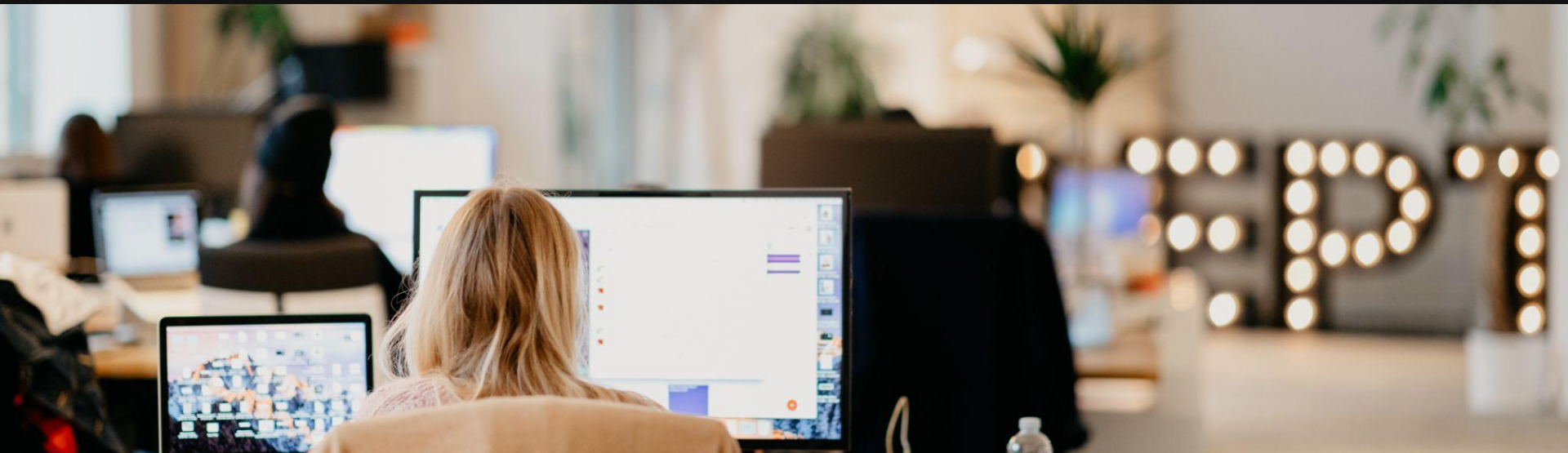


# 2021 Impact Report

Being a #goodcompany in an evolving world



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This report reflects the impact  
made by DEPT® in 2021.

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# 01 — CEO letter

# A note from our CEO

Looking back at 2021, arguably our most important achievement came in October. DEPT® became a Certified B Corporation after a year's worth of hard work by Depsters from all over the world. We were also honoured that in our first year of achieving the certification we were recognised as one of the Best for the World™ B Corps of 2022 in Governance, putting us in the top 5% of B Corps in our size group around the world.

For us, becoming a B Corp was confirmation that, together, we are building a company that has a positive impact on our people, our clients, the planet and society at large. This mission felt especially important as we worked to achieve certification while collectively battling the COVID-19 pandemic, the Great Resignation, supply chain management issues for clients, economic uncertainty and many other adversities.

So the question might be what to do after achieving a 'Big, Hairy, Audacious Goal' like this?

Celebrate? Of course. :)

Lean back and enjoy? No way.

Set ourselves new goals and start running at them?

Heck yes!

Impact Report — 2021



It's not always easy for all of our Depsters that we refuse to stand still and smell the roses, but it is who we are. Change is constant for us and we just want to continue our journey of growth and impact.

In order to fully realise our ambitions and improve ourselves across the full spectrum of our business, hard work is ahead of us. Hard work which lies in integrating and implementing our Impact Strategy into all corners of our work at DEPT®. Key to this is finding ways to activate as many of our 3,500+ Depsters as possible and having them focus on working on more impact projects with our clients.

As we release this report, we reflect on 2021 with a lot of pride in our people, our work and our achievements. As we look ahead, we are confident in our progress and our ability to address the global political, economical and environmental uncertainties which we dig into at the end of this report.

Here's to another year of hard work and impact for good. The world can use some positivity—let's make sure we're helping to make it happen.

Dimi Albers  
CEO



## 02 — DEPT<sup>®</sup> at a glance

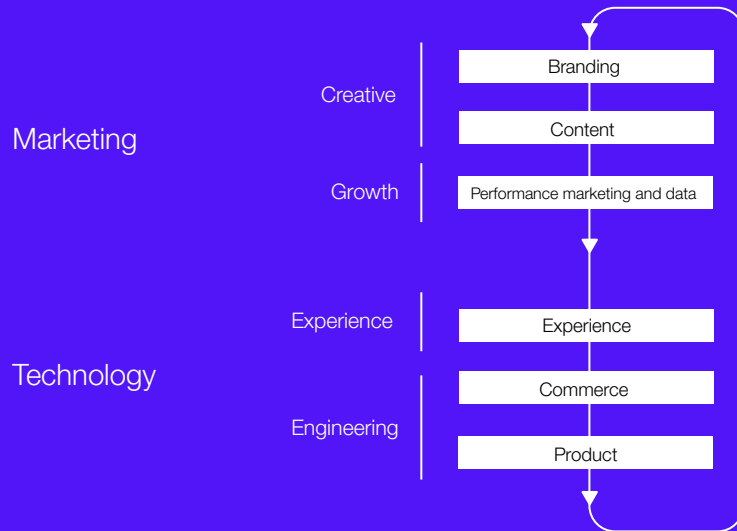
## We founded DEPT® in 2015 as a new model agency, born in digital.

Today, approaching the end of 2022, DEPT® is one of the fastest growing digital agencies in the world. With over 3,000 people across 32 offices in 18 countries on 5 continents, we work for global brands like Google, Philips, Patagonia and Twitch, and local heroes like Harrods, ASOS and Triumph Motorcycles.

Our vision is to build the best digital services company in the world. Since day one, three key things have set us apart from others in the market:

- We are the only global agency in the world that is truly 50% technology and 50% marketing focused.
- We are big enough to cope and small enough to care. Simply put we can work for any brand in the world, but with the speed, agility, flexibility and personal relationships of a boutique agency. Our people take pride in working with global and local brands, while operating in a close, supportive, and fun environment.
- We are pioneers at heart. We are always leaning forward, thinking of what we can create tomorrow that does not exist today.

### Core Business



And while we are building DEPT® to be the best digital agency in the world, we're also building DEPT® to be the best agency for the world.

We live in a digital age. We know that what we read, see, consume, and how we interact with one another is shaped by digital technology. Technology is challenging some of the world's biggest problems - from climate change and inequality to environmental degradation. Because digital technology is our bread and butter, we want to help our clients unlock technology for their sustainability challenges. Together, we can reshape energy generation, supply chains and production methods, driving the shift towards a more sustainable way of living.

## Global Presence in 2021

Chicago  
Sydney  
Berlin  
San Diego  
Hamburg  
Dublin  
Cologne  
Amsterdam  
Denver  
Mar Del Plata  
Victoria  
Rotterdam  
Manchester  
Boston  
Skopje  
Zurich  
Newburyport  
New York  
Bern  
London

## NA

Full Time employees: 523  
Part Time employees: 3  
FT women/ FT Men: 43% Female, 57% Male  
PT Women/ PT Men: 67% Female, 33% Male

## EMEA

Full Time employees: 1736  
Part Time employees: 476  
FT women/ FT Men: 44% Female, 56% Male  
PT Women/ PT Men: 54% Female, 46% Male

## LATAM

Full Time employees: 28  
Part Time employees: 0  
FT women/ FT Men: 25% Female, 75% Male  
PT Women/ PT Men: 0

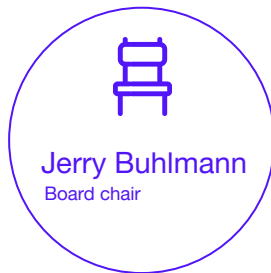
## APAC

Full Time employees: 18  
Part Time employees: 0  
FT women/ FT Men: 89% Female, 11% Male  
PT Women/ PT Men: 0

# Board and Governance







13 board members

15% Women

15% People of Colour

8% LGBTQ+

54% 30-50 years old

46% 50+ years old

At DEPT®, we believe that good governance combined with distributed ownership, transparency and clarity of decision-making is the key to running a successful, efficient and impactful business.

DEPT® is a Dutch limited liability company that is majority owned by The Carlyle Group, a global private equity company. The Carlyle Group acquired a majority stake in DEPT® in January 2020. DEPT® is governed by a two-tier board of directors, consisting of both a Management Board, composed of the company's executive team, and Supervisory Board, comprised of the company's two founders, five representatives of The Carlyle Group, Penny Pritzker, and Jerry Buhlmann as chairperson.



DEPT®, in line with best practices and Dutch legislation, is striving for a balanced gender representation across our Board of Directors. We intend to focus on encouraging gender diversity when selecting future board members, while also weighing experience, background, skills, knowledge and ability.

26% of DEPT® shares were held by employees - we're proud to have increased this percentage and will continue on this course in the years to come. We believe that the shared ownership model between our private equity partner and our internal team is crucial to the success of the business. It's critical to our "big enough to cope, small enough to care" promise. Five percent of Depsters, over 200 people across our teams, are co-owners of DEPT® and because of that, almost all clients have a personal relationship with a co-owner. This allows us to inject accountability and entrepreneurship into those relationships.

DEPT® has enshrined our goal to have a positive impact on society and the environment into our company's Articles of Association. By locking our mission into our articles, the executive team has the duty to run the business with this in mind and consider the impacts of the business on all stakeholders.



The executive team reports its activities and performance to a Supervisory Board, the highest group of directors overseeing the company and its strategy, including a wide array of ESG KPIs for review, feedback and discussion.

Within the executive team, the Chief Development Officer leads in converting DEPT®'s business strategy into the impact strategy and the execution thereof. Reporting to the CDO, DEPT®'s Global Impact Manager is responsible for driving all impact and sustainability initiatives across all teams.



# Clients and Community

Clients

1100+

Total number of projects

4000+

Awards won (and counting)

38

Including

11



20



Client satisfaction

8.3



> 8.5% of our total revenue comes from impact projects. In 2020 we did 40 impact projects



% of revenue from impact work

Impact projects

99



Donated through Pro bono and Charitable donations

Up from .5% last year

# Depsters & Governance

## Overall Employee Wellness



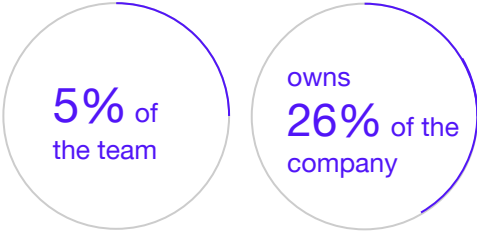
## Overall Employee Growth



## Overall employee Goal Setting



## Percentage of FTE that hold shares in the company



## Gender diversity within DEPT®



## Women in leadership positions



## Women managers

# Environment



% of Renewable Energy Consumption of Total



% of office space is Green Building accredited

Total Emissions, Scopes 1-3\*

10,435<sub>t/CO<sub>2</sub></sub>

Average Travel Emissions per FTE\*

0.046<sub>t/CO<sub>2</sub> per FTE</sub>

.12 t/CO<sub>2</sub> per FTE in 2020



\*We're aware that our emissions in 2020 & 2021 may not be reflective of our full footprint, as our teams continued to adapt to the ongoing COVID-19 Pandemic. We will assess this further with future years of emissions data.

# 03 — Impact Strategy

## Reflections on our journey



DEPT® is aspiring to be the best agency in the world, for the world. Our lofty ambitions seek to respond to shifting tides all around us – whether from the COVID-19 pandemic, climate change, the war in Ukraine or calls for justice and equity for all people – we truly believe that to be a leading business in this world, we must have a positive impact on our people, clients, communities and environment.

We developed our impact strategy in 2020 focused across three main pillars: Climate, Clients and Diversity, Equity & Inclusion (DE&I). We've been hard at work making it come to life through moments of learning, through roadblocks and through celebrations along the way. This report intends to showcase an honest and transparent account of the work we've done so far and the work ahead of us.

While we're incredibly proud of the accomplishments we'll highlight through the report, we know that there's a good bit of hard work in front of us.

Looking ahead, 2023 will be a pivotal year for us to double down and realise our ambitions to be the best agency for the world. We're sticking with our current impact strategies – spanning client work, climate, and DE&I– and are committed to ensuring each objective is integrated into all corners of our work.



Pooja Dindigal

Global Impact Manager

Of course, we also recognise the need to evolve these objectives to meet the demands of our changing world and changing workforce. A big part of this effort will mean thinking about our #goodcompany strategy at a more local level. For example, we'll facilitate a regional DE&I Strategic Planning Process so countries or teams are able to tackle DE&I topics that are especially relevant to them - from data gathering to goal setting. We're also exploring ways to further reduce our carbon footprint with case by case strategies based on offices and regions.

Now more than ever, we're eager to realise our steadfast commitment to creating impact through our clients and for our communities, and empower our local teams to do this work along the way. We remain committed to donate 1% of profit via pro bono to causes worldwide, and to earn 15% of our overall revenue from impactful projects.

# Celebrating our B Corp Certification







Frank Schmid

Chief Development Officer

We committed to joining the B Corp Movement in 2020, and we're incredibly proud to have achieved B Corp Certification in October 2021. As a B Corp, DEPT® has joined a community of 5,000+ businesses across the world—and across all industries—seeking to use their business as a force for good.

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 verified 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® is proud of our score of 89.2 points on our initial certification, and we're excited to work on increasing that score over time. Our B Corp Certification, and the B Impact Assessment continue to provide us with a framework to communicate, assess and improve our impact over time.

In 2022, DEPT® was also recognized as a Best for the World™ B Corp in the Governance category for our overall mission, ethics, accountability, and transparency. Taken together, these initiatives led to a score that placed us among the top 5% of B Corps in our size group worldwide.



# Frameworks and materiality



Our Impact Strategy is governed by the following Materiality Assessment (featured on the next page) we conducted in 2020. Year over year, we want to ensure that our strategic priorities reflect the issues of highest importance for our key stakeholders, namely our clients and Depsters, but also our supply chain, shareholders and other partners.

While we've reconfirmed that our Materiality Assessment remains directionally relevant, we intend to reassess our materiality through a robust stakeholder engagement process in 2023.

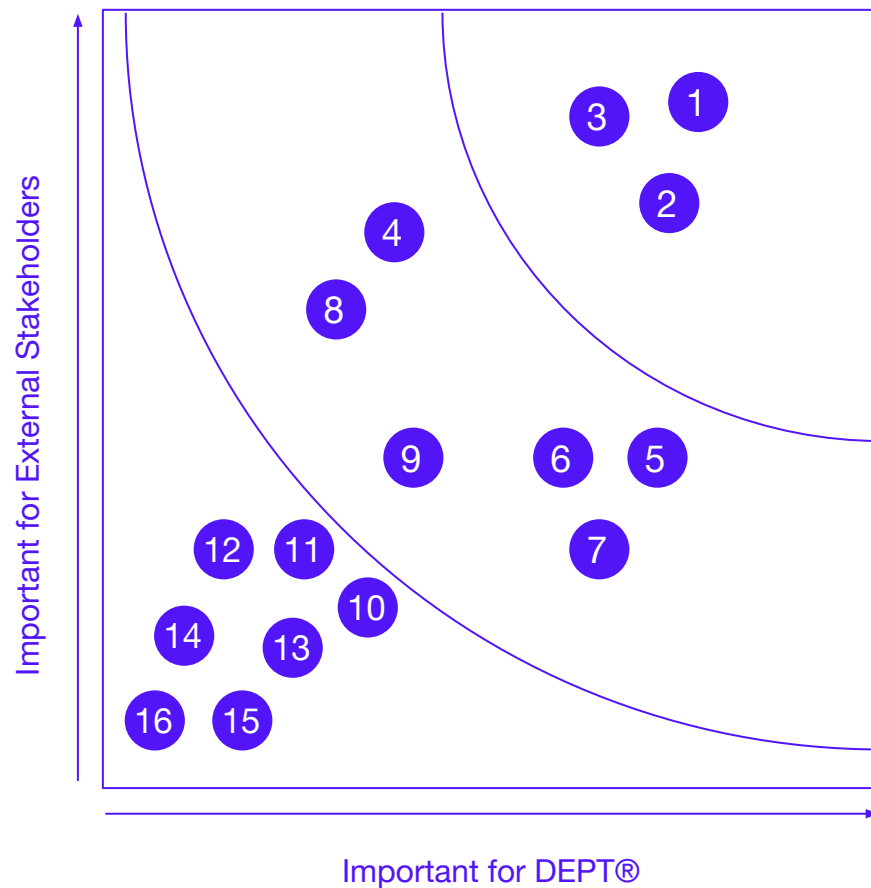
Through our Impact Strategy, we also aim to contribute to the United Nations Sustainable Development Goals (SDGs). We recognize that we cannot do world changing work alone and our alignment with the SDGs allows us to be a part of a global effort to end all forms of poverty, fight inequalities and tackle climate change.

Our 2021 Impact Report looks back on our progress through the 2021 calendar and fiscal year, and includes all entities controlled by DEPT® at the time. This includes acquisitions we made throughout 2021: Devetry, BYTE/DEPT®, FEED/DEPT® and RAYBEAM/DEPT®.

Our Impact Strategy contributes to the SDGs represented below. We've made some refinements to the SDGs that most closely align with our strategy based on our learnings over the past year:



- 1.Climate Protection
- 2.Responsible consumption & production
- 3.Diversity, equality & inclusion
- 4.Sustainable Procurement
- 5.Working Conditions
- 6.Talent Development
- 7.Employee Health & Vitality
- 8.Privacy & Data Protection
- 9.Customer Education
- 10.Corporate Giving
- 11.Health
- 12.Education
- 13.Financial Literacy
- 14.Smart Cities
- 15.Biodiversity
- 16.Water



We still want to be the best agency in the world, and *for* the world. We've refined some of our targets and priorities based on our learnings this past year.

Diversity, Equity & Inclusion	Environment and Climate Protection	Impactful work
<p>We set a goal last year to have 40% of our leadership team and managers identify as female or non-binary. We're committed to undergo a DEI Strategic Planning process that respects and adjusts for the local realities for the places in which we operate.</p> <p>DEI means different things for different countries, regions or continents and we want to be able to be flexible and specific.</p>	<p>We seek to be carbon negative by the end of 2023, through working with partners to sequester more carbon that we put into the atmosphere. We also set goals to have the majority of our office spaces Green Building accredited and reduce our emissions from travel 7% per FTE year over year.</p> <p>While we continue to grow through acquisitions (which includes acquired builders), we want to ensure ¾ of moves or extensions are green building certified year over year. We also want to ensure that 90% of offices are powered by renewable energy by the end of 2023, and increase the amount of low impact renewable energy in our offices by 10% year over year.</p>	<p>We continue to believe that the best way for us to have the greatest positive impact on the world is through the work we do with our clients.</p> <p>We're still committed to donating at least 1% of profit either through pro-bono work or donations. Additionally, we're increasing the overall share of the impactful work we do with clients to &gt;15% of annual revenue.</p>
SDG 4,5,8,10	SDG 13	SDG 9,12,17

Our impact strategy is fundamentally linked to our business strategy:



Happy depsters	Happy clients
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# 04— Clients

Focusing on SDGs —

9 Industry Innovation and Infrastructure

12 Responsible Consumption and Production

17 Partnerships for the Goals

As we work with clients from all around the world across industries, with different levels of global and local reach, DEPT® has the tremendous opportunity to leverage those partnerships to create a positive impact in the world. Innovative digital solutions can do everything from optimising carbon reduction strategies, to democratising access to learning, and to building thriving communities.

Not only do we aim to work with a greater share of purpose driven clients or projects, we are also well positioned to drive clients and projects towards more sustainable and impactful solutions in their existing work. Any marketing campaign presents the opportunity for a brand to communicate their values, feature inclusive content and target diverse audiences, just as any website can be hosted sustainably, use environmentally friendly coding principles and prioritise accessibility. We are here to guide and encourage clients towards making those types of positive decisions.

And yes, we know that the digital world also has its drawbacks – from big tech and the spread of disinformation, to automation, privacy and data security. Since we know it's unlikely, if not impossible, to operate in 2022 without digital technology, we try to strike a balance with our clients by being as candid and transparent as possible, while advising our clients to use digital technology tools and platforms for good.



As a company operating at the forefront of digital technology, we face tough questions regularly on how current innovations might be good for or harmful to the state of the world. While we don't have all the answers to these questions, we strive to seek out the best possible solutions for society and the planet.

For example, as DEPT® begins to wade in the world Web3, we've been closely following the extensive discussions around the massive environmental footprint of blockchain technology. By some estimates, Bitcoin currently consumes more electricity than Norway. While we're excited by the opportunities that blockchain and Web3 present to the future of the internet, we want to make sure our work is built upon sustainable, future-minded solutions. This is why we built the first-ever open source, white-label solution for launching an NFT marketplace on the world's most sustainable Algorand blockchain – Algomart. The Algorand blockchain performs transactions at a fraction of the computational power, and therefore energy use, needed for traditional blockchains

As we look to the future, we continue to be guided by the overarching goal we set in 2020 to earn at least 15% of our annual revenue from 'impactful projects'. This includes any work we do for traditionally 'impactful' clients such as non-profits, governments or charities, but also work we do with other B Corp and purpose-driven brands, and perhaps most interestingly, the work we do with any client to accelerate and improve their positive impact. We intend to focus on ensuring that our teams are well equipped to make this ambition a reality by investing in resources, training, infrastructure and tools through the course of 2022 and 2023.



Total number of  
Impact projects

99





# Patagonia

## Case Study



Patagonia is an apparel and outdoor sporting goods outfitter rooted in sustainability. As a Certified B Corp and leader in eco-friendly business models, they've paved the way for others to reimagine their practices with sustainability in mind. For Patagonia's flagship experience, DEPT® was tasked with crafting a design solution that brought its massive product and content library to life in a simple yet insightful way, by creating a digital shopping experience that strikes the delicate balance of product and purpose.



We sought to elevate Patagonia's already strong voice through a reimagined eCommerce platform to serve as a hub for both activism and content— one that begs consumers to consider the impact of their choices—right down to the clothes they wear, keeping consumers engaged in the brands purpose, even if they were just looking to shop. The experience invokes human emotion and rational understanding and is entirely driven by the brand's mission. Most importantly, it serves both function and storytelling by not only selling clothes but transforming value systems.

As the project progressed, we were given the opportunity to own the visual and strategic redesign of The Footprint Chronicles – Patagonia's initiative to be “completely honest about where their products came from and the resources required to create them.” We developed a system to surface key details about a product's social & environmental footprint directly in the shopping experience through an informative card. Our hope is that through educating shoppers on how products are made and the impact it has on the planet, we can convert product seekers into purpose-driven shoppers.

We know that the fashion industry contributes up to 10% of the pollution driving the climate crisis and we share Patagonia's belief that it will not change without shifts in consumer behaviour. It's our hope that projects like these help to drive that shift.



# World Health Organisation

## Case Study



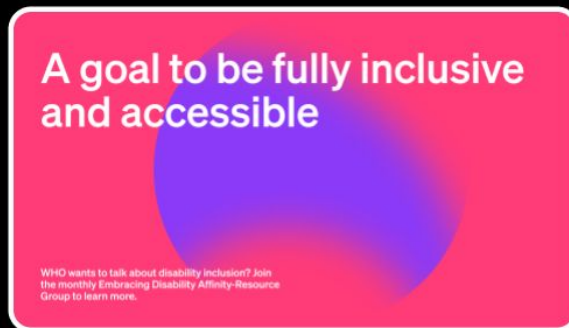
The World Health Organisation (WHO) turned to DEPT® to design a series of awareness-raising campaign assets that would help position it as a role model on disability inclusion within the UN. The WHO Affinity-Resource Group on Embracing Disability – an employee-led team charged with creating a diverse, inclusive and supportive workplace culture – had devised a disability inclusion action plan, and recognised the need for a strong campaign to raise employees' awareness of disability inclusion, the WHO's policy on it, and how it was going to tackle it.

We kicked off a design thinking process that eventually resulted in two campaign concepts that were combined to form the final version. We also refined an existing logo, and developed a visual direction that leaned heavily on the use of striking, abstract shapes, complemented by photography of 'real people' so that employees could see themselves represented within the campaign.

Our primary 'spotlight' creative concept was based on how disabilities are sometimes overlooked. We wanted to challenge the "out of sight, out of mind" mentality that is so prevalent. Using the spotlight in this way helped us communicate that after being seen, disabled people deserve to be heard. Our second creative concept centred around the fact that 15% of the world population has a disability. 15% of the WHO's workforce equates to 1 in 7 people. This was cemented as the secondary message of the campaign, highlighting to team members that they will cross paths with people with disabilities more frequently than they may have realised.

We ensured all design elements, including font and colour choices, met the requirements of Level AA WCAG (Web Content Accessibility Guidelines) and worked to ensure that flexibility was woven throughout the concept, as the assets would need to be translated into multiple languages to be communicated across the six world regions the WHO operates in.

The WHO Affinity-Resource Group on Embracing Disability beat off stiff internal competition to secure board funding that will facilitate delivery of the campaign across the world- starting with two key regions. Awareness and education is an integral part of ensuring people with disabilities feel included in their workspaces, and we were proud to help the WHO advance their work to make belonging and inclusion come to life.



# National Renewable Energy Laboratory

## Case Study



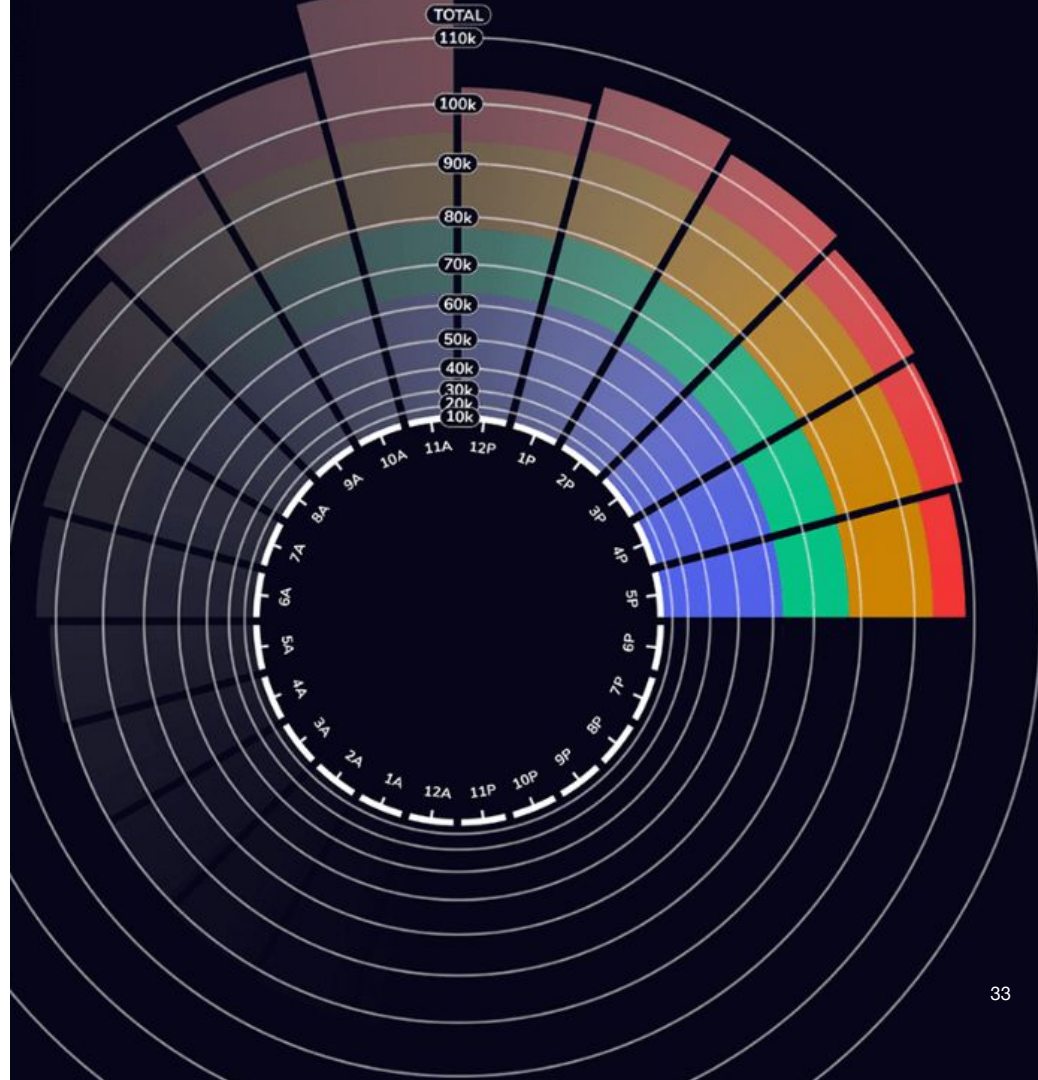
The National Renewable Energy Laboratory (NREL) tests cutting-edge research in energy efficiency, to find and apply best practices in sustainability. As their technology partner, we are dedicated to developing creative solutions to energy problems through data, development, and systems integrations. NREL contracted DEPT® to develop a visualisation framework- the Intelligent Campus Dashboard.

NREL's 327-acre South Table Mountain campus in Golden, CO uses a considerable amount of energy to power heating, lighting, air conditioners, cars, and other technology. Beyond merely collecting their energy usage data, NREL wants building occupants to have the data framework to make adjustments to energy consumption in real-time, based on a variety of factors such as weather, staff presence, and peak energy usage.

## DEPT.

Through an iterative, agile process we created extensive and dynamic data models to handle all the current – and hopefully future – metre and building energy data that NREL generates. These data models can now be reused and built out for future work. Dynamic dashboards, now feeding NREL's live energy usage data, are accessible both at employee workstations and on large touchscreen monitors displayed throughout the campus.

Now all 2,200 NREL campus building occupants have full transparency in accessing live data at their workstations or on the large touchscreen campus monitors. This encourages individual energy accountability and empowers users to make adjustments to their energy environment based on that information. Researchers can also use Intelligent Campus to display data to tell different stories to visitors and stakeholders about their work and secure funding for projects in the future. We believe that making data comprehensible is key, and that through visualising NREL Campus data, the organisation will be able to drive better decisions on renewable energy technology to power our future.



# 05 — Depsters

Focusing on SDGs —

4 Quality Education

5 Gender Equality

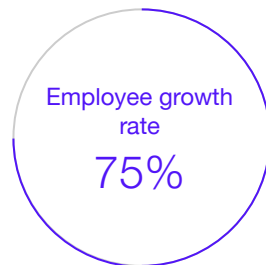
8 Decent work and economic growth

## Life @ DEPT®

Happy Depsters are the backbone of our business. We're driven by the advocacy and passion of Depsters worldwide to be a pioneering and impact-driven organisation. 2021 proved to be another year in which challenges in the broader world found themselves seeping into our daily lives at work, including the ongoing COVID-19 pandemic and its downstream impact.

In 2021, DEPT® chose to invest in a hybrid culture as businesses all around the world grappled with the issue of whether or not to return to the office. We believe that employees should have the opportunity and the flexibility to work in the way that works best for them, whether that be in the office, remotely, or a mix of the two. While we continue to cultivate beautiful, sustainable and fun office spaces, we encourage employees to work remotely as it suits their needs or their work schedules best.

We also began to adapt to the effects of the "Great Resignation". As a growing business, it's imperative that we're a compelling and competitive employer that is able to retain our top talent. While our turnover rate did increase from 16% to 20% in 2021, it remains below the industry average at 24%.



### Overall Employee Satisfaction







Dave Witting

Managing Director, Digital Products

The pandemic showed us that we could be productive working from home. It also exposed two contradictory needs. The first is our need as social creatures to interact in person. From genuine eye contact, to subtle nuances of gesture and tone; we create, share and absorb information better when we are in the same physical space, working together. The second and contradictory need is our desire for reduced commuting time and increased schedule flexibility. The pandemic showed us that you don't have to suffer a two hour commute to be successful at your job. This need for flexibility - and an easy commute - is in direct opposition to our inherent need for in person interaction and collaboration. We know we work better together, but we're just not willing to pay the commuting price five days per week.

This is the tension you have to balance.

For the DEPT® Digital Products team, our answer was to create smaller “clubhouses”, close to where people live. We went from a central office “hub” to small, regional “spokes”. In addition, we changed the core use case of the office from focus work to social interaction and private spaces for Zoom calls. These changes had a significant impact on our ability to attract new talent, retain our existing folks and save money. For the 30% of our employees that just want to work at home, no problem. For the 30% that want to come in every day, they have a desk waiting. For the remaining 40% that will come in to meet as a team every month, we have that covered as well.

The world has changed. Some people need an office environment to be productive, some do not. We looked at this contradiction as an opportunity to do something new.



# Careers @ DEPT®



# Engagement and Satisfaction

At DEPT® we believe that the secret sauce behind the most rewarding and thriving careers is a combination of factors: from awesome and exciting work, to opportunities to grow and achieve your goals, to an environment that supports your needs outside of work.

DEPT® conducts regular engagement and satisfaction surveys of all employees at least annually, if not biannually, through a platform called Peakon. Our engagement surveys not only provide us with a net-promoter-based satisfaction score, but combine various questions into “drivers” to help inform us about how employees are feeling about a variety of topics. These topics include indicating whether employees feel able to express opinions at work, whether or not they feel their work is contributing to their team’s goals, and if they see themselves being able to grow.

The “drivers” also help to give us insight into topics related to inclusion in the workplace - from whether employees feel safe and respected to whether they feel compensation is managed fairly (see page 44X/DEI section for more information).

Freedom of opinion



Goal Setting



Same as last year

Growth



Up from 7.6

# Career Development

In order for DEPT® to do the best, cutting-edge work for our clients, it's integral for us to be an organisation that is continuously learning in order to reinvent and improve our services and, in turn, ourselves. We invest in the learning and development of our employees across the organisation and across our team's needs - from individual support for attending conferences or certifications to well established internal training programs. A few examples include:

- DEPT® X Collectives: We have a number of active "collectives" at DEPT® - individual creators, practitioners, developers and dreamers that connect informally to discuss relevant topics, share best practices and solicit advice on the work they're doing. DEPT® Collectives stay tuned into innovations and developments in our industry, and cover topics from Front End Development to Design to Crypto.







- DEPT® Traineeship: DEPT®, in the Netherlands has been offering traineeships for some time now, but we've recently worked to develop traineeships covering all branches of our work — from digital marketing and data to creative, project management and development. The diversity of traineeship types allows us to attract and retain the best talent, and cultivate a healthy mix of junior, medior and senior talent. Most traineeships last for about 7 months and consist of a combination of working and learning. We want trainees to experience the bustling agency-world, while they work directly with more experienced Depsters on real clients and projects. We also provide both hard skill and soft skill training such as presenting yourself, giving feedback and professional evaluation.
- #amRemarkable is a Google initiative that strives to empower women and other underrepresented groups to celebrate their achievements in the workplace and beyond. Participants learn about the importance of self-promotion in their personal and professional life and are equipped with tools to develop this skill. DEPT® conducted a number of #amRemarkable workshops, and we have 7 trainers mobilised to support the next round of workshops.

While DEPT® is committed to empowering people to realise their personal and professional growth, we find that making people responsible for their own development is the best way to keep them engaged. Rather than mandate specific training or learning opportunities across our team, we encourage Depsters to tap into the “menu” of learning and development options that are available to them.

DEPT® in the Netherlands, for example, provides Depsters with a range of training sessions and courses that they’re able to select based on their interests, level and development needs. Topics range from language learning, to good email management to conducting a sales pitch.

Over the course of the next year, we’re excited to be launching a global Learning Management System that will ensure that we can easily share knowledge and train Depsters in and across countries.



# Benefits

Healthy minds and bodies equal healthy and happy Depsters and so to us, health and well-being are one of our top priorities. At DEPT® we strive to provide all Depsters with the benefits they need to thrive but recognise that one size does not fit all based on local norms and requirements.

Throughout Europe, we're supported by a robust regulatory framework that helps to govern everything from pension plans, to insurance to maternity and paternity leave. We are of course compliant with statutory obligations across the board and where possible, seek to provide additional support for Depsters. In the US for example, primary caregiver leave coverage is facilitated by a combination of company, state and federal schemes to provide at least 6 weeks of paid coverage for employees, if not up to 12-14 weeks of fully paid time off. We similarly support US based secondary caregivers with 6 weeks of fully paid time off.





We want to do all we can to ensure Depsters are healthy, feel safe, feel taken care of, and have a sense of belonging. This past year in Germany we held a "Health Day" to provide webinars and individual coaching sessions to Depsters to give them the opportunity to discuss topics such as nutrition and stress in a one-on-one meeting with an expert. We also offer Mental Health Coaching year round that aims to support Depsters developing tools for workplace stress, peer issues and breaking up negative thinking patterns.



Kristin Flörke

Team Lead People & Culture Business Partner,  
Germany



# Diversity, Equity & Inclusion





DEPT® remains dedicated to fostering a diverse, inclusive and equitable workplace that enables each Depster to achieve their full potential. DE&I is a quintessential pillar of building a business for the long term. We know that we cannot expect to be a leader and pioneer for our clients, without thriving, diverse and empowered teams that represent the future of modern and globalised business.

DE&I also remains incredibly important to Depsters worldwide, though as we've grown increasingly global, we've learned that defining DE&I and taking action on it looks different for different countries or regions of the world.

Whether it be from collecting data, setting goals, or implementing relevant initiatives, we've been challenged by our ambition to lead DE&I from a global lens, while also needing to recognise local cultures and contexts. Moving forward, we're looking to take a dual approach focusing on flagship initiatives at the global level, including anonymous recruitment, or unconscious bias training, while also facilitating regional or local DE&I Strategic Planning processes.



Simone Bobst

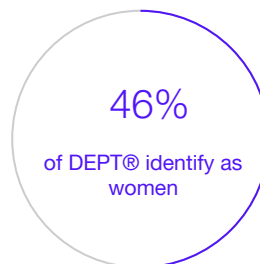
Head of P&C, Digital Marketing Switzerland

I was really excited to participate in the Unconscious Bias Training we did in 2021 for recruiters, the People & Culture Team and senior leadership. This was the first time we initiated a large-scale, global training for such a broad group of Depsters. For me, this really spoke to the importance of addressing unconscious bias in our work, requiring each of us to truly reflect on the topics that were covered. The challenge that remains, of course, is how we continue to carry out learnings into our teams. We must be responsible for continuing to make progress on our DE&I journey over time.

While we strive for equal representation across all levels in the workplace, we set an incremental goal last year to have 40% of managers and leaders identify as women or non-binary. At DEPT®, we define “managers” as 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.

In 2020, we committed to collecting data on our team's racial, ethnic and sexual orientation details to launch targeted projects and interventions for underrepresented groups. We were unable to collect this data in 2021 due to challenges with the people data system we were using at the time, but have since rolled out a new platform and a campaign to collect demographic details. We'll continue to take tailored and regional approaches to this sensitive work and facilitate the best possible tracking in order to make data-driven decisions.

In addition to race, ethnicity and sexual orientation, we are also interested in how various age groups are represented and included across DEPT®, as well as in less “visible” measures of diversity, such as disability or neurodiversity. We already focus heavily on accessibility of the products, platforms and campaigns we create, so it's a natural fit to turn that focus internal as well.

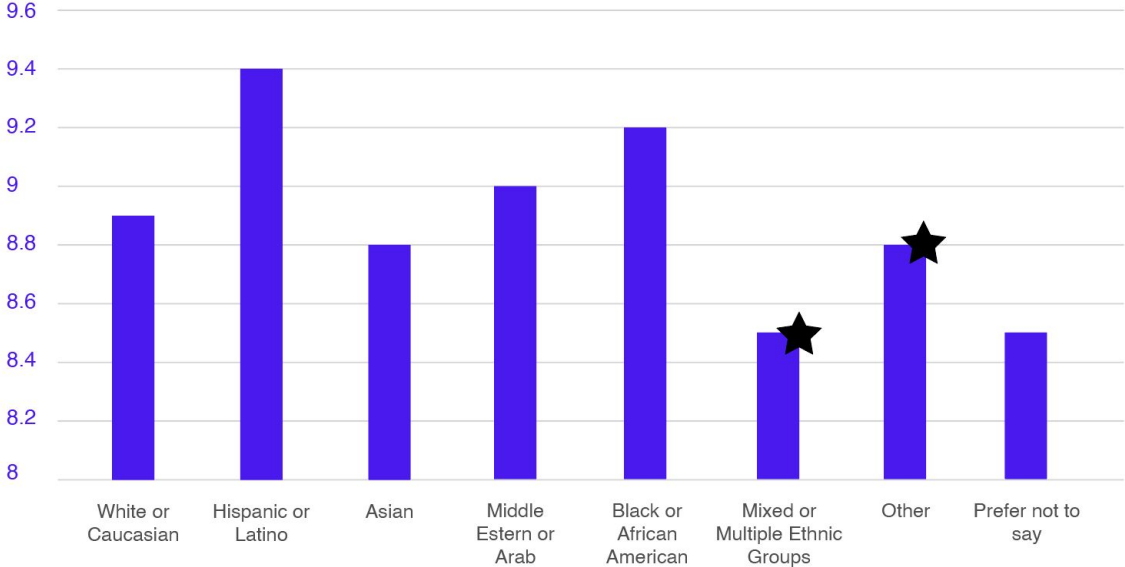


\* Due to limitations in our people data systems in 2021, this figure was captured as of August 2022.

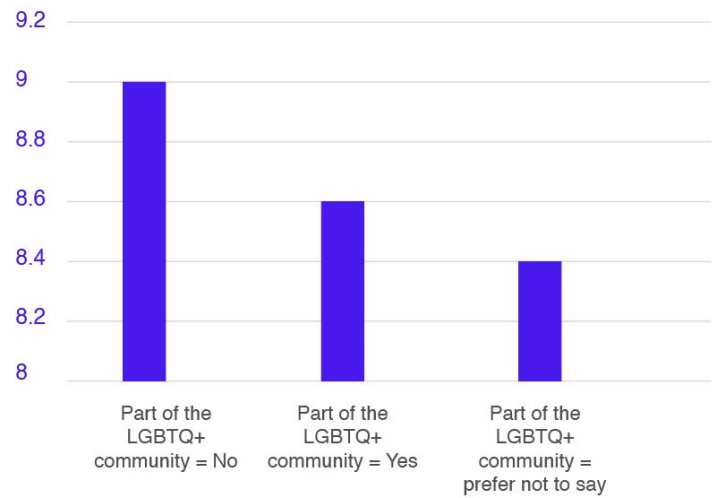
Through our annual engagement survey, we ask Depsters if they, “feel included and respected at work, regardless of their personality, background, appearance or preferences”, and if they “feel safe reporting discrimination or harassment”. These questions result in the following Peakon “driver” scores across ethnicity, age, sexual orientation and gender. And while there are minor differences across those different groups, largely, we’re proud of the equality of the results:

Peakon diversity driver by ethnicity (/10)

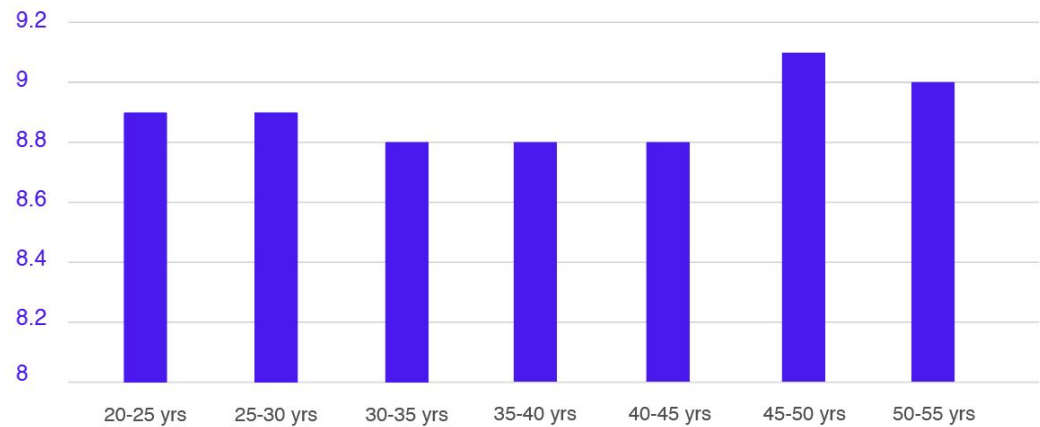
\*The minor disparities we see across some of these groups help to highlight “focus areas” for DEPT®, that we want to improve moving forward.



Peakon diversity driver by  
sexual orientation (/10)

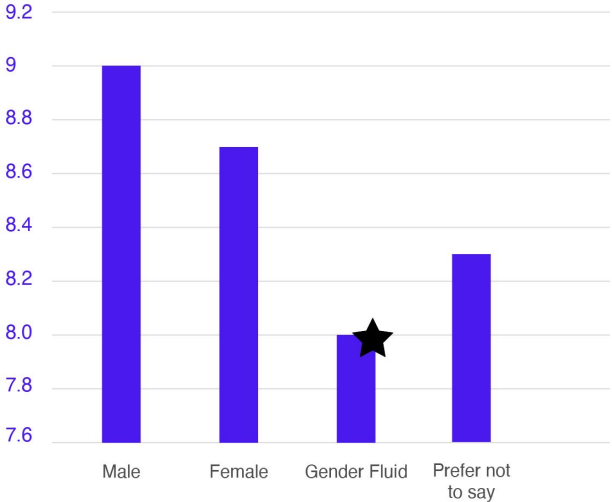


Peakon diversity driver by age (/10)





Peakon diversity driver by gender (/10)



While we haven't completed a formal gender pay gap analysis, our engagement survey does provide us with a "driver score" to help indicate how different genders experience and perceive the fairness and satisfaction of their compensation within DEPT®.

Women at DEPT® reported driver scores 0.4 points lower than their male counterparts, where those that identified as "Gender Fluid" reported a score 1.8 points lower, and those that preferred not to say were 0.8 points lower. We strive for all Depsters to be happy with their compensation and know that these scores indicate that we have work to do to ensure people feel their pay is satisfactory and equal. While these scores don't necessarily indicate a disparity in pay across gender, they at least tell us that people are having different experiences. We have our sights set on conducting a compensation analysis to begin to address these disparities.





Lauren Feig

Global Director, People Operations

In 2020 and 2021, we began to pilot an anonymous recruitment process for candidates beginning with our team in the UK. Through 2021, we're proud to report that we expanded the pilot across a broader proportion of the UK and Macedonia Teams. Moving forward, anonymous recruitment - a process in which only skills-based information is available to hiring teams up until a certain point in the hiring process - will be rolled out to all teams using our application tracking system Greenhouse, through a platform called MeVitae.

# 06— Community

Focusing on SDG —  
17 Partnerships for the Goals

## 1% for Good

One of the core features of our strategy to focus on impactful work, is enabling our teams to be able to do pro bono work for causes and clients that we are passionate about. We are committed to donating 1% of profit each year through both donations and pro-bono work.

While in 2020, we had planned to prioritise pro-bono that contributed to one of three Sustainable Development Goals (Climate Protection (13), Responsible Consumption and Production (12) and Diversity, Equity and Inclusion (5,10)), we learned that our teams' interests and the clients coming to us looking for support are more varied. In 2021, we supported a range of clients with pro-bono work, from your more traditional "charities" to small local businesses. We'll continue to take this more flexible approach to the pro-bono work we do and revisit prioritizing certain types of projects as the need arises from our team.



Donated through Pro bono and Charitable donations

Up from .5% last year

We volunteered approx.

**1000 hours**

During DEPT®  
Cares day

# DEPT® Cares Day

We held our annual volunteering day, DEPT® Cares Day in October 2021. DEPT® Cares Day brings Depsters together from all around the world to spend a day volunteering in their local communities, supporting charities and initiatives that are close to their heart. This year, DEPT® Cares Day spanned 10 countries, 22 projects, and 230 Depsters.







## Boston/Farming and Food Growing

Our team in Boston and Newburyport partnered with The Food Project, a Boston-based non-profit that makes sustainably grown food more accessible. Depsters volunteered on a community farm to weed, harvest, and prepare garden beds for the winter.



## San Diego/The Alpha Project

Depsters is the digital agency for creativity, technology and data. We help our clients build and accelerate their business by creating leading digital products, services and campaigns.



## Cologne/Little Homes

In Cologne, our team worked on a project with Little Home e.V., an organisation founded in Cologne focused on building tiny homes for the houseless. Our team built one full tiny home, complete with a bed, shelves, first aid kit, fire extinguisher, camping toilet, and a kitchen work surface.





## Bern and Zürich/Emmental

Depsters in Bern spent their time and energy doing hands-on work with Emmental, a beautiful "life farm" shifting from using their animals for production to striving for an equal coexistence between humans and animals.



## Split and Zagreb/Animal Shelter

Our team in Split and Zagreb spent the day gathering donations for food, toys, leashes, anything the dogs and cats at their local animal shelter would need. They also worked to help the animals get adopted by sharing their info on their personal social media.

# Procurement and Value Chain

As a professional services firm, most of what we procure is focused on ensuring that our teams are well supported to deliver the pioneering work we do every day. Our largest purchases span the following categories:

- Purchasing related to our offices (rent, energy, cleaning)
- Technology/IT Systems
- Benefits (pension and healthcare plans)
- Business Travel
- Talent (freelancers)

We know that having robust partnerships with our suppliers is an integral part of being a responsible business. We want to ensure that we're managing the social and environmental impacts across our supply chain, encouraging our suppliers to operate in a sustainable way, and making more preferential choices where possible.



Last year, we shared details on the development of our "DEPT® Business Partner Code of Ethics", a procurement system focused on attracting and rewarding local, green and diverse partners. Unfortunately, with competing priorities and changes on our team, we weren't able to implement these procedures in 2021 but are looking to do so moving forward.

As an adjustment to our previous approach, we will initially focus on surveying and assessing our top 25 suppliers, accounting for almost EU10,000,000 of our yearly spend as we also seek to embed these procedures into regular procurement processes. In the years to come, we intend to be able to identify all local, green and diverse suppliers, and report out on our percentage of spend from each group. We'll use that reporting to set targets and improve over time.

Though a small part of our overall costs, we have focused extensively on the purchasing within our offices to ensure our day to day use of goods is as sustainable as possible. These things include catering, cleaning materials, office supplies and disposable utensils like cutlery and plates. Similarly, while we are preparing for DEPT® Festival 2022, our annual employee retreat, we have ensured that we host this in The Netherlands's most environmentally friendly bungalow park and suppliers are instructed on using sustainable catering and materials.



# 07 — Environment

When we listen, we hear the world is on fire. The climate crisis has only become more and more dire. We see and feel that climate is changing: wildfires, floods and droughts are getting common and the temperature is rising. The greenhouse gasses caused by human activity are the main drivers of climate change: we are the ones to limit global warming. We have to work towards NetZero. This can only be done if all sectors of the global economy transform, and we want to be the catalysts of this transformation. In 15 to 20 years, we must have made the switch as a society, and emitting carbon should be as old fashioned as using a rotating dial phone today.

The bedrock of our climate strategy is focused in the areas in which we have the greatest impact on the environment: our offices and energy usage and our emissions from commuting and business travel. If we want to be a leading business in the 21st century, we know that we need to have a sophisticated, well managed and specific climate strategy- particularly as we grow.



# Offices and Energy Usage





In 2021, DEPT® grew from 25 to 32 offices, largely through adding new agencies to the DEPT® team. While we still intend to invest in ensuring the vast majority of our spaces are green accredited, growing through acquisitions presents a challenge to making steady, regular progress against this goal year over year. As such, we've adjusted our goals around our office spaces, and added a goal to increase the amount of renewable energy in our offices to 90% by the end of 2023. We will also seek to increase the amount of low impact renewable energy in our offices by 10% year over year.

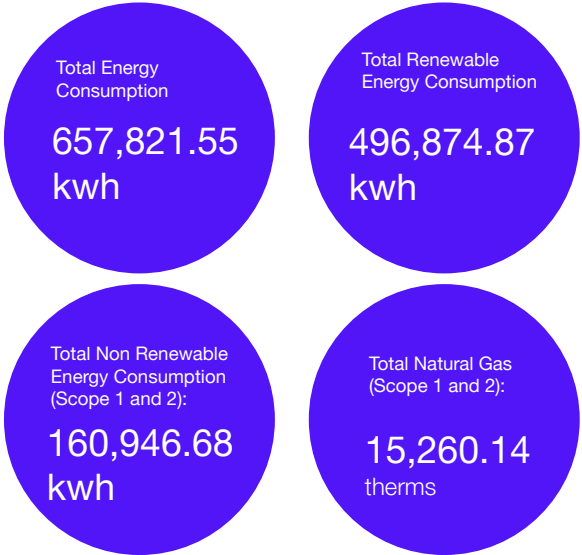


Our progress in 2021, Absolute

% of office space is Green Building accredited

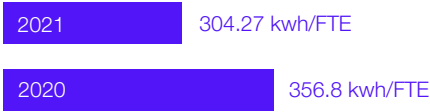


% of Renewable Energy Consumption of Total



Our progress in 2021, Per FTE

Energy Consumption Per FTE:



Natural Gas per FTE:



Our office in Copenhagen underwent renovations through late 2020 and early 2021. Through the renovation, we focused on addressing both sustainability and “new ways of working” following the COVID-19 pandemic. We added a second floor to the office later in the year and had our construction team work extensively with reclaimed materials through the space. For anything that we were not able to reclaim directly, we worked with an external partner that specialises in giving old building materials new life to reclaim & reuse. We’re using energy efficient appliances and LED lighting throughout our office, and have recently installed window sensors and a central thermostat system to ensure energy is being used as efficiently as possible. We also worked with our landlord to increase the number of streams in which we’re able to sort and recycle waste- including e-waste. Moving forward, we’re considering pursuing Green Building Certification for the building and we’re excited about what improvements that might bring to our office.



David Kingo  
Sønderkær

Finance and Operations Manager

# Emissions and CO<sub>2</sub> Management





DEPT® is proud to be a Climate Neutral Certified company. Through Climate Neutral, we measure and offset 100% of our carbon emissions, and share details on our footprint and reduction goals publicly. Looking forward, we intend to get our reduction goals verified by the Science Based Targets Initiative and submit publicly to the Carbon Disclosure Project.

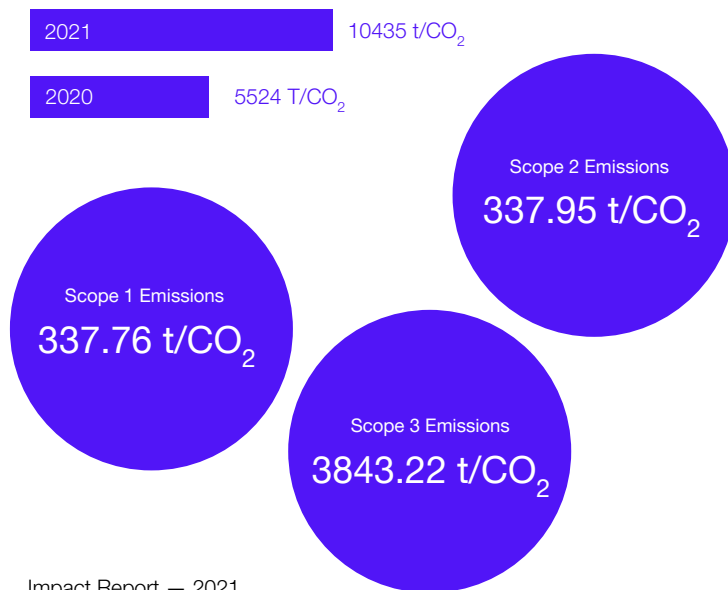
The year we began to measure our emissions and have them verified was an unprecedented one for the world. DEPT® in 2021 continued to feel the impacts of the COVID-19 pandemic on our business, and while we did go back to some business travel and more time in offices, we know that we'll have to think critically about our "baseline" in years to come.



We're happy to see that our Emissions per FTE, both overall and specific to travel have stayed relatively steady or have decreased as we've increasingly "gone back to normal":

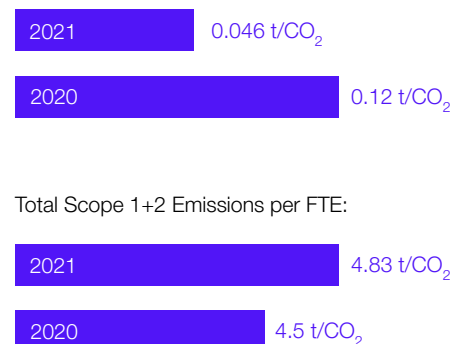
## Our progress in 2021, Absolute

Total Emissions Scopes 1-3:

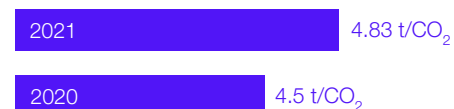


## Our progress in 2021, Per FTE

Travel Emissions per FTE:



Total Scope 1+2 Emissions per FTE:





Imogene Robinson   Marketing Copywriter, Initiated and managed our Climate Neutral Certification

We continue to work with our friends at Terra Neutra, and this year the offsetting projects we're supporting include a wind farm in Turkey and a reforestation project in Uganda. Both of these projects may be actively working to remove carbon from the atmosphere but their missions have a positive impact at the human level as well.

The Mugla wind farm in Turkey will create long-term job opportunities for locals and help reduce dependency on energy imports, paving the way for even more renewable energy projects like it.

Restoring the Kitalu forest in Uganda also carries significant humanitarian benefits. In this region, deforestation is a major cause of poverty and the project offers a per tree stipend for farmers who participate in it. Not to mention these farmers will be able to reap the long-term benefits of the growing global market for carbon offsets. Additionally, the project also carries with it a health outreach component, helping educate local communities on HIV, malaria, and other medical issues.



# 08— So far in 2022

Recognising that we've released our 2021 Impact Report in September 2022, we wanted to take a moment to address the many challenging, rewarding, notable things we've experienced in 2022 so far.

First of all, DEPT® is a company that has strong roots across Europe. The war in Ukraine hit quite close to home for many of our Depsters and our clients. Early in the war, we donated €10,000 to the [Ukraine Humanitarian Fund](#), and committed to matching every donation by Depsters up to €100K to any one of several organisations compiled by our team. We were able to raise an additional €20,000 through matching donations, and donated proceeds from our March DEPT® Apparel Drop directly to charity. We opened the doors to our offices for any professional that had fled the region that was looking for a place to work. We also put out an open call to invite any digital professional that had fled the region to express interest in one of the many open roles we have available on the team, and committed to support relocation and the like. The open call remains active to this day so that we continue to leverage and support talented individuals affected by the war.

DEPT® also became a partner of Refugeeeforce this past year, an organisation founded in Amsterdam to train and equip refugees with Salesforce skills, to help launch and develop their careers within the Salesforce ecosystem. Refugeeeforce works with displaced individuals across the Netherlands, Germany and the UK and DEPT® has provided monetary and in kind support to the organisation.



Later in the year, we affirmed our strong belief that safe access to reproductive healthcare – including the legal ability to make decisions about when and if you have a child – is a fundamental human right. As with many businesses across the United States, we knew it was our responsibility to support our team following the overturning of *Roe v. Wade*, and committed to provide benefits that cover travel for abortion services when it is not available nearby.

We also continue to find ways to adapt to the COVID-19 pandemic, and we're excited by increasing opportunities to return to in-person experiences across our team.



### 3Q/DEPT

On a more exciting front, we continue to grow and evolve as a team. So far in 2022, we've added several teams to the DEPT® family, each of which brings its unique talents and shores up our ability to do really incredible, exciting work. Our growth allows us to expand the reach of our Impact Strategy and allows us to learn from each of the innovative teams we bring on board. We're excited to work with our new teams, onboard them to our impact strategy and incorporate them into our B Corp and Climate Neutral Certifications.

3Q/DEPT® is a leading growth marketing agency that transforms brands into market leaders, across B2C, B2B, ecommerce, and FinTech. Their team of 500 experts, headquartered in Chicago and based across the US, share a common vision with DEPT®: to build an agency that empowers employees and clients to accept no limits. The 3Q/DEPT® team holds a steadfast commitment to fostering a workplace based on transparency, collaboration, inclusivity, and diversity. 3Q/DEPT® has put a significant and commendable effort into their DE&I in the workplace, and published their first ever DEIB Impact Report in 2022. Through these efforts, 3Q/DEPT® has seen an increase in diversity of both new hires and the leadership team. We're excited to work across our combined team to learn from the incredible DE&I leadership demonstrated at 3Q/DEPT®, to begin to thread environmental impact and sustainability their day to day work, and to get the team B Corp Certified.



## Two Bulls & Dog Studio

While we were writing our Impact Report, two more high-performance teams joined DEPT®: Dog Studio and Two Bulls. During our due diligence on these organisations we have taken our DEPT® standards and culture into account in order to assess if they would be a good fit. Both scored near 100% and we are excited they are now part of our organisation. We will report on their journey to join our Impact efforts in our 2023 Impact Report.



## Hello Monday

Hello Monday (part of DEPT®) is an award winning team of 50+ creatives in New York, Copenhagen, Aarhus, and Amsterdam with a focus on digital innovation, experiences and products. Hello Monday has a long history of using their powers for good – using their creative magic to create meaningful work that solves problems and improves lives. Hello Monday has worked on some exciting recent projects that help to achieve this objective – from a branding project with Aurora Solar, and a visual guide on “How to talk to white kids about racism”, to developing Fingerspelling, a machine learning platform to teach users the ABCs of American Sign Language. Hello Monday’s culture and commitment to doing impactful work is a match made in heaven for DEPT®’s vision to do the same.

# 10— GRI Table

GRI Standard Disclosure Number	Disclosure Title	Reported	Page Number	SDG Alignment
2-1	Organizational details	Included	Every page, 8, 11	
2-2	Entities included in the organization's sustainability reporting	Omitted		
2-3	Reporting period, frequency and contact point	Partially included	2, 75	
2-4	Restatements of information	Omitted		
2-5	External assurance	Omitted		
2-6	Activities, value chain and other business relationships	Included	6	9
2-7	Employees	Included	9	8
2-8	Workers who are not employees	Omitted		
2-9	Governance structure and composition	Included	11	
2-10	Nomination and selection of the highest governance body	Omitted		



GRI Standard Disclosure Number	Disclosure Title	Reported	Page Number	SDG Alignment
2-11	Chair of the highest governance body	Partially included	11	
2-12	Role of the highest governance body in overseeing the management of impacts	Partially included	12	
2-13	Delegation of responsibility for managing impacts	Partially included	12	
2-14	Role of the highest governance body in sustainability reporting	Partially included	12	
2-15	Conflicts of interest	Omitted		
2-16	Communication of critical concerns	Omitted		
2-17	Collective knowledge of the highest governance body	Omitted		
2-18	Evaluation of the performance of the highest governance body	Omitted		
2-19	Remuneration policies	Omitted		
2-20	Process to determine remuneration	Omitted		

GRI Standard Disclosure Number	Disclosure Title	Reported	Page Number	SDG Alignment
2-21	Annual total compensation ratio	Omitted		
2-22	Statement on sustainable development strategy	Included	4	17
2-23	Policy commitments	Omitted		
2-24	Embedding policy commitments	Omitted		
2-25	Processes to remediate negative impacts	Omitted		
2-26	Mechanisms for seeking advice and raising concerns	Omitted		
2-27	Compliance with laws and regulations	Omitted		
2-28	Membership associations	Omitted		
2-29	Approach to stakeholder engagement	Partially included	12,20,22	17
2-30	Collective bargaining agreements	Omitted		

GRI Standard Disclosure Number	Disclosure Title	Reported	Page Number	SDG Alignment
3-1	Process to determine material topics	Included	22	
3-2	List of material topics	Included	23	
3-3	Management of material topics	Partially included	24	
Environmental				
302-1	Energy consumption within the organization	Included	15	13
302-2	Energy consumption outside of the organization	Omitted		
302-3	Energy intensity	Omitted		
302-4	Reduction of energy consumption	Included	65	13
302-5	Reductions in energy requirements of products and services	Omitted		

GRI Standard Disclosure Number	Disclosure Title	Reported	Page Number	SDG Alignment
305-1	Direct (Scope 1) GHG emissions	Included	69	13
305-2	Energy indirect (Scope 2) GHG emissions	Included	69	13
305-3	Other indirect (Scope 3) GHG emissions	Included	69	13
305-4	GHG emissions intensity	Included	16	13
305-5	Reduction of GHG emissions	Partially included	69	13
305-6	Emissions of ozone-depleting substances (ODS)	Omitted		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted		
308-1	New suppliers that were screened using environmental criteria	Partially included	60	12
308-2	Negative environmental impacts in the supply chain and actions taken	Partially included	59	12

GRI Standard Disclosure Number	Disclosure Title	Reported	Page Number	SDG Alignment
Social				
401-1	New employee hires and employee turnover	Partially included	35	8
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Included	42,43	8
401-3	Parental leave	Partially included	42	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	38,39,40,41	4
404-3	Percentage of employees receiving regular performance and career development reviews	Partially included	14,39	4
405-1	Diversity of governance bodies and employees	Included	14,47,48,49,50,51	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	Partially included	60	12
414-2	Negative social impacts in the supply chain and actions taken	Partially included	59	12



Questions or Feedback? Reach out to Pooja  
Dindigal, Global Impact Manager

We would love to  
hear from you

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