for at-risk youth and one for students on the autism spectrum.

While we're super proud of the work we did accomplish with this past year's DEPT® Cares Day, we've also come to realise that, in the grand scheme of things, 250 people out of all 4,000 working at DEPT® isn't representative of the participation we believe is possible.

That's why we're hatching plans for DEPT® Cares' next evolution: DEPT® Cares Month.

This will both move the event's timing up, from Q4 to Q3, as well as expand the opportunity to participate with events organised at the local level to ensure that volunteer programs are both timely and relevant to the employees in the area.

With these changes, we're anticipating our highest participation rate for DEPT® Cares ever in 2023 in addition to fostering deeper relationships with more non-profits and charities that will facilitate DEPT® achieving our 1% for good goal.

# 6.3 More local, more sustainable & more diverse suppliers

While technology is our bread and butter at DEPT®, the supplies that keep our employees, offices, and business running smoothly extend beyond laptops and IT systems—including everything from litres of fuel for business travel to the pounds of coffee beans in our offices.

We've determined these areas are the sources of our largest purchases:

- Office-related expenditures (rent, energy, etc.)
- Technology/IT Systems
- Pension & Benefits Plans
- Marketing
- Travel
- Freelance Talent

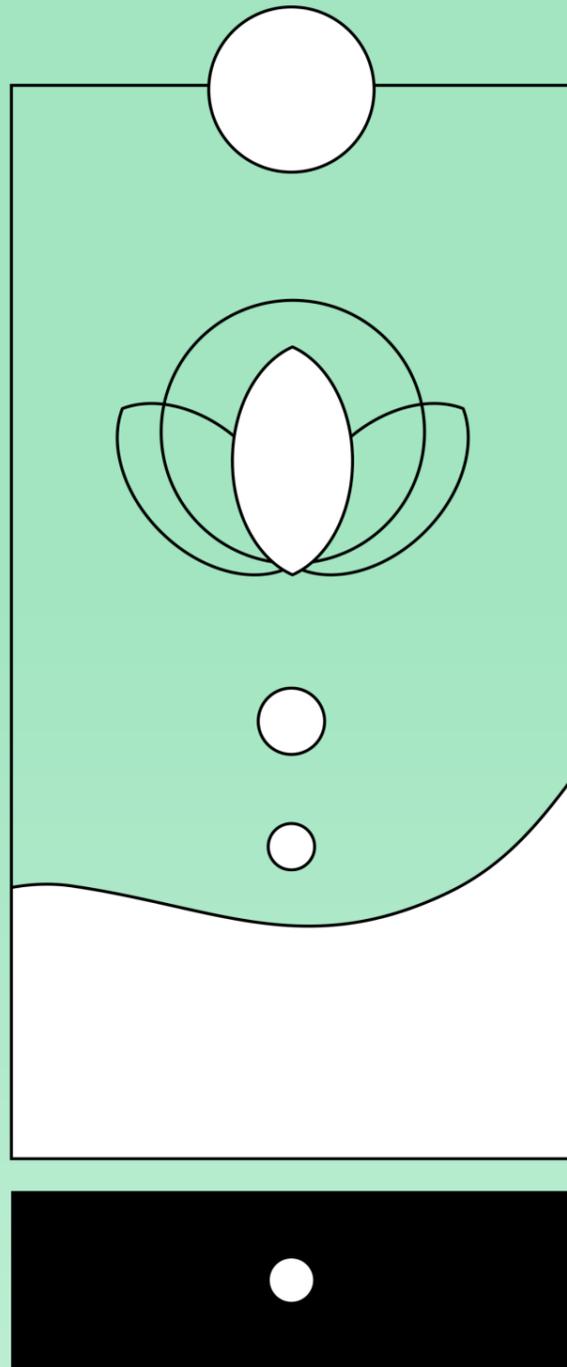
Last year we reported our intention to launch a supplier screening and preference program, and unfortunately, competing priorities once again kept us from doing so. We know how important it is to have good visibility and relationships within our supply chain, especially as we grow into new markets.

We still aim for the program to begin with our most material purchases, screening those suppliers for positive attributes, potential risks and requiring them to commit to a shared Code of Ethics. The program will prefer and prioritise purchasing from local, sustainable, minority-owned, and purpose-driven suppliers. Within two to three years, the program will help us quantify and report on our suppliers who meet the ethical and sustainability standards, and we'll be able to use that information to set new targets for more sustainable and ethical purchasing.

This type of direct engagement with suppliers will also support our climate strategy, as our supply chain represents the largest part of our carbon footprint.

While this upcoming year will be the first in which this program is formally rolled out, across DEPT® we've long taken initiative at a local level to keep sustainability top-of-mind within our supply chain. Across catered events—including DEPT® Fest, our legendary annual company-wide festival—our teams rely on plant-based foods to keep everyone's bellies full and lower our environmental impact.

# Environment



7

We don't need to tell anyone that the natural world is in a state of crisis. Most of us are already all too aware of that. Instead, let's talk about how DEPT® is working out how we can better address it.

The scientific consensus is that society must reduce greenhouse gas emissions by 43% by 2030 to prevent global temperatures rising by more than 1.5°C above pre-industrial levels. And, with just 100 corporations responsible for 71% of greenhouse gas emissions, it seems pretty clear that the business world has a huge role to play in making that reduction a reality.

Since 2020, DEPT® has made it our goal to build upon our Climate Neutral certification by becoming carbon negative. We now recognise, however, that this isn't a credible goal.

To become carbon negative, we would offset DEPT®'s carbon footprint (and then some) by purchasing carbon credits. But, according to a report from the World Economic Forum, relying on carbon offsetting through the voluntary carbon market isn't a sufficient enough way of addressing climate change.

While we'll still continue to measure and offset our carbon footprint through Climate Neutral, our climate strategy going forward will now put renewed emphasis on science based, absolute reduction across our Scope 1, 2, and 3 greenhouse gas emissions.

[SDG 13]

# 7.1 What does our carbon footprint look like?



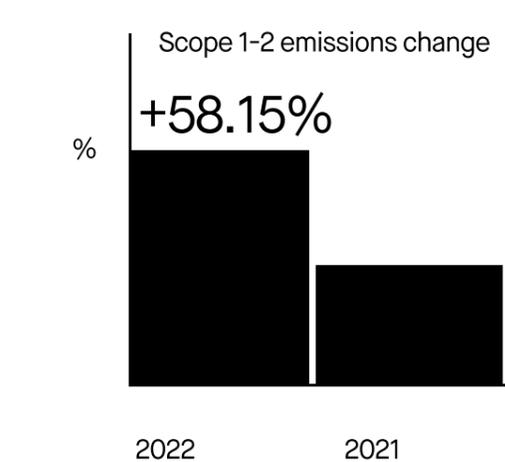
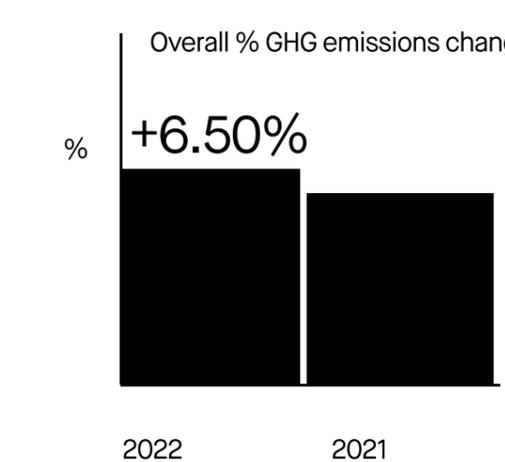
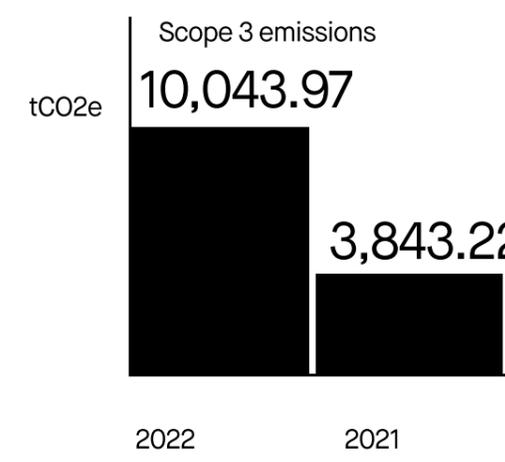
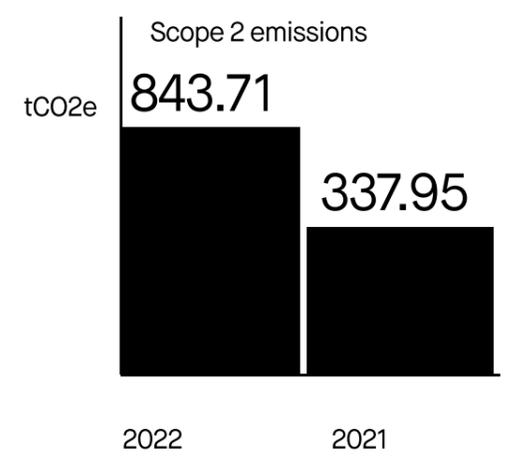
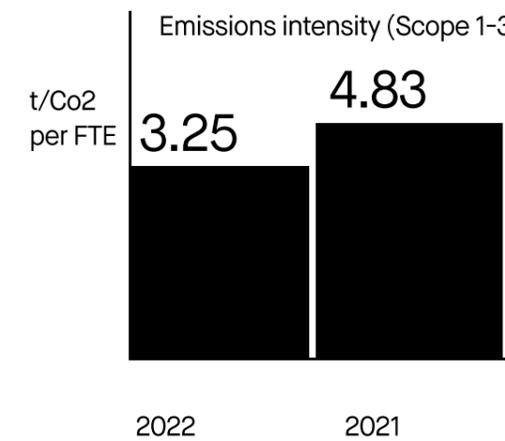
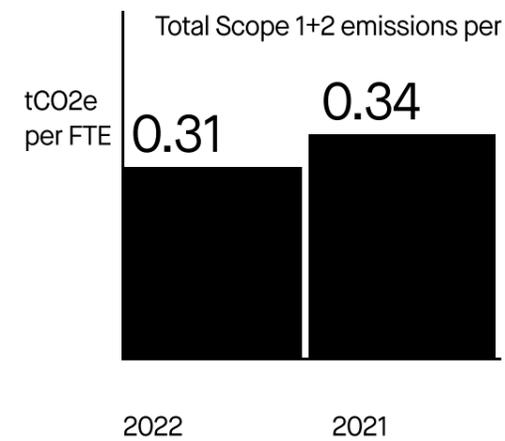
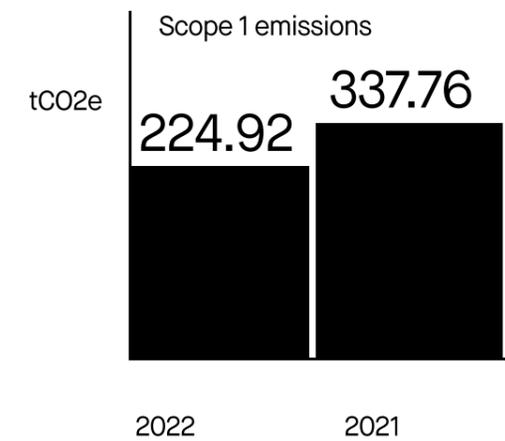
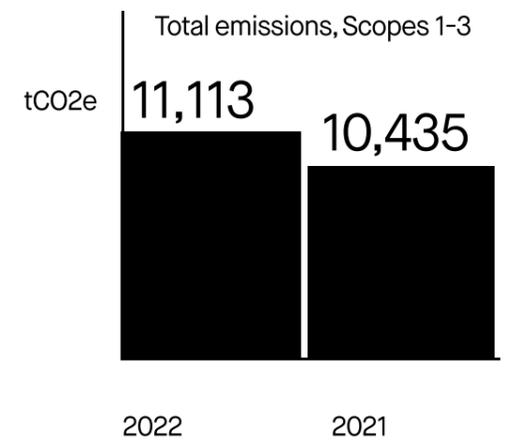
Absolute reduction became even more of a priority for us after our calculations for our 2022 carbon footprint revealed an increase from 2021: DEPT®'s footprint went up 678 t/CO<sub>2</sub>, from 10,435 t/CO<sub>2</sub> to 11,113 t/CO<sub>2</sub>\*.

There are a number of factors that played a role in the increase we observed over the course of the past year. While we won't deny that we have an obligation to do better when it comes to prioritising footprint reduction, we do want to acknowledge that the pandemic which continued into 2021 make our measurements for that year an imperfect benchmark to measure our progress against.

\*We follow the Climate Neutral Standard for measuring and reporting emissions, and have used the Climate Neutral BEE Tool for emissions calculations based on both consumption and purchase data for the following emissions categories: S1, S2, S3.1, S3.2, S3.5, S3.6, S3.7.

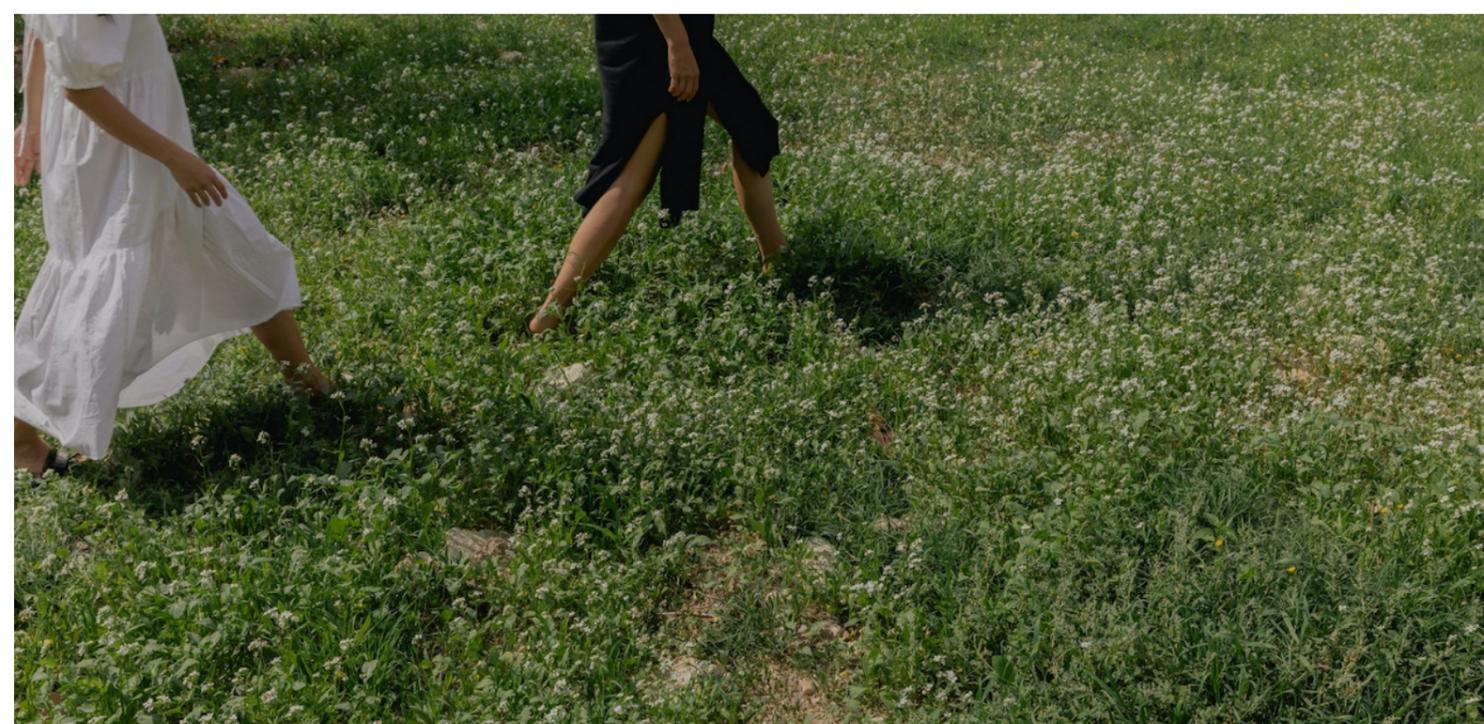
# Our progress in 2022, absolute emissions

# Our progress in 2022, per FTE

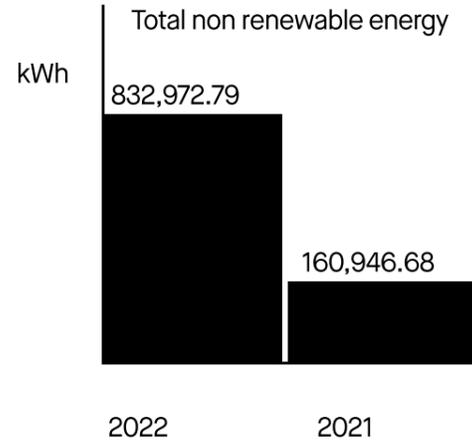
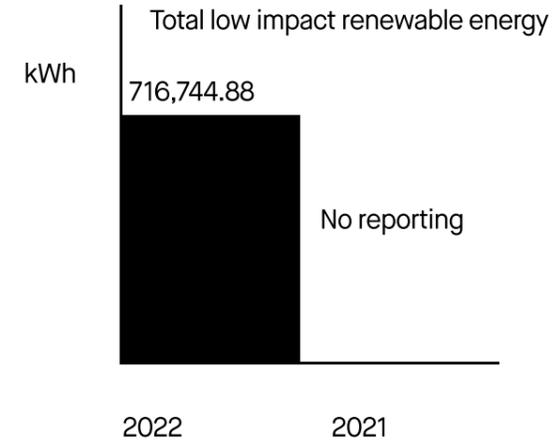
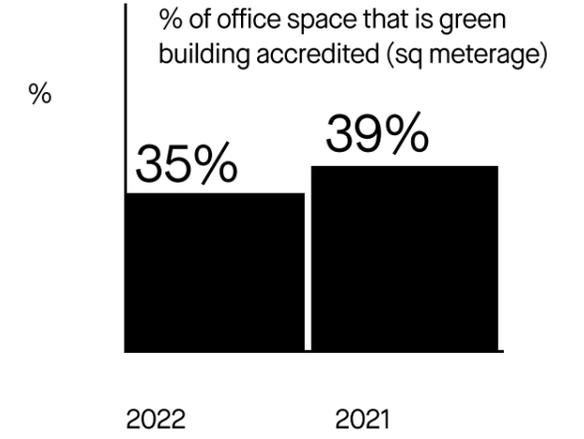
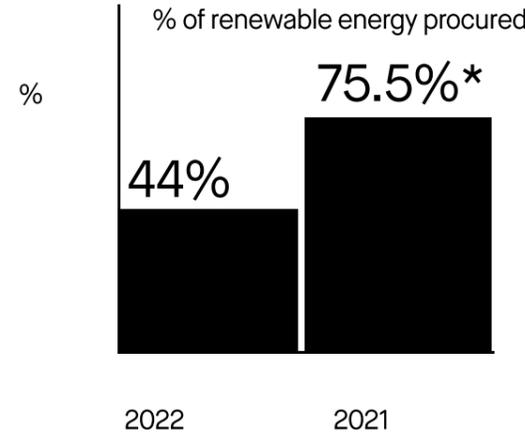
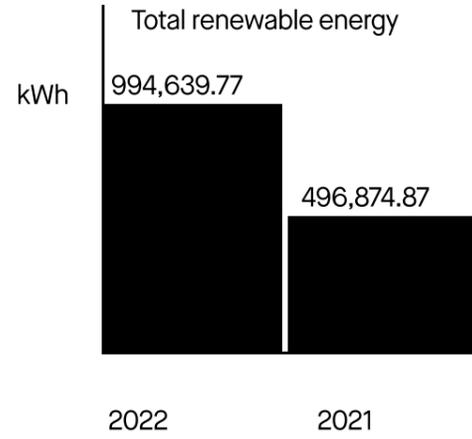
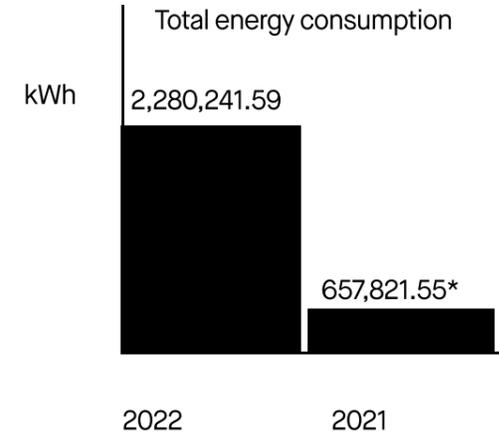


Furthermore, as a global company, it's no surprise that DEPT®'s carbon footprint is significant. And, given our expansion from 32 to more than 40 offices over the past year, meeting our reduction goals for 2022 was always going to be tricky.

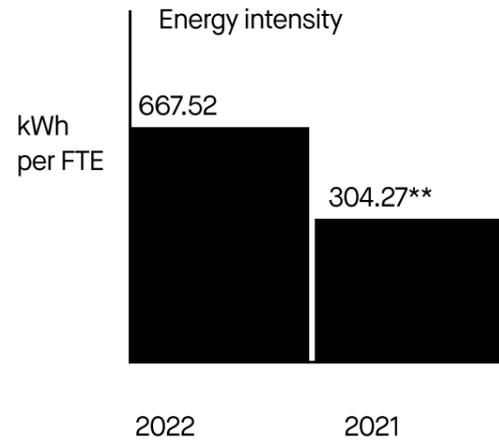
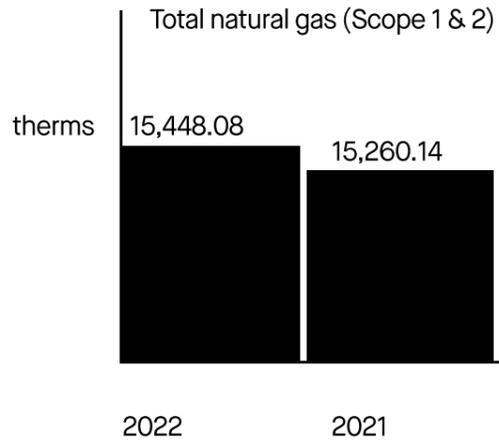
As big as DEPT®'s carbon footprint is, however, we retain a localised approach to our housing that reflects a smaller mindset. In turn, that's resulted in some incremental success worth celebrating with our direct and indirect emissions.



# Our progress in 2022, energy use



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



# 7.2 Salesforce Net Zero Cloud

One of the most important and foundational actions we needed to take in pursuit of our broader reduction strategy was to build out a more sophisticated carbon inventory. As we've grown as a team considerably since our first Climate Neutral certification, we've also been outgrowing and stretching the limits of the spreadsheets that we had previously used to track our carbon emissions.

In 2022, we signed up to use Salesforce Net Zero Cloud, a sustainability management platform designed to help organisations manage their environmental footprint and track their progress to net zero. With Net Zero Cloud, we're able to track our Scope 1, 2 and 3 emissions, report on data with executive dashboards, build APIs and connectivity to native data sources, engage our suppliers— and more— all within a software that our team knows well and uses daily.

Net Zero Cloud comes loaded with pre-defined emissions factors and allows us to configure each of our emissions sources to reflect the nature of operations at DEPT®. This will help us both scenario plan and develop specific reduction strategies, but will also help with the traceability and auditability of our overall carbon footprint.

As an existing Salesforce strategic partner, DEPT® was also presented with the opportunity in early 2022 to become an implementation partner for the Net Zero Cloud platform. Not only are we using the platform in house, we're helping our clients to unlock its potential for their own climate goals.

## 7.3 Global housing, approached locally

Even before the pandemic changed how people all over the world worked, DEPT® was always a remote-first organisation. As long as a Depster had a WiFi connection, it didn't (and still doesn't) matter whether they're living in an apartment tucked away downtown in a major city or on a sprawling farm deep in the countryside.

That said, following the pandemic, we noticed that the purposes for offices had fundamentally changed: people weren't using offices as their default workplace anymore, they were using them because they *wanted* to.

This observation became the main inspiration for the DEPT® Housing Strategy, which we began to implement across all of DEPT® globally in 2022. With this strategy, we've been focusing on downsizing and combining redundant office spaces into smaller, more unique "clubhouse" offices that emphasise social collaboration. Our smaller "clubhouse" offices require fewer utilities and materials, making them more eco-friendly than a larger, more traditionally corporate office.

Downsizing our offices not only meets Depsters and their preferences where they're at, it's also an important way we can reduce our Scope 1 and 2 greenhouse gas emissions. We also prioritised spaces accessible by public transport and rely on renewable energy sources for utilities.

Our preference for renewable energy will help us make up for the progress we've lost in the last year with regard to our goal of having 90% of DEPT® offices rely on renewable energy. In 2021, an estimated 75% of our offices used renewables, though we do suspect some miscalculations may have meant the percentage was lower. As of 2022, due to both better calculations and the number of offices we've inherited from recent acquisitions, we're now at 44%. Looking ahead, however, we plan on increasing that value by 10% year over year as part of the DEPT® Housing Strategy.

We've also decided to remove our previous goal of getting two-thirds of our total office space by square footage LEED

or BREEAM certified. Moving forward, it'll be standard practice for us to select new building spaces that have green building certifications, but since many of our existing buildings came to us via acquisitions, we feel that the extensive investments or lengthy approval processes required are better spent continuing to synthesise teams into a single, sustainably designed office. Additionally, since we don't own any of our office spaces, we tend to have less control over a landlord's decision to pursue a LEED certification, but can assert our influence and preferences into practices within the office.

Already we've put our Housing Strategy into practice with our offices in London, New York City, and San Diego. In each of these cities, we had multiple offices and co-working spaces that DEPT® had inherited from recent acquisitions. Following the guidelines in the Housing Strategy, we've either opened or are in the process of opening a new DEPT® office hub within each city designed to eliminate impractical redundancies.

As a result, we're creating incremental impact and creating offices that ensure clients, Depsters and visitors alike, can work effectively whilst playing and collaborating in style.



By Tom Lawrence,  
Global Head of Workplace  
Design & Experience

“Our new office opened in London in November 2022 and brings together over four teams at DEPT® in a collaborative and lively space. We’re located in the heart of the Old Street district and occupy two stunning floors including a rooftop terrace. Our building achieved BREEAM Outstanding certification, and is targeting LEED Platinum”

— Joanna Trippet  
Managing Director, DEPT® UK



“We had almost six different teams at DEPT® circling around a handful of offices, including one larger space in the Flatiron District. We knew that occupancy of that larger office was relatively low, and we also knew that we had one beautiful, tastefully furnished and small office occupied by the Hello Monday team. In an attempt to bring our teams together, be realistic about the amount of space we need, and reduce our footprint along the way, we decided to make the E 20th Street the hub for all of DEPT® NYC”

— Anders Jessen  
Founding Partner,  
Hello Monday/DEPT®





## 7.4 The business of travel

One of the larger contributors to DEPT®'s carbon footprint are the emissions associated with business travel (Scope 3.6).

While this was true in 2021 as well as 2022, in 2022 our emissions increased dramatically from 0.05 t/CO<sub>2</sub> per FTE to 0.57 t/CO<sub>2</sub> per FTE. As is the case for many organisations, the disparity between our 2021 and 2022 travel emissions is in large part due to the COVID-19 pandemic— 2021 remains an imperfect baseline, as largely, business travel had not returned to “normal” until late 2022. Apart from that, the reasoning for such an increase boils down to our annual company-wide DEPT® Fest.

The past year marked the first time since 2019 that the festival returned to the Netherlands and nearly 2,000 employees from all over the world travelled to Amsterdam for the event. By contrast, in 2021, we held four smaller regional DEPT® Fests in Argentina, New York, Manchester, and Amsterdam.

For each of the smaller 2021 festivals, employees not only travelled less far, but our travel team also made a conscious effort to organise group travel where possible.

Unfortunately, the same practice was not quite carried over into 2022. Although many of our European teams travelled in groups, the teams that had to travel further to the Netherlands—like those in the United States and Argentina—booked their own travel with much less overlap between each person.

We recognize that DEPT® Fest is likely the most carbon intensive activity we engage in as a remote first, service organisation. The vast majority of our team, over the course

of the vast majority of the year, is not travelling to meet with their global colleagues. We don't take the decision to hold DEPT® Fest lightly, but we know that this central moment of culture building pays dividends for staff connectivity and belonging.

DEPT® Fest will continue to aim to be as sustainable as it possibly can be. Because we've decided to shift the timing of DEPT® Fest from autumn to spring, the next DEPT® Fest won't be until 2024. This gives us ample time to prepare and set targets for sustainable procurement and reduced emissions.

Going forward, our strategic goal for reducing DEPT®'s business travel emissions will continue to be a 7% year over year incremental reduction. We've learned to recognise that there's an inherent seasonality to our travel patterns that we will take into consideration as we focus on full adoption of our travel policy, prioritising group travel where possible, and begin considering interventions for the teams who travel the most.

# 7.5 Supply chain sustainability

As with most businesses, the largest contributor to our overall carbon footprint lies within our supply chain. In total, supply chain emissions added up to 10,043.97 tCO<sub>2</sub> for DEPT® in 2022, up from 3,843.22 tCO<sub>2</sub> in 2021.

As part of our Climate Neutral and B Corp certifications, we're held accountable to lower our carbon footprint year over year. DEPT®'s rapid fire growth has made achieving this goal tricky—after all, as we get bigger, so does our footprint.

That said, we want to hone in on our supply chain emissions in 2023 by doubling down on a codified process that's been in the works for too long now. By screening and working directly with our suppliers, we hope to be able to collect supplier specific emissions data on our top purchases or our top emitters. From there, we'll introduce incentives into those relationships, and encourage our suppliers to reduce their emissions as well.

DEPT® lives and breathes in digital. And it's important to us that, as part of our #goodcompany journey, we're leveraging a best-of-breed SaaS strategy that offloads hosting services to a public cloud. Through these two best practices, we've optimised resources in many ways—from an environmental impact perspective as well as a business one.

In the past, we've reported how we decided to take advantage of [Microsoft Azure](#)'s sustainability benefits by implementing the cloud provider for ourselves as well as for many of our clients. Compared to old-school on-premises data centres, Microsoft Azure is as much as [98% more carbon efficient](#).

That said, within the past several years, [Google Cloud Platform](#) and [Amazon Web Services](#) have also taken steps to increase their efficiency and reduce their environmental impact. To get a feel for how effective (or ineffective) these providers have become, it helps to use a metric called "power usage effectiveness," or "PUE."

PUE is expressed as a ratio, with efficiency increasing as the quotient decreases toward a value of 1.0. The average PUE for an on-prem data centre is [1.70](#). By comparison, Microsoft Azure has a PUE of 1.18 and AWS and Google Cloud have PUEs of 1.15 and 1.10, respectively.

Given these recent developments in sustainability, we're now helping clients re-assess their architecture and build a solution that keeps sustainability top of mind.

Using vendors like these for our own needs at DEPT® as well as for our awesome clients have allowed us to promote energy efficient hardware and software across the world.



# 7.6 Bigger and better change lies ahead

Through Climate Neutral, we've measured and offset 100% of our carbon emissions since 2020 and we're committed to cutting our Scope 1 and 2 emissions in half by 2030. While, as already shared, we will no longer rely on carbon offsetting as a means of achieving "carbon negativity," but we will still leverage carbon offsetting as a means of taking responsibility for DEPT®'s yearly environmental impact.

We also intend to get our reduction goals verified by the Science Based Targets Initiative and submit publicly to the Carbon Disclosure Project.

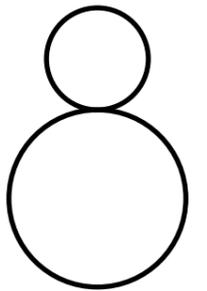
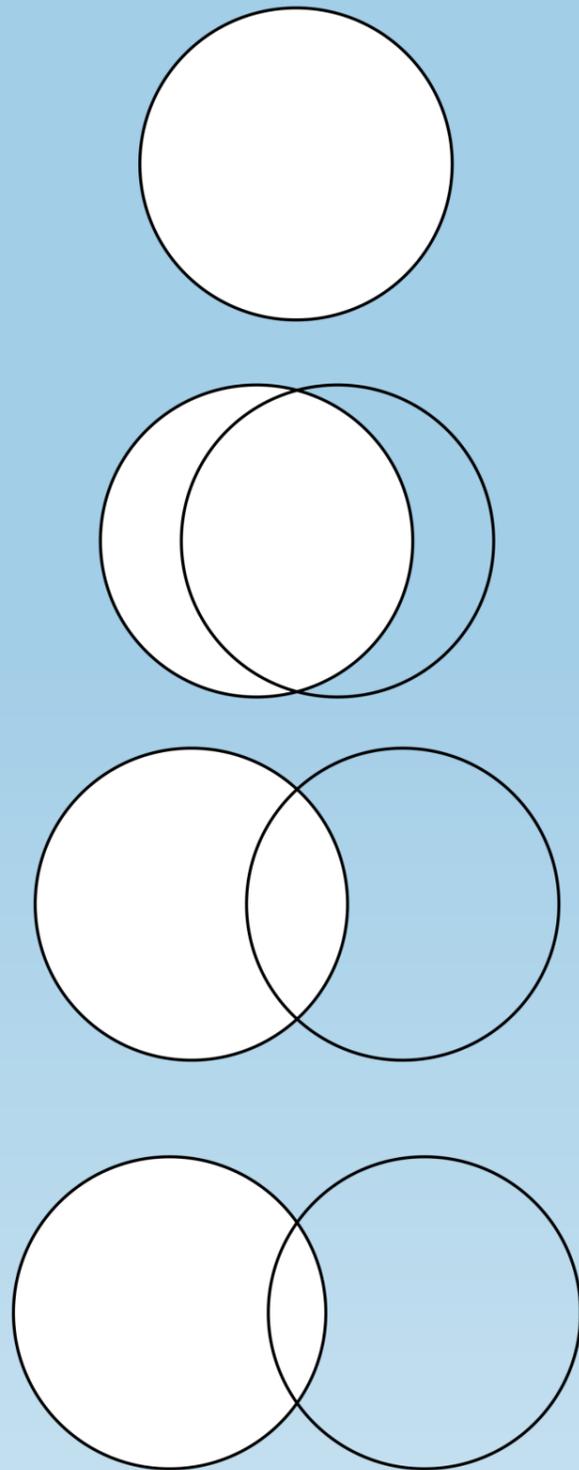
For the third year in a row, we chose to offset DEPT®'s 2022 carbon footprint of 11,113 tCO<sub>2</sub> through Terra Neutra. Each year, the offsets we purchase include accounting for emissions from our acquisitions, both before and after they joined the DEPT® team. Each of the two projects we supported through our offsetting purchase meet Verified Carbon Standard requirements. Here's a snapshot of what they look like:

- **Yakeshi Forest Project**, China - This reforestation project is on a mission to protect and restore the natural habitat in China's Inner Mongolia region. In addition to removing over 290,000 t/CO<sub>2</sub> emissions from the atmosphere every year, the project also improves air quality for the local communities and prevents detrimental soil erosion.

- **Baksa Cookstove Project**, India - This project distributed improved cookstoves to a region where 62% of households rely on firewood for cooking, which not only causes extensive pollution but also poses serious health risks to the women and children who are primarily exposed to it. In addition to improving people's health, these improved cookstoves will cut down on deforestation and create new job opportunities within local communities.

Much more work is in store for DEPT® as we work to reduce our emissions in line with specific environmental SDGs. In the meantime, we're grateful to be able to take responsibility for our current emissions by supporting projects like these.

# Governance



We remain committed to good governance and transparency. Especially as we grow, we know how critical well functioning governance is to running a company equipped to meet the demands of doing businesses in today's world. Whether it be procedures to ensure internal grievances and complaints have a place to be heard, or tools to allow our teams to consider the risk of doing business with certain clients, we're building on strong foundations to further mature governance practices at procedures at DEPT®.

13 Board members

Chair of Supervisory Board

Jerry Buhlmann

Supervisory Board

Paul Manuel  
 Bart Manuel  
 Penny Pritzker  
 Michael Wand  
 Thibault Thevissen  
 William Woolsey  
 Charles Villet  
 Andrew Tan

Management Board

Dimi Albers  
 Frank Schmid  
 Missy Foristall  
 Mickey Kalifa



\*For avoidance of doubt only Dimi Albers, Chief Executive Officer (CEO); Frank Schmid, Chief Development Officer (CDO) and Mickey Kalifa, Chief Financial Officer (CFO) are statutory directors (the "Statutory Management Board").

# 8.1 Our evolving board & governance

Our corporate and board structure have undergone minor changes since our 2021 Impact Report. DEPT® is still a Dutch limited liability company, majority owned by The Carlyle Group, a global private equity company. The Carlyle Group acquired a majority stake in DEPT® in January 2020 and we continue to be governed by a two-tier board of directors, consisting of both a Management Board and Supervisory Board.

While we did see some resignations and new appointments to the Board in 2022, due to the addition of PSP Partners as an additional substantial shareholder, our board demographics largely look the same.

In the future, as our board undergoes changes, we believe in promoting gender diversity in our board composition, while also weighing experience, background, skills, knowledge and ability.

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

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

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

# 8.2 More employee ownership

As of the end of 2022, approximately 31% of economic ownership of DEPT® lies with employees, an increase from the previous year's 26%. Almost 7% percent of employees are co-owners of DEPT®, also up from last year's 5%.

It's important for us to continue to prioritise this shared ownership between our private equity partner and internal team. We believe this model is essential to delivering on our "big enough to cope, small enough to care" promise, injecting accountability and entrepreneurship into our client relationships.

# 8.3 A look at policies & procedures

Effective policies and procedures are key components of good governance in organisations that prioritise impact and sustainability, as they provide clear guidance for decision-making and ensure that ethical and sustainable practices are integrated into all aspects of the organisation's operations.

# Code of Conduct

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

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

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

The Code of Conduct is featured transparently in our Global Handbook.

# Speak-Up & Grievance Procedures

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

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

The Speak Up Policy also assures that no disciplinary measures will be taken against employees that submit concern in good faith.

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

Both policies are featured transparently in our Global Handbook. There were 0-5 critical concerns reported in 2022.

# Privacy & Security

In 2022, DEPT® implemented an Information Security Management System in accordance with the ISO 27001 standards. Through our Information Security Management System, DEPT® commits to protecting the information it manages against breaches of confidentiality, integrity, and availability in line with business, legal, regulatory, and contractual requirements.

DEPT® determines the appropriate level of security controls through a process of risk assessment to understand security requirements and identify the probability and impact of information security risks.

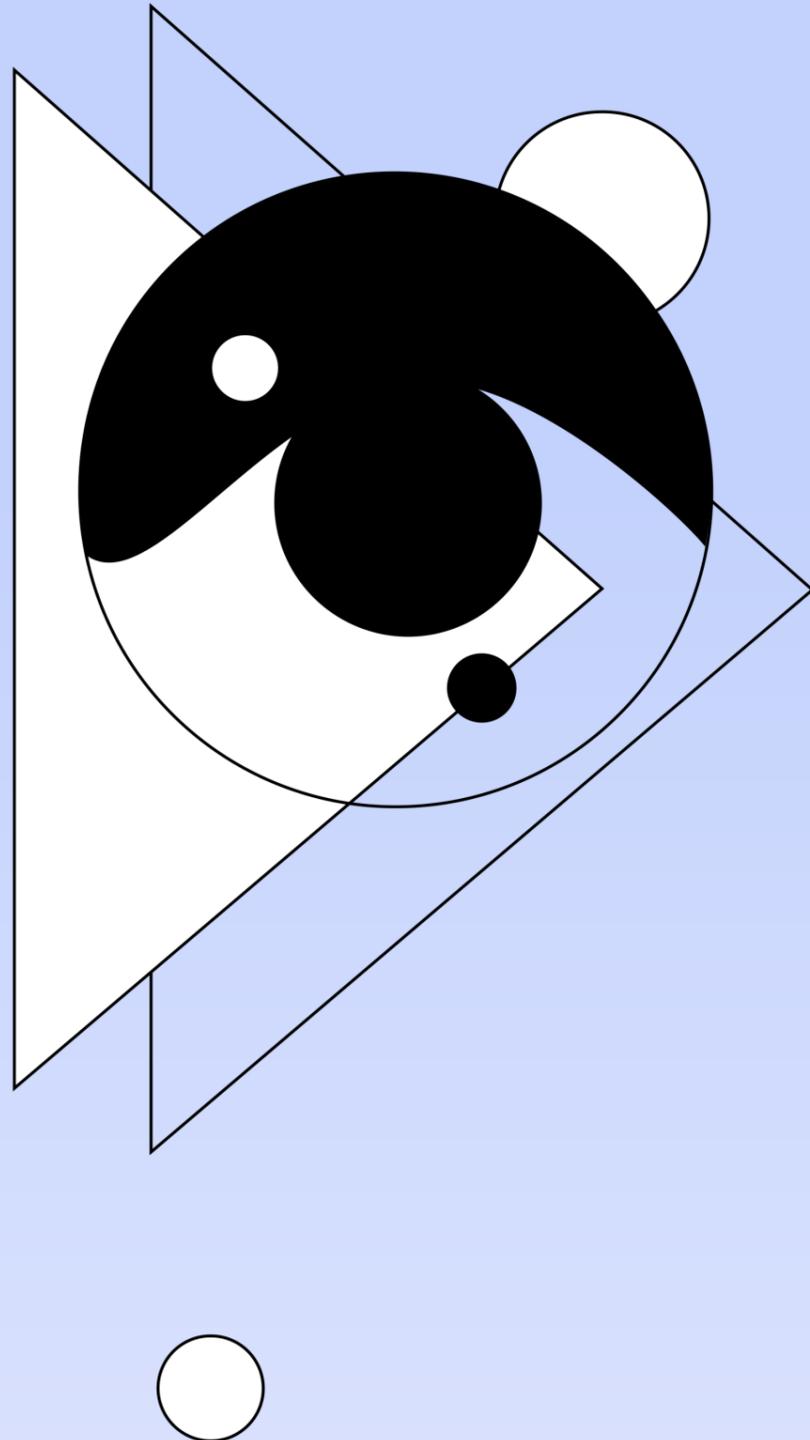
Our strategy for Information Security is a pragmatic, risk based strategy for and focuses on identifying, prioritising and monitoring the most important Information Security risks. No data breaches for DEPT® systems have been identified or recorded in 2022.

In addition DEPT® has a Global Employee Privacy Notice and its purpose is to give our employees, former employees, and other permanent or temporary workers, including contractors, a clear and comprehensive description of how and why we collect, use, disclose and protect their Personal Data, as well as inform them of their rights, in order to comply with applicable laws and regulations, including but not limited to the European General Data Protection Regulation (Regulation (EU) 2016/679) ("GDPR") and the California Privacy Rights Act ("CPRA").

Relatedly, our global Privacy Statement explains how DEPT® processes personal data while in use of our website, [www.deptagency.com](http://www.deptagency.com).

The Privacy Statement covers how personal information is collected, managed and used from enquiries, for marketing and for the recruitment process. It further provides details on why and how personal data is used for aggregated analytics and how data is transferred/shared across our offices, personnel, suppliers or subcontractors. It also provides interested parties with contact information to elevate questions or concerns.

# Looking Ahead



In 2023, we will add several teams to the DEPT® family, and each team's unique talents and culture enhances our ability to do incredible, exciting work as well as expand the reach of our Impact Strategy. By the time of publication of our Impact Report, we are already thrilled to be onboarding Tekno Point and Melon to DEPT®, and we're looking forward to learning from them on the road ahead.

- **Tekno Point:** Tekno Point is a pioneering digital experience platform services provider empowering enterprise customers across industries to make the most of their Adobe DX investments. They have a unique experience-engineering approach covering strategy, tech, execution and enablement service delivered by a team of ~500 Adobe specialists based in Mumbai. As our first acquisition in India, Tekno Point hugely increases our capacity for growth in the region, and presents a new and exciting challenge for our Impact Strategy, as India has a unique and robust culture around social impact and corporate social responsibility.
- **Melon:** Melon is a multidisciplinary creative studio at the intersection of art, design and technology with a goal to deliver amazing experiences that make people talk, and build strategic value for brands, tech, entertainment, arts and culture. Melon's ~100 employees are mainly based in Chicago and Atlanta.



As a digital native agency, especially one operating in 2023, DEPT® is no stranger to pioneering in an environment of change. Or to the speed at which things change in the world around us. From the Baby Boomers all the way up to Gen Z, we've been witness, a partner, and an instigator to the dramatic shift in the places where we communicate, work, and socialise – from the physical to the digital world.

As our digital lives have evolved, our real-world lives have suffered. And many among us, especially Gen Z, refuse to accept the status quo: pushing the world to go green, promoting social equity, holding brands accountable to their purpose-driven missions, and ultimately defining a future in which digital is meant to combine with the physical world to create a better way of living.

Our top priority is to be a part of building that future together. As an agency, we believe in setting the pace in our markets, generating new ideas, and raising awareness to create lasting, positive impacts.

We seek to do that through creating innovative, pioneering digital experiences for our clients that make a positive impact on the world, by taking care of our people and our community and by addressing our part of the climate crisis. We do that by ensuring we underpin our work with emerging technology, such as Web3 and AI, with ethics, impact and responsibility.

This report outlines our goals and progress across each of those areas, and serves to recognize that businesses have a responsibility to lead the way in promoting purpose and impact for all stakeholders.

Although our work is never done, we're always striving to enhance our agency's capabilities to act ethically and responsibly. We hope this report has inspired you to take meaningful steps towards a better future. The world can use some positivity. Let's make sure we're helping to make it happen.

“Although our work is never done, we're always striving to enhance our agency's capabilities to act ethically and responsibly. We hope this report has inspired you to take meaningful steps towards a better future. The world can use some positivity. Let's make sure we're helping to make it happen”

— Pooja Dindigal  
Global Head of Impact

Questions or feedback?  
Reach out to  
[pooja.dindigal@deptagency.com](mailto:pooja.dindigal@deptagency.com)



# Appendix

# GRI Table

GRI standard Disclosure Number	Disclosure Title	Reported	Page No.	SDG Alignment
2-1	Organisational details	Included	4	
2-2	Entities included in the organisation's sustainability reporting	Included	8,44,176	
2-3	Reporting period, frequency and contact point	Partially included	16,22,148	
2-4	Restatements of information	Included		
2-5	External assurance	Omitted	4,11-14	9
2-6	Activities, value chain and other business relationships	Included	5-6, 109-110	8
2-7	Employees	Included	163-164	
2-8	Workers who are not employees	Omitted		
2-9	Governance structure and composition	Included	163-164	
2-10	Nomination and selection of the highest governance body	Omitted		
2-11	Chair of the highest governance body	Partially included	36,163-164	
2-12	Role of the highest governance body in overseeing the management of impacts	Partially included	163-164	
2-13	Delegation of responsibility for managing impacts	Partially included		
2-14	Role of the highest governance body in sustainability reporting	Partially included		
2-15	Conflicts of interest related to the board	Omitted		
2-16	Communication of critical concerns to the board	Omitted		
2-17	Collective knowledge of the highest governance body	Omitted		
2-18	Evaluation of the performance of the highest governance body	Omitted		

GRI standard Disclosure Number	Disclosure Title	Reported	Page No.	SDG Alignment
2-19	Remuneration policies related to the board	Omitted		
2-20	Process to determine remuneration related to the board	Omitted		
2-21	Annual total compensation ratio	Omitted		
2-22	Statement on sustainable development strategy	Included	8	17
2-23	Policy commitments	Included	168-170	
2-24	Embedding policy commitments	Omitted		
2-25	Processes to remediate negative impacts related to the board	Omitted		
2-26	Mechanisms for seeking advice and raising concerns	Included	169-170	
2-27	Compliance with laws and regulations	Omitted		
2-28	Membership associations	Included	26-30	
2-29	Approach to stakeholder engagement	Included	36-44	17
2-30	Collective bargaining agreements	Omitted		
3-1	Process to determine material topics	Included	36-38	
3-2	List of material topics	Included	36-38	
3-3	Management of material topics	Included	36-38	
Environmental				
302-1	Energy consumption within the organisation	Included	15-16,143-148	13
302-2	Energy consumption outside of the organisation	Omitted		
302-3	Energy intensity	Included	143-148	13
302-4	Reduction of energy consumption	Included	143-148	13
302-5	Reductions in energy requirements of products and services	Omitted		
305-1	Direct (Scope 1) GHG emissions	Included	143-148	13
305-2	Energy indirect (Scope 2) GHG emissions	Included	143-148	13
305-3	Other indirect (Scope 3) GHG emissions	Included	143-148	13

GRI standard Disclosure Number	Disclosure Title	Reported	Page No.	SDG Alignment
305-4	GHG emissions intensity	Included	15-16,143-148	13
305-5	Reduction of GHG emissions	Included		13
305-6	Emissions of ozone-depleting substances (ODS)	Omitted		
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Omitted		
308-1	New suppliers that were screened using environmental criteria	Omitted		
308-2	Negative environmental impacts in the supply chain and actions taken	Partially included	140	12
Social				
401-1	New employee hires and employee turnover	Included	81	8
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Included	84-88,98-102	8
401-3	Parental leave	Partially included	84-88	8
404-1	Average hours of training per year per employee	Omitted		
404-2	Programs for upgrading employee skills and transition assistance programs	Partially included	94-96	4
404-3	Percentage of employees receiving regular performance and career development reviews	Partially included	94-96	4
405-1	Diversity of governance bodies and employees	Included	13-14,113-117	5,9
405-2	Ratio of basic salary and remuneration of women to men	Omitted		
414-1	New suppliers that were screened using social criteria	Omitted		
414-2	Negative social impacts in the supply chain and actions taken	Partially included	139-140	12