

VCCP ESG Report 2024



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Our Vision & Purpose



VCCP exists to transform our clients' businesses by challenging convention and delivering long-term value for our client partners. Our strategy is focused on creating a challenger network internationally, and working with some of the world's most ambitious brands, wherever they are.

Through our creativity, relationships and our work, VCCP is committed to using communications to create social cohesion, encourage kind and responsible actions for ourselves and our planet, and share our skills to deliver social good.



"Playing our part in creating a kinder world is our non-negotiable challenge."

Michael Sugden, Co-CEO



About Us



Our agencies



Our business context

Employees

1,585

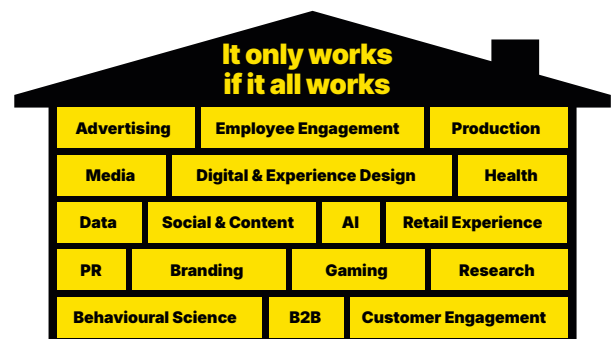
Clients

457

Global presence



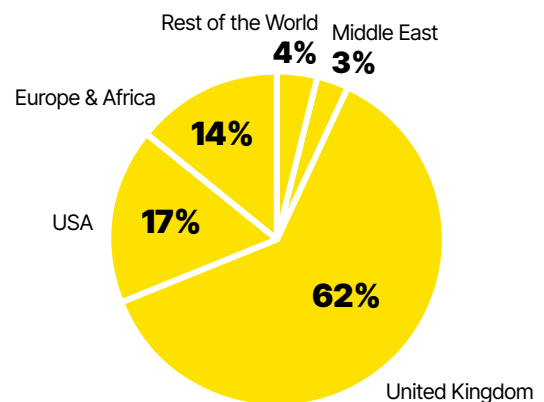
Capabilities



Revenue 2024

£301m

Revenue by region 2024





ESG Strategy & Goals



Through our creativity, relationship and our work, VCCP is committed to using communications to create social cohesion, encourage kind and responsible actions for ourselves and our planet, and share our skills to deliver social good.

We take our responsibility to people and the planet seriously.

As the challenger company that creates value, we ask ourselves, “Is the world a better place because our business is in it?” – in the work we do and the actions we take every day.

Our ESG strategy is based on the following pillars of action, and this report covers how we are delivering on our commitments in each of these areas.



We are making good progress, with commitment across the Group both in the UK and internationally.

As a board we are proud of the work we do to address the defining challenge of the 21st century – how to ensure a sustainable and fair future for everyone.

Our goals

Transformational Communications	Community Action	Climate Action	People Action
Promoting sustainability Mainstreaming sustainability and encouraging responsible behaviours Building accessibility into everything we do	Supporting the next generation in our industry VCCP Stoke, now The Challenger Academy The Tablers Pro and low bono across the business units	Science based decarbonisation by 2030 and 2040 Carbon Reduction Plan Supplier Sustainability Code Supplier Charter with Top 10 suppliers in Media and Production	Hiring for difference and mitigating bias DE&I Collective driving annual inclusion initiatives Gender Pay Gap reporting Mental Health Aiders Mental Health ambition / goals /measures? We have H&W and DEI targets of NPS 8+

Progress

	£4m	2040	1 in 3 policy
For O2, using state-of-the-art AI we created Daisy to waste scammers' time – reaching 1,000 scammers and achieving international acclaim across nine markets.	Contribution to local economy as direct result of VCCP Stoke Academy, with 80% of interns gaining full-time employment.	Committed to achieving net zero emissions across our value chain, scope 1, 2 and 3. In advance of this achieving net zero for scope 1 and 2 emissions by 2035.	40% of briefs included at least one shooting talent from an under-represented background, up from 21% in 2023.

Strategic and creative time donated to low and pro bono clients









People Action



Employee engagement & Thrive

Investing in our people is one of the top three strategic priorities for VCCP.

Our people and our culture are our biggest assets, which is why we want to create a culture and environment where everyone can 'thrive' and do their best work.

Thrive is our internal engagement programme, which supports our people through all stages of their career at VCCP. Thrive initiatives include: learning and development, wellbeing, diversity and inclusive practices and culture, as well as flexible benefits.

To ensure we are providing an environment where our people can thrive, we conduct our own annual global engagement survey. The most recent results were strong, as they showcased top marks in engagement, diversity & inclusion, health & wellbeing and belief in VCCP's founding principles. 76% of our employees feel a sense of belonging, which is 5% higher than the industry average. VCCP Group UK's most recent churn rate was 16%, well below the prior year's industry average of 24.1%.

In addition we run quarterly Open Sessions, where our people can submit questions across a range of topics including DE&I; harassment; pay; health & safety; working hours/overtime/leave; career management & training. An Open Session is an in-person meeting where everyone is invited to attend to hear the questions answered live in person by senior managers of the business. For anyone who can't attend, all the questions and answers are published on our internal intranet. This ensures we have platforms to aid communication about how

we run the business, and the role that each person plays individually and collectively is something that we actively encourage. In 2024 we had four Open Sessions.

Wellbeing

VCCP recognises the importance of supporting employees throughout their various life stages, and helping them to continue to build their careers.

Our Wellbeing team promotes a culture of wellbeing throughout VCCP. We are proud to have been awarded the IPA's People First Promise, which demonstrates our commitment to the positive mental health and wellbeing of our people. Examples of this include our mental health and wellbeing training, which we have rolled out to all managers as well as to all employees, to ensure our people are able to identify and spot any issues with themselves, and also their team members and colleagues, to make sure we create an environment where there is positive help and support for anyone who may be struggling. We continue to work on breaking down the stigma of mental health with our Not Alone series, which commenced during lockdown.

To support this, we offer private medical cover for all employees, to ensure they can access a range of support quickly and efficiently. We also have a





time in lieu policy for anyone who works on non-working days and weekends, to ensure we are compensating our people for when they work outside their normal working arrangements.

As part of our wellbeing strategy we have a Women's health pillar, which has a dedicated team driving initiatives to improve the experiences of women within VCCP. A dedicated women's health survey was launched in 2024, to understand how we can support women through all stages of their reproductive health in the workplace. Off the back of this we are now rolling out menopause training for all employees, and we are also pleased to be able to offer menopause coaching. These initiatives aim to increase understanding of reproductive health and to foster a culture of empathy and understanding. We continue to partner with Henpicked to become an accredited menopause-friendly employer.

Support for parents and carers

On top of our enhanced paternity, maternity and adoption leave policies, we introduced additional family and care policies to include time off for dependants policy, fertility policy, pregnancy loss and stillbirth policy, and parental bereavement policy. In 2025 we have added a range of new family and care provisions to provide greater flexibility and support for those balancing work and caregiving responsibilities.

- Our new Carers' Leave policy offers five days of fully paid leave per year for those with caring responsibilities.
- The Neonatal policy provides 12 weeks of full pay and leave for parents whose child requires neonatal care.
- To further support employees exploring fertility treatment options, we have also introduced fertility loans to provide financial assistance.

In addition to these new policies, we continue to offer back-to-work coaching for all parents returning from leave, while our Parents and Carers initiative provides a space for connection and shared experiences across the Group.

Learning & Development at VCCP

Working at VCCP shouldn't just feel like a job – we want people to know that as a company we value their skills and want them to have a flourishing career here. We ensure all employees have an annual 360 review, to give everyone the opportunity to discuss their career growth, as well as identify any learning and development opportunities within the company.

Our Learning & Development team are true partners to the business, working closely with both employees and management to ensure that our development offering is in line with business objectives, as well as individual career growth. In 2024, we delivered over 2,600 training hours encompassing AI, Climate & Sustainable Communications and Production, management development, core professional skills (client relationships, pitching), entry-level development, and inclusion & mental health awareness. All employees receive training on health and safety, discrimination, and DE&I.

2,600
training
hours



150
individuals
coached

We host extensive training programmes and events for our employees, to make sure we are stimulating all their learning requirements and that they can bring their best selves to work every day. Both our L&D practitioners are qualified coaches, and offer a career coaching service to all employees across the Group, from our entry-level talent through to our leaders. So far, the team have coached over 150 individuals.

Any vacancies within the company are shared with the central recruitment team, and roles are shared internally. Our international mobility programme, Globetrotters, creates opportunities for our people to work internationally, be it on secondment projects or permanent moves within the Group.



Diversity, Equity & Inclusion

At VCCP, DE&I is more than a policy, it's a commitment to creating a workplace that is Different, Exciting and Interesting.

Our award-winning DE&I Collective continues to hold us accountable to our targets and practices, ensuring that inclusion is woven into every aspect of our business, from training and wellbeing to recruitment, HR and production.



The VCCP DE&I Collective

The VCCP Accessibility Collective

As AI and digital innovation continue to reshape our industry, accessibility has become a core focus of our DE&I strategy. Our Accessibility Collective, a key part of the DE&I Collective, has been instrumental in embedding web accessibility into our culture, ensuring that every digital product we create meets the highest standards of inclusivity.

The collective hosts five objectives:

- **Culture** – Build a culture for accessibility and inclusive design.
- **Training** – Upskill everyone to deliver accessibility as part of best practice.
- **VCCP** – Ensure VCCP and Bernadette web platforms are accessible.
- **Clients** – Provide our existing clients with a web accessibility offering across UX, UI, Copy, Content Management and Development.
- **New Business** – Have digital accessibility as a mandatory inclusion in new business pitches.

Since its launch, we have baked accessibility standards into our own and our clients' web platforms – including O2, Cadbury and the Conscious Advertising Network.

In 2024 we launched an accessibility-specific Not Alone series, a video series where employees shared personal experiences of accessibility barriers in the workplace. On Global Accessibility Awareness Day, we introduced Bear in Mind, providing practical guidance on designing with inclusion at the forefront. In our commitment to knowledge sharing, we also made our Accessible Design & Content Checklist and A, AA & AAA in a Nutshell guides open-source, helping the wider industry build accessibility into their work.



**Accessibility
Collective**
from Bernadette



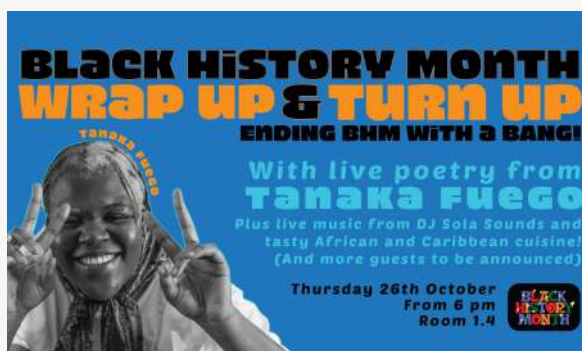
Recognising the role of managers in fostering an inclusive culture, we expanded our mandatory DE&I training for leadership, with over 100 line managers trained in Inclusive Leadership, Mental Health Awareness and Inclusive Recruitment.

We also strengthened inclusivity in creative work through our DE&I in Communications Training, piloted with 90 Virgin Media O2 clients and now being rolled out agency-wide.



To address the stigma surrounding DE&I topics, we launched our How to Talk About series, starting with neurodivergence and expanding into other important conversations, equipping teams with the confidence and language to engage meaningfully.

Beyond training, we believe that true inclusion is built through culture. This year, we celebrated diversity with a Middle East and North Africa (MENA) cultural event, where employees enjoyed a food festival, henna artistry and belly dancing lessons. Mental health was also a focus, with Comedy for Coping, a session led by comedian Dave Chawner, offering support for those affected by eating disorders.



During Pride, we hosted Pride with Purpose, featuring a Pride Ads Panel, insights from Lucy Cooper, co-founder of Dykes Who Hike, and an unforgettable Drag Bingo night with Cheddar Gorgeous. For International Women's Day, we welcomed Emilie Bennet for a session on financial empowerment, while providing professional headshots to women across the agency. Throughout the year, we marked key cultural moments including Ramadan, Diwali and Black History Month through film screenings, music showcases and food experiences that brought our teams together.



Our commitment to DE&I continues to be recognised across the industry. This year, we were proud to be named winners of the inaugural Oystercatchers Inclusive Pioneers Award, and to achieve All In Champion status from the Advertising Association for the third consecutive year. We were also shortlisted for Talent Management Team of the Year at the Campaign Awards, reinforcing the impact of our work.





Gender pay gap 2024

In 2024, there were an average of 1,585 (2023: 1,617) employees with 56% (2023: 56%) identifying as female.

From 2017, certain UK companies meeting size criteria on revenue or number of employees, are required to report on the pay gap between men and women. In line with the legislation, VCCP Group LLP reports on its 2024 gender pay gap; a copy of the report can be found on our website. The 2024 Gender Pay Gap Median shows a reduction of 2.9ppt to 16.1% vs 2023 (19%).

Actions that have been identified to reduce both the gender pay gap and gender split in these businesses, and which will form the basis for further progress in this area, include:

- A set of family and care policies, such as a menopause policy and fertility treatment support.
- Maternity coach for all parents returning from parental leave, which commences before going off on leave and supports right through to returning and beyond.
- Unconscious bias training for managers, and inclusive recruitment training for all hiring managers.

We have set ambitious recruitment targets, including 15% Ethnically Diverse Leadership, and 25% Ethnically Diverse Entry Level, and are working hard to reach these. We are also proud that 50% of our leadership is female, this is above the IPA target of 40%. We identified that we need to improve the representation of senior female creatives, and developed a new target to drive us to create change.

We follow the IPA targets for Female Leadership, Diverse Female Leadership as well as Ethnically Diverse Entry Level. In addition we have our own targets for Female Representation in the Creative Department, particularly at a senior level.



Gender diversity information

	2024			2023		
	Men	Women	Total	Men	Women	Total
Total Employees*	691	893	1,585*	682	913	1,617*
Senior Management	36	24	60	36	24	60
Board (including Executive Management Team)	4	1	5	6	2	8

* Totals reported include those reporting as non-binary, other or undisclosed.

Disability



All the agencies give full and fair consideration to all applications for employment made by people with disabilities, having regard to their aptitudes, talent and abilities. Opportunities for training, career development and promotion do not disadvantage these employees or any members of staff who develop disabilities during their time

with us. We always consider reasonable adjustments to our workspace or processes (including our recruitment process) in order to accommodate staff or potential future employees with disabilities. Two years ago we were proud to be awarded the Disability Committed status.





Attracting from diverse backgrounds

We have a number of initiatives in place to improve the experience and representation of individuals from diverse backgrounds.



The Challenger Academy

The Challenger Academy, formerly VCCP Stoke Academy, is our registered educational charity based in Stoke-on-Trent. Its mission is to make the advertising and creative industries more accessible and socially diverse, through valuable work experience, skills training and career guidance. Its goal is to spark a passion and create a pathway for young 'challengers', regardless of their background, to thrive in a creative career within their own community.

In 2021, VCCP Group opened up a new office in the birthplace of the British creative industry, Stoke-on-Trent, with the aim of providing training, work experience, mentoring and paid internship schemes, and to challenge the mentality that the only way to get into our industry is to live in London. Stoke has one of the highest rates of economic deprivation, especially among Black, Asian and minority ethnic communities.

VCCP Group built on this momentum in 2023, opening a brand-new office, welcoming five full-time employees, hosting 200+ diverse students for work experience, and introducing a new apprenticeship scheme for eight individuals, which led to full-time work.

In 2024, we supported young people through the Academy with a record 15,000 hours of work experience. This included mentoring through an eight-week virtual work experience scheme, a four-week paid summer internship, and various talks and events at local colleges and universities. More than 120 of our employees participated in VCCP Stoke Academy initiatives, which have already contributed £4m to the local economy in Stoke.

80% of interns have gone on to full-time employment in the creative industries. In 2024, VCCP Stoke Academy achieved charitable status and is now The Challenger Academy. We are in the process of expanding this initiative globally, starting with VCCP US, working alongside the newly appointed Director of Culture and Innovation.

Since launching in 2021, The Challenger Academy has delivered over 15,000 hours of creative work experience opportunities to young people in Staffordshire, trained 629 local students – delivering investment of more than £4.4m into the local economy.

This year, The Challenger Academy will also expand its focus in Stoke-on-Trent to include primary and secondary education. Working with Alpha Academies Trust, a network of six primary and secondary schools in North Staffordshire, The Challenger Academy will create teaching resources that will introduce students to the creative industries at a younger age and develop pupils' skills.



£4.4m
investment into
local economy

15,000
hours of experience



629
local students
trained

80%

of interns securing
full-time employment
in the creative industries





AdSchool

In 2024 we welcomed more than 40 students to our AdSchool programme, a week-long experience scheme with a difference. AdSchoolers get a jam-packed week, giving them a genuine insight into life in an advertising agency.

They have a timetable of talks from industry-leading specialists, armed with all the information required to pull together their very own campaign, as well as mentorship from the best in our agency to deliver a team pitch for a live brief.



The Table

The Table is our paid entry-level, year-long scheme for anyone who wants to kickstart their career in advertising. Each year we welcome about 14 new Tablers, who are each placed in one of our client teams in the VCCP London office for a full year, gaining invaluable experience and working on live briefs for some of the world's biggest brands. We also provide a thorough training programme to give our new talent all the tools they need to thrive in their new roles, as well as 1-2-1 career coaching. We are delighted that at the end of the year our Tablers are offered a full-time job with VCCP.

The Den

The Den is our home for all budding creatives to play, learn, practise and grow, with a view to coming up with some amazing ideas and getting their first job in the industry. At VCCP we look only for the best creative talent, but we firmly believe that can come from anywhere. Placement creative teams get three-month paid contracts, where they'll be put on the same briefs and get the same opportunities as everyone else in the department. Many of our creatives were hired off the back of their time in The Den, and have gone on to make some of the agency's most successful work.

The Taste

In 2024 we introduced The Taste, a new initiative designed to support applicants who narrowly missed out on our other schemes. Participants explored non-traditional career paths through a Squiggly Careers Panel, engaged in live AI demos with faith, Creative Production and Digital, and received speed mentoring from VCCP leaders, equipping them with valuable industry insights.

Partnerships

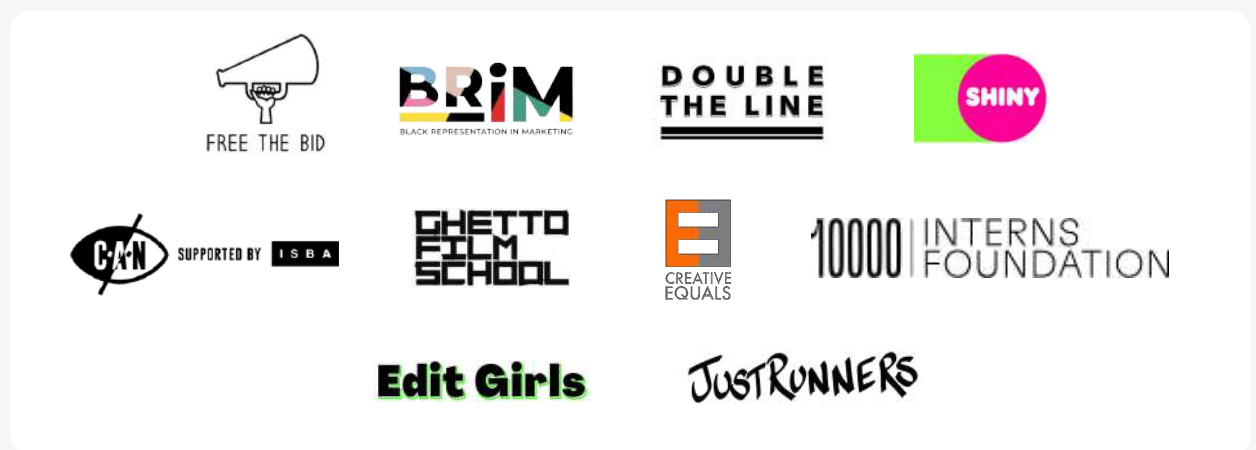
In 2024 we continued our Partnership with Back2businessship, which runs an incredible returners programme supporting women re-entering the workforce after extended career breaks, due to caregiving responsibilities. This year we were its official headline sponsor and partner, we also hosted the 30-strong cohort at VCCP, and we contributed to the programme with our own speakers, Fiona Couper talking about how to Come Back Better and Peter Gasston, discussing the impact of AI in our industry.



Inclusive production

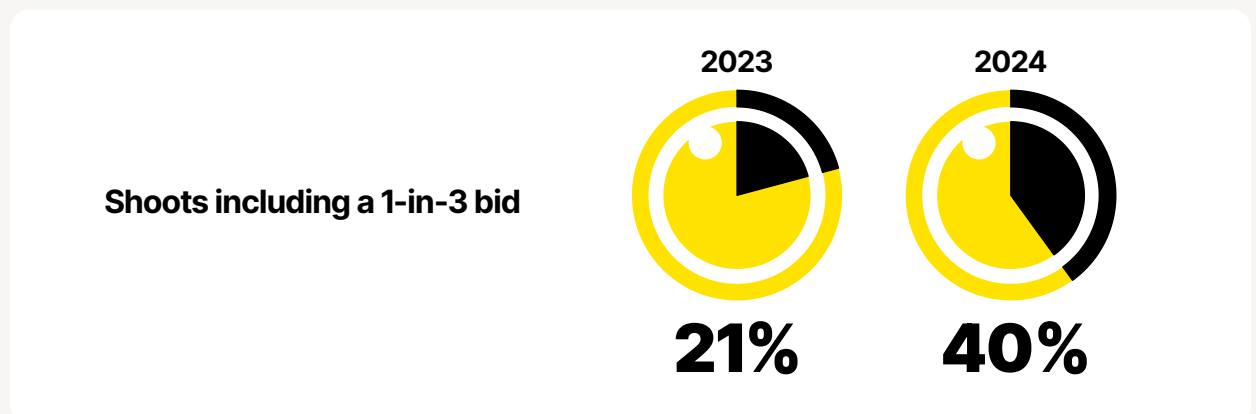
We're committed to DE&I, ensuring diversity both in front of and behind the camera across all our productions. We strive to provide opportunities to give more access to our industry. We run a number of initiatives to support us in finding new and diverse talent:

- Hold 'under-repped showcases' where directors from under-represented backgrounds are invited to showcase their work.
- Work with a number of partners such as:
 - **Shiny** – exists to get more diverse directors into production.
 - **BRiM** (Black Representation in Marketing) – supporting Black talent in rising to leadership roles.
 - **The Valuable 500** – working to end disability exclusion through collective action.
 - **Black British Initiative** – aims to help promote a fairer society, boosting prospects for economically challenged Black entrepreneurs.
 - And others including: Unsigned Union, Creative Equals, Just Runners, NABS, WAATBP, Perry, Equal Access Network, CAN, Free the Work and 10,000 Black Interns.



1 in 3 Policy

To foster inclusion and opportunity within our productions, our 1 in 3 Policy ensures that at least one in three shooting talent (directors, photographers etc) put forward by Girl & Bear, VCCP's production arm, is from an under-represented background, whether that's gender, ethnicity or disability.



B Climate Action



The climate emergency is one of the biggest global challenges that we face. It is imperative that we play our part in reducing greenhouse gas emissions to prevent irreversible damage to our planet.

In 2022, the VCCP Group adopted the following near-term carbon reduction targets against a baseline year of 2019:

- To reduce scope 1 and 2 emissions by 46.2% by 2030 against a 2019 baseline.
- To reduce scope 3 emissions by 27.5% by 2030 against a 2019 baseline.

These near-term targets have been validated as consistent with scientific principles, by the Science Based Targets initiative (SBTi). Our scope 1 and 2 target is aligned with the level of action required to limit global temperature rise to 1.5°C by 2100, while our scope 3 target is aligned with a well-below 2°C pathway. The SBTi is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

In 2024, VCCP Group also set targets to reach net zero emissions, committing:

To achieve net zero emissions across the Group's value chain by 2040 (scope 1, 2, 3).

In advance of this, to achieve and maintain net zero emissions for our scope 1 and 2 emissions from 2035.

We plan to submit this target to SBTi for validation during 2025. Our performance against these targets is a significant focus of the Board, and we have annual targets to monitor progress towards achievement of these goals.

Reducing our emissions

VCCP Group contributes to the reduction of greenhouse gas emissions in three main ways:

- By reducing the emissions of our own operations and offices (scope 1 and 2).
- By working with our supply chain to reduce our indirect emissions (scope 3).
- By influencing the environmental practices of both clients and consumers through our work.

Our clients are interested in understanding the environmental impact of advertising activity, and seek to quantify emissions resulting from production activity and media buying, in particular. These two areas are a key focus, and we are working with a number of organisations to improve our reporting in this area – including our use of key industry initiatives AdGreen and Ad Net Zero, the advertising industry's response to the climate emergency.

There are challenges in obtaining good-quality and consistent data from our production supply chain. In part, this is due to the small scale of many of the suppliers we contract with, who are simply not currently able to supply the data the Group requires. We are working with selected suppliers to identify a graduated approach to obtaining the required data over a reasonable timeframe.

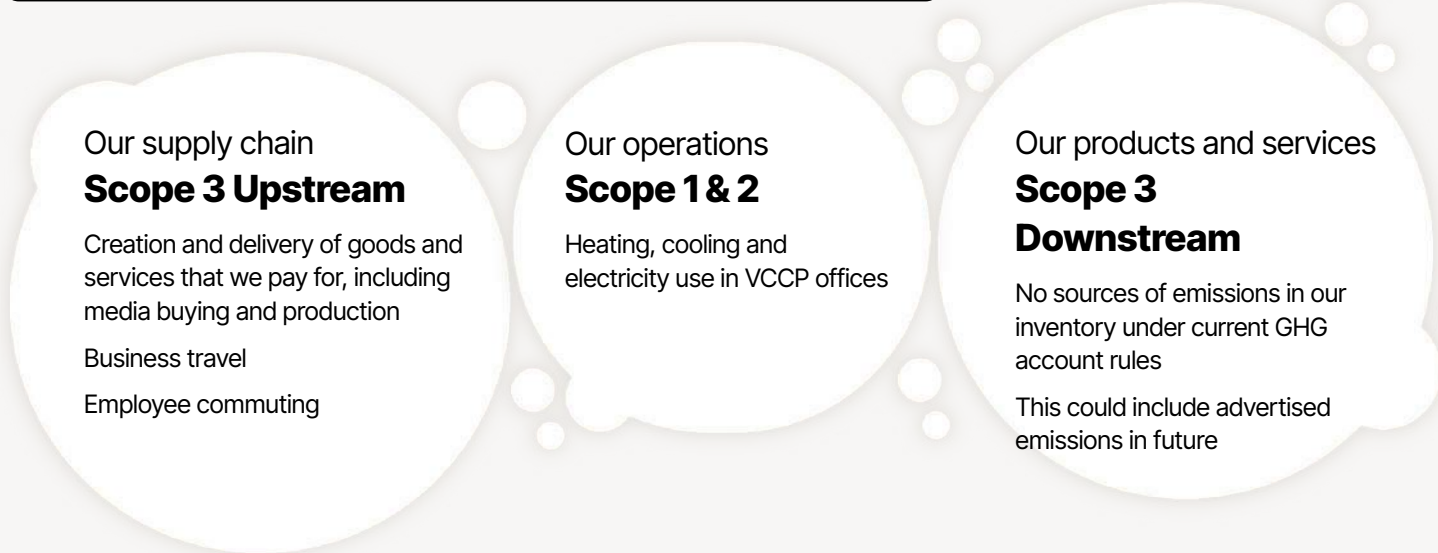
In addition, our media buying activity – which, in financial terms, represents a significant proportion of our supplier spend – is challenging, as the sector develops its understanding of the impacts of publishing advertising material and expands its ability to quantify emissions from the media producer to the user via a multiplicity of channels. The Group intends to adopt the Ad Net Zero framework for measurement of both media and production, which is due to be launched in 2025.



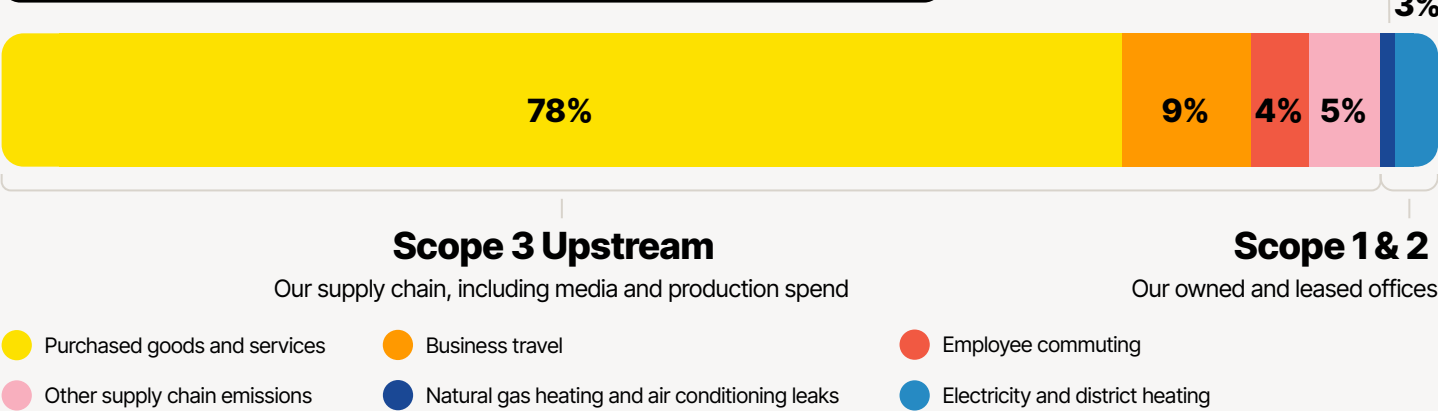
Understanding VCCP's emissions

In 2021, VCCP identified the key 'levers' for carbon reductions for its direct, operational emissions. Buying electricity from renewable sources and reducing business travel against the 2019 baseline were identified as immediate priorities.

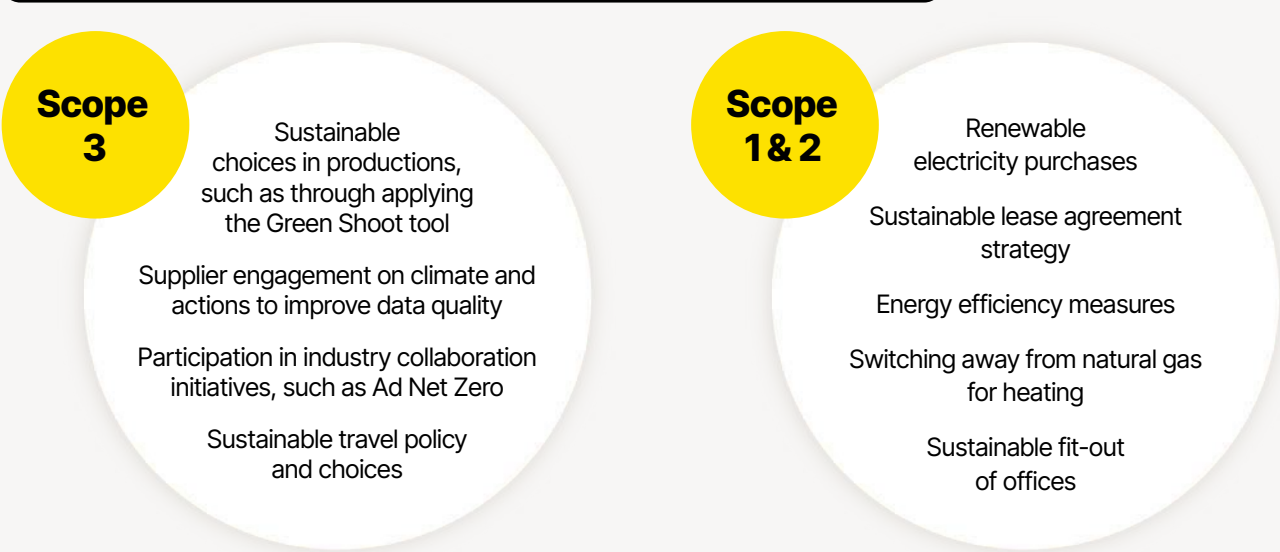
Sources of GHG emissions in our value chain



Our GHG emissions baseline (2019)



Emissions reduction initiatives



SBTi progress

Our progress against our Scope 1 & 2 and Scope 3 targets is as follows:

	Baseline	Progress during the last 3 years		
Emissions (tCO ₂ e)	2019	2022	2023	2024
Scope 1 and 2 (market-based)	812	404	387	330
Scope 3	24,988	25,843	27,018	To be published during 2025

We have made considerable progress in reducing scope 1 and 2 emissions compared to the target baseline. These advances have been achieved through a range of measures, including renewable energy procurement for our UK offices, and consideration of environmental criteria when selecting and fitting out new premises.

Scope 3

The scope 3 inventory has identified that in the baseline year (2019), capital goods and services represented 70.2% of all scope 3 emissions, with upstream transport and distribution representing 15.4%, and business travel at 11.1%, with the remainder principally represented by employee commuting, capital goods, and fuel and energy related activities.

In 2024, we continued to develop our understanding of our scope 3 emissions, gaining valuable insights by engaging employees with a questionnaire on commuting and the environmental impacts of getting to and from work.

In the upcoming year, this work continues with a focus on the impacts of working from home, in addition to commuting, and on continuing to develop links with suppliers (in particular media and production) to obtain and verify supply-chain emissions. With regard to business travel, we undertook a review of our travel requirements in 2024, and following a tender appointed a new travel provider. This came with a new platform which, in addition to providing good-quality data on carbon emissions, includes functionality to enforce responsible travel behaviours at point of booking. At the same time, we have reviewed and expanded our travel policy.

The aim of this work will be to manage travel more efficiently as we grow globally, and to achieve our Science-Based Targets.

Renewable energy

VCCP Group is committed to transitioning to 100% renewable electricity to reduce our scope 2 emissions. All offices in the UK already consume 100% renewable electricity with guarantee of origin, and we are monitoring opportunities to expand this practice to our international locations.

In addition, we are committed to giving due consideration to environmental issues and energy performance in the selection of leases, design, refurbishment, location and use of buildings. Efforts to continuously reduce office floor areas are under way to minimise emissions from heating (scope 1) and lighting (scope 2). This includes actively seeking new tenancy or lease agreements at sites with robust green credentials.

In 2024, a lease was signed to relocate most of our London-based operations to a new site in October 2025. This will include a low-carbon fitout that aims to significantly reduce embodied carbon, and the new site is aiming to be BREEAM-rated, reflecting our commitment to demonstrating sustainable practices in property management.



New UK office with low-carbon fitout at 66 Berners Street by end of 2025



Energy consumption

The table below shows VCCP's total energy consumption for 2024, categorised by activity type. It includes data on both renewable and non-renewable energy sources.

Activity type	Energy consumption from renewable sources (MWh)	Energy consumption from non-renewable sources (MWh)	Total consumption (MWh)	% of renewable energy consumption
Fuel	0	701	701	0%
Purchased or acquired electricity	860	256	1,116	77%
Purchased or acquired steam	0	242	242	0%
Total energy consumption	860	1,199	2,059	42%

Waste management

We are working with suppliers to improve the sustainability of waste management in our offices. At our largest office in London, we categorise waste by material type and treatment method, helping to identify waste production hotspots and develop a more targeted waste management strategy. For example, we have introduced posters in offices to provide clear instructions on waste disposal and increase awareness of the importance of recycling.

In 2024, we sent zero waste to landfill at this location, achieving a recycling rate of 62%. Other initiatives implemented to reduce our waste impacts include re-using furniture or using second-hand furniture where possible during office moves and fitouts, and offering redundant items to charities or second-hand stores.

Waste type	Weight (kg)	% of total weight produced
Cardboard	13,143	12%
Coffee	3,375	3%
Biodegradable waste	11,700	11%
Glass	6,650	6%
Mixed recycling	32,990	30%
Waste	42,413	38%
Fluorescent tubes	20	0%
Total	11,0291	–

Waste destination	Weight (kg)	% of total weight produced
Anaerobic digestion	11,700	11%
Recycled	56,178	51%
Energy from waste	42,413	38%
Total	11,0291	–

This data represents our largest office in London, 75% of our global headcount in 2024. We are working to improve the quality of data collection on waste management in our other offices.





Partnerships & Advocacy

Ad Net Zero

Ad Net Zero is the advertising industry's collaborative response to standard setting and tools driving to real net zero. Its measurement frameworks, particularly those for media and production that are due in the summer 2025, will provide the communication industry with a consistent approach that should enable greater transparency and accountability of emissions data.

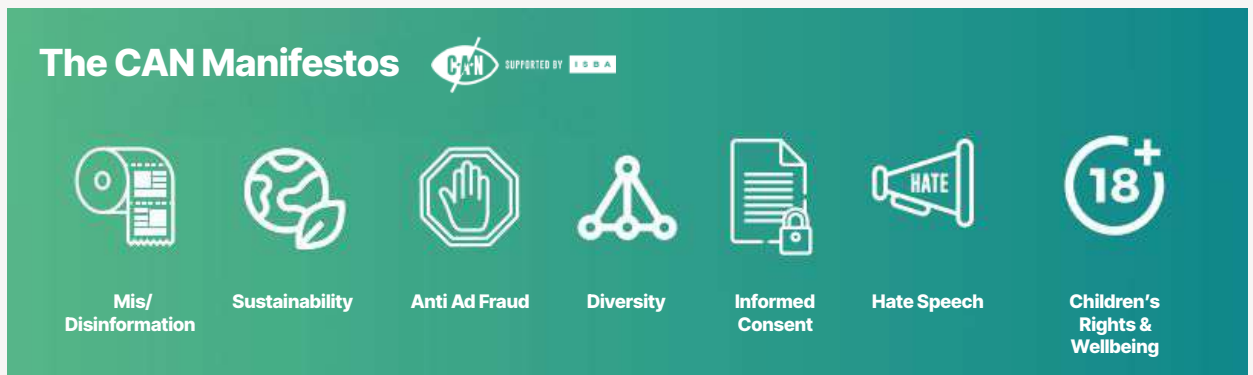
In addition, Ad Net Zero has a number of initiatives and awards for mainstreaming sustainable behaviours. VCCP was delighted to win at the 2024 Ad Net Zero awards for its Bulldog work which reduced pointless gifts that contribute to landfill.

Five commitments as a signatory



1 Commitment to SBTIs & publishing progress annually	2 Commitment to measuring, managing and reducing emissions from production	3 Commitment to measuring, managing and reducing emissions from media	4 Commitment to reducing emissions from events and awards	5 Commitment to support behavioural change by promoting sustainable products and services
ESG report	Top 10 suppliers manifesto	June 2025	Small pilot tbc	Pilot commitment





Conscious Advertising Network (CAN)

The Conscious Advertising Network (CAN) aims to redefine advertising by promoting positive change, equality and social responsibility. With a manifesto for change across seven areas, it works to change the communication landscape for the better.



Jack Goss, Planner at VCCP, speaking to Harriet Kingaby, Co-Founder, CAN at the Responsible Ad Summit



Purpose Disruptors' Agency for Nature

Extra time with nature.

This year we took part in Purpose Disruptors' Agency for Nature initiative to reconnect young people with nature. Amateur footballers spend time in parks every weekend, but rarely take a moment to appreciate nature; like the plants, fungi and animals beyond the lines of their pitches. Extra time with nature is a campaign by our creative duo, Jake Wiseman and James Ginn, which aims to bridge this disconnect. It kicked off with a series of out-of-home posters highlighting the physical and mental health benefits of spending extra time in nature, both on and off the pitch.

For the second half of the campaign, the team created matchday pies for a Sunday league club in Derby. The pies were made using ingredients foraged from around the pitch, including oyster mushrooms, nettle seeds and mugwort. Professional footballer, Tom Davies, also got involved with the campaign, joining the players for a pre-match foraging walk and in trying some nettle tea pitchside at half time.

Jake and James hope to keep growing the idea, partnering with more clubs from local leagues to the Premier League.



AdGreen and Greenshoot

Through VCCP's global content creation studio, Girl&Bear, our aim is to make our productions as environmentally friendly and sustainable as possible. This means working with key partners such as Greenshoot and AdGreen, which provide industry-leading advice and tools to reduce waste, emissions and crucially provide independent carbon measurement and certification.

Of the 91 stills and AV shoots in 2024:

91%

worked with Greenshoot (up from 78% in 2023)



91%

**Green Screen Certified
(78% in 2023)***



4.4 tCO₂e

**VCCP average total shoot emissions
compared to 6.2 tCO₂ industry average**
(ex production budgets with £50k+ per shoot day)



33%

**included AdGreen levy
(35% in 2023)**



13.2 tCO₂e

**VCCP average total shoot emissions
compared to 13.9 tCO₂ industry average**
(only inc production budgets with £50k+ shoot per day)



Beyond shoot productions – post-production

Carbon emissions can also be created after the shoot, so we're continuously looking at what we can do with our technology to further reduce our carbon footprint.

- Our primary storage platform is entirely cloud-based, which uses a lot less energy and reduces e-waste.
- Our archiving solution is also cloud-based, powered by renewable energy, requires no air conditioning and minimal water waste, and ensures 80% of hardware is re-used.
- We've moved away from less-efficient, multi-machine use for hybrid working.
- We use virtual machines as a priority, reducing e-waste and energy usage.
- We focus on re-using, repurposing or upgrading existing hardware to extend its life, keeping e-waste down with no loss in performance.





Transformational Communications

Cadbury

YOURS FOR **200** YEARS

1915

1940

1961

1980

1993

2003

PICK UP YOUR **LIMITED EDITION** PACKS TODAY

The work that we do

One of our most significant impacts is through the work we undertake for our clients. We support our clients to achieve their sustainability goals, and challenge them to optimise their social and environmental impacts. Work we are particularly proud of includes:

Work with impact

Daisy vs Scammers



Seven in ten Brits were targeted by scammers last year. With O2, we decided it was time to fight back. Meet Daisy; she's a sweet, chatty, 78-year-old granny who is actually a state-of-the-art AI, created to waste scammers' time. She tells rambling anecdotes, forgets her bank details and keeps scammers occupied on meaningless calls for as long as possible. Because as long as they're trying to scam Daisy, they can't be trying to scam you. Daisy scammed over 1,000 scammers, was written about in more than 2,000 articles across nine international markets, and secured 1.7 billion earned impressions.

Keep Britain Tidy

For the past four years we have partnered with Keep Britain Tidy to combat cigarette butt littering, the most common form of litter in the UK. Our behavioural science team, Cowry Consulting, conducted in-depth research for the campaign. Awareness increased by 49% compared to previous efforts, and 90% of smokers reported they would dispose of their butts properly. Our Behavioural Intervention Programme, coupled with our ongoing advertising campaigns, has delivered a 17% nationwide decrease in cigarette butt litter, and enabled Keep Britain Tidy to distribute over 70,000 portable ashtrays to smokers for those moments when they can't find a bin for their butts. This campaign was recognised at the Cannes Lions Festival 2024, talked about on the BBC breakfast sofa, and selected for the One Minute of Responsibility spot on Euronews.



Cadbury Memory Bars



Acting as Cadbury's agency of record since 2017, over the last few years, we have had requests from families and care homes for old Cadbury wrappers. Nostalgic Cadbury packaging that could be used to help spark memories and start conversations with those living with dementia. So, as part of the Cadbury 200th anniversary, we partnered with Alzheimer's Research UK, to bring back classic packaging designs for our most iconic bar, Cadbury Dairy Milk. We sent thousands of Memory Bars to people living with dementia and their loved ones, in the hope that these bars will support conversations about fond memories from the past.

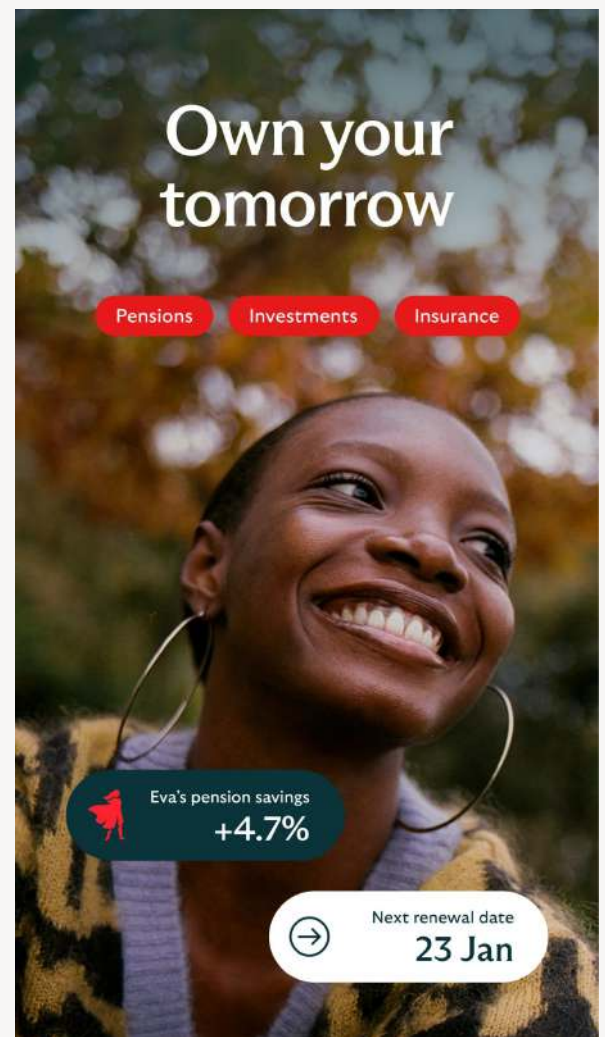
Bulldog



We recently gained recognition at Campaign's Ad Net Zero awards for our work with Bulldog, promoting the campaign, *Protesting Pointless Gifts*. This initiative addressed the issue of unwanted novelty gifts, with one in five ending up in landfills, resulting in £42m wasted annually and 132,000 tonnes of unnecessary carbon emissions. Our campaign encouraged consumers to choose genuinely useful, carbon-neutral gifts like Bulldog skincare, driving 183,000 purchases – translating to an estimated 483 tonnes of landfill diverted and a potential reduction of 2,896tCO₂e in carbon emissions.

Scottish Widows

The UK's Gender Pension Gap stubbornly refuses to close, leaving vulnerable women at risk of retirement poverty. The Scottish Widows Women and Retirement Report 2024 wanted to change this, combining fresh research with 20 years of insight to surface new trends and identify solutions to the issues women face. Using innovative techniques, VCCP Group's financial specialists agency, Teamspirit, and Frontier Economics worked with Scottish Widows, modelling raw data and creating the proprietary National Retirement Forecast, and content that pinpointed new inequalities – and how they can be eliminated. Achieving widespread media coverage with hundreds of print and broadcast pieces, it reached millions more through social media and powerfully influenced policy conversations.



Propositions

ESG Applied

In 2023, VCCP welcomed Cowry Consulting, the UK leading behavioural scientists, into the Group. As part of our commitment to mainstreaming sustainable and responsible behaviour, our methodology, ESG Applied, helps businesses set a compelling vision while mapping a clear pathway of how to get there, shaped by behavioural science best practice.

ESG Applied acts, then talks. Our behavioural science experts help brands take tangible, measurable actions that drive real behaviour change to meet ESG goals and change consumer behaviour. With behavioural science, we can find ways to nudge customers to act, participate and spread the word.





Community Action



VCCP
STOKE ACADEMY



CARSE & WATERMAN
PRODUCTIONS

FRAMESCAPE



PLATINUM
PICTURES



We encourage our agencies to use their services and talent as a force for good, including pro bono and low bono work.

Local communities

VCCP Stoke



In 2021, VCCP Group opened up a new office in the birthplace of the British creative industry, Stoke-on-Trent, with the aim of providing training, work experience, mentoring and paid internship schemes, and to challenge the mentality that the only way to get into our industry is to live in London. Stoke has one of the highest rates of economic deprivation, especially among Black, Asian and minority ethnic communities.

VCCP Group built on this momentum in 2023, opening a brand-new office, welcoming five full-time employees, hosting 200+ diverse students for work experience, and introducing a new apprenticeship scheme for eight individuals, which led to full-time work.

In 2024, we supported young people through the Academy with a record 15,000 hours of work experience. This included mentoring through an eight-week virtual work experience scheme, a four-week paid summer internship, and various talks and events at local colleges and universities. More than 120 of our employees participated in VCCP Stoke Academy initiatives, which have already contributed £4m to the local economy in Stoke. 80% of interns have gone on to full-time employment in the creative industries. In 2024, VCCP Stoke Academy achieved charitable status and is now The Challenger Academy. We are now in the process of expanding this initiative globally, starting with VCCP US, working alongside the newly appointed Director of Culture and Innovation.



HIPZ

VCCP Group has been a founding partner of the HIPZ charity – The Health Improvement Project Zanzibar, since 2006. As its lead creative partner, not only do we support branding, website builds and communications, we also fundraise and make monthly donations to its cause. In June 2024, six fellow agency members headed to Zanzibar to cycle around the island to fundraise. As a collective, we raised over £30,000 for the charity last year.



Pro/Low Bono Work

British Red Cross



For 70 years, the British Red Cross and Defender have collaborated to provide vital support to people in crisis worldwide. Since 1954, this partnership has used the iconic Defender 4x4 to deliver critical aid, reaching over 2 million people in more than 50 countries. To celebrate this milestone, we partnered with Good Relations to create a mobile museum inside a Defender, featuring historical artefacts, an immersive audio tour and a bespoke car wrap. The activation generated 215 media placements, a 138-million audience reach and 100% positive sentiment. The vehicle now continues to raise awareness at key events across the UK.

People in Need: The Deadly Games



While the world's eyes were fixed on the Olympic Games, far bloodier struggles raged in many of the competing countries. Our Prague office partnered with the non-profit humanitarian organisation, People in Need, to launch The Deadly Games, a bold campaign exposing these hidden crises by reframing Olympic events – such as the 100m sprint – as an asylum seeker's desperate escape. Our team crafted a striking visual narrative using powerful photojournalism, and developed a reactive content strategy that tracked unfolding conflicts in real-time.

For the Better: Financial Inclusion Award

VCCP's financial specialists agency, Teamspirit, is transforming the world of finance for the better, by helping people feel differently about money – which includes using its communication skills for social and environmental good too. That's why it established its For the Better award, an annual pro bono programme in partnership with The Finance Innovation Lab, to support those creating greater financial inclusion. Over the past five years it has worked with the likes of Vestpod, Fair Money Advice and Credit Unions of Wales, to deliver effective, game-changing communications that make a difference.



Encircle: Advancing LGBTQ+ community to thrive

VCCP Group's tech agency Method's five-year collaboration with Encircle advances a vital mission: helping LGBTQ+ youth thrive. Through safe spaces and comprehensive resources, Encircle connects LGBTQ+ youth, young adults and their families with mental health services and community support. Our media relations work has amplified Encircle's impact through strategic press coverage of major events, donations and initiatives. We've welcomed prominent supporters, including Apple CEO Tim Cook, NBA legend Dwyane Wade and actress Gabrielle Union, while securing national visibility through appearances on Good Morning America and The Kelly Clarkson Show. This sustained PR effort creates a crucial pathway, connecting those in need with Encircle's life-changing services.



JustdiggIt



Over the last few years, Harvard, VCCP Group's UK tech agency, has worked with JustdiggIt, a not-for-profit using IoT devices to educate farmers in sub-Saharan Africa on more sustainable, nature-based methods of farming. Through a PR and influencer programme, it's developed unique and compelling storylines for the brand, and raised brand awareness of JustdiggIt in the UK by more than 10%, supporting its goal to increase donations and open up opportunities for commercial partnerships. The team even had a few trips to Tanzania and Kenya along the way, to meet frontline farmers and see how JustdiggIt's work is benefiting them directly.





Responsible Business





Policies

The VCCP Group acts responsibly, and we conduct our business with honesty and integrity and in good faith. We set ourselves high standards in our business practices, and work with our value chain partners to meet the same level of business ethics, as well as being mindful of our impact on the environment.

These values are underpinned by our Responsible Business Code and our Staff Code of Conduct, which are shared across the Group. Our Responsible Business Code summarises our approach to doing business. This is supported by policies and procedures on various aspects of our activities. The Responsible Business Code can be found on our website www.chimegroup.com. All employees (100%) are trained in business ethics, from initial onboarding to mandatory annual refresher training on topics such as Anti-Bribery, Cyber Security, Social Media Safety and Data Protection, Retention and Privacy.

Staff Code of Conduct

Our Staff Code of Conduct formalises the values and further sets out the behaviour and ethical standards expected of employees. Our staff are responsible for adhering to the Code, in addition to measures applied by their respective operating companies. Our Code covers: client and company confidentiality; equal opportunities and the promotion of a meritocracy; a safe and civilised workplace; proper consideration of the sensitivities of potential audiences when publishing materials; honest business practice and integrity; and compliance with all laws and regulations. The Code remains under review, in order that it may be adapted as market forces and legal requirements demand, or as additional risks are identified. While it is broad, it is designed, along with our guiding values, to be embedded within our diverse range of operating cultures.

Health and safety

The Group's activities are mostly office-based, and the approach to health and safety aims to maximise the wellbeing of our people and those we interact with. Employee health and safety risk assessments are conducted at all sites. Through the controls and management processes our operating entities have adopted, the risk and historical incidence of accidents are low. This is an ongoing process; the assessment of new developments or increases in activities with a higher level of risk is embedded into our review process.

Whistleblowing

VCCP is committed to working in an open and accountable manner, and wishes all our people to know that, should they become aware of fraud, misconduct or wrongful behaviour, they can voice their concerns in a responsible and safe environment without fear of consequences. If any employee feels that they cannot raise their concern directly with their line manager or with VCCP Central, we provide a confidential whistleblowing service, which is operated independently by an external partner, WhistleB. The communication channel is encrypted and password-protected. There were no confirmed corruption incidents during 2024.

Modern slavery

We do not tolerate any form of modern slavery or human trafficking in any part of our business. Our Responsible Business Code sets out our approach to doing business, and we seek to ensure this is adopted and applied within our supply chain. All operating companies are required to adhere to the Code, and its implementation by suppliers is determined at operating company level. The Group is required to prepare an annual slavery and human trafficking statement, which is available on the Group website www.chimegroup.com.

Information security

Our Information Security Policy is annually updated and independently tested. Experienced and relentless sums up our IT support philosophy, which is delivered by a mature in-house skilled team, with the full spectrum of skills and talents that deliver the business support requirements. VCCP is ISO 27001 accredited across all (100%) of our operational sites. Our IT systems are cloud-based and allow us to operate completely remotely. Our teams are fully hybrid and can all work from home to ensure continuity of service to clients. In 2024, VCCP had no confirmed information security incidents.





Reporting

As a group we recognise that measurement is critical in driving the systemic change required to reach our net zero and DE&I ambition. That's why we disclose on the leading reporting platforms and partner with the leading industry frameworks.

Environment and operations

VCCP, part of Chime Communications, is proud to have been a participant in the CDP Climate Change Questionnaire since 2011.

Building on our near-term Science-Based Targets that were set in 2022, our commitment to achieving net zero emissions across our value chain by 2040 (scope 1, 2 and 3) will be submitted to the SBTi for validation in 2025.

We also provide information to Ecovadis, the global platform, used by many of our clients, that provides sustainability ratings for businesses, helping companies assess and improve their environmental, social and governance (ESG) performance, including their supply chains.

In addition we continue to adhere to international standards such as ISO 14001, focused on environmental management, and ISO 27001, which focuses on information security management. We have ISO 14001 certification in our largest office in London (75% of our global headcount in 2024).



DE&I

VCCP is proud to have a number of certifications, pledges and commitments towards being a more sustainable and diverse business – all of which is led by our DE&I Collective.

We have signed up to the Pitch Positive Pledge, two Living Wage pledges: the Placement Poverty Pledge and the Living Wage certification (across the business), and are proud to be a Disability Confident Employer.





Supply Network

Responsible Sourcing Policy

Our Responsible Sourcing Policy outlines our commitment to responsible and ethical sourcing practices throughout our supply chain, with a focus on transparency, compliance and continuous improvement. This policy extends to media, production and other suppliers, aiming to reduce greenhouse gas emissions and promote responsible business practices. We also integrate climate-related criteria into our agreements with new suppliers. 100% of suppliers undergo this assessment and adhere to the policy.

Supplier Sustainability Code

Sustainability is core to how we operate and an expectation of our supplier relationships. We want to work with companies that share our commitment to sustainability and will engage with us to drive climate action.

To elevate sustainability in our purchasing decisions, we have developed a Supplier Sustainability Code. It outlines our sustainability expectations and how we work with our suppliers,, to drive positive change and reduce carbon impact.

Key areas include expectations around creating Science-Based Targets, emissions measurement, and a willingness to work together to provide data as required.

Our supplier onboarding process allows us to track, review and report on sustainability across suppliers. The process is about opening up a dialogue, as we appreciate that we'll all be at different stages on this journey, but we want to make sure our partners are engaging with sustainability and measuring the impact.

As the Ad Net Zero framework for both production and media comes into play in 2025, we expect this transparency and granularity around data supply to increase across the communication and business ecosystem.

1/IN/3
SHOOTING TALENT
SHINY

Supplier Diversity

VCCP stands committed to ensuring diverse representation across all our suppliers and partners. Our award-winning DE&I Collective drives this change across every facet of our business, from training to wellbeing to entry-level recruitment, HR and production.

Recruitment Supplier Diversity

Our Recruitment Supplier Diversity programme launched in 2021, alongside a set of internal recruitment principles all VCCP hiring managers are accountable to. All suppliers were required to put forward a diverse set of candidates which includes, but is not limited to: ethnicity, gender, socio-economic status and disability. We held meetings with all recruitment partners listed on our PSL, and requested they share their DE&I policies and candidate tracking systems. Suppliers who didn't have robust policies or procedures in place were supported by our DE&I Collective to create better processes. Any suppliers not adhering to our policies were removed from our supplier database.

We review our database on an annual basis to ensure compliance with our policies, and hold recruitment roundtables with our most popular providers to share updates.

Production Supplier Diversity

Production is our largest area of supplier spend, and in an ongoing effort to ensure the diversity of our supply chain, instil real inclusion at the heart of our business, and encourage wider change within the industry, we've created a centralised supplier database, and a set of guiding principles to evaluate all suppliers before committing to working with them.

The database includes various production suppliers: photographers, directors, editors, storyboard artists and runners for example, ensuring we work only with like-minded partners, to help identify diverse talent options and partners committed to, or willing to engage with, DE&I.

In 2023 we launched our 1 in 3 Policy for sourcing talent. This policy ensures that a minimum of one in three directors, photographers etc are from an under-represented background; whether that's gender, ethnicity or disability. This has seen an increase of 40% of bids, including under-represented shooting talent being put forward on productions, compared to 21% 2023. And in 2024 we joined Shiny, to gain access to emerging and diverse directors.





Governance

Ethics check

As the challenger company that creates value, we ask ourselves, "Is the world a better place because we are in it?" in the work we do and the actions we take every day. That includes conducting an ethics check on all prospects, as part of Knowing Your Customer (KYC).

In 2024 we turned down £49.8m in annualised fees for business opportunities that did not meet our Red Line sectors and nations.

Our ethics screening includes risk from being co-opted by political parties or hate speech. In addition to asking clients to be part of the Pitch Positive Pledge, we also ensure that any team is happy to work on the proposed client and brief. Annual training includes Anti Money Laundering.

Doing the right thing by society, the planet and our teams is non-negotiable.



115
business opportunities
turned down

£49.8m

in annualised fees for
business opportunities
turned down



100%
of all known business
opportunities conducted
through ethical and
KYC screening

Responsible AI



We launched faith, our AI creative agency, in 2023 because we have faith that AI, used responsibly, will be an unparalleled accelerator of human creativity and imagination. We reject the notion that AI will make human creativity obsolete.

Faith acts as the Group's Generative AI creative shop, producing work for new and existing clients. Through a pioneering partnership with Keele Business School and the School of Digital, Technologies and Arts at Staffordshire University, faith also acts as an explorative R&D hub.

Using AI responsibly, we have both a Generative AI Policy and an AI Tools Policy in place. Our legal team also issue guidance updates to the business on the protocol of use of AI tools. Any use of any AI tools requires prior approval by our legal team.



ESG at VCCP



The VCCP Group recognises the significance of climate-related issues and the impact they have on our business, clients and the global community.

The Board of Directors is responsible for overall strategy, acquisitions, resourcing and the consideration of significant financial matters. It reviews the strategic direction of the Group's trading companies, their annual budgets, and their progress towards achievement of agreed targets including climate-related risks and opportunities. The Board oversees that climate-related issues are integrated into the process of reviewing and guiding annual budgets, strategy and the risk management process, as well as overseeing major capital expenditures, acquisitions, mergers, divestitures, scenario analysis, setting corporate targets, and monitoring progress towards corporate targets.

The Board of Directors delegates the day-to-day operations and activities of the business to the Executive Management Team, who collectively discharge the delegated decision-making and responsibilities of the Board, and are responsible for maintenance of, and compliance with, the Group's operating standards.

The Co-Chief Executive Officer (Co-CEO) takes the lead within the Executive Management Team

for the development and achievement of the Group's climate strategy, including policy formulation and the establishment of key performance metrics. The Co-CEO serves as the primary channel for bringing climate-related issues to the attention of the Board, ensuring regular updates and reports on progress against the sustainability strategy.

The Co-CEO is supported by the ESG Committee, whose function it is to drive initiatives across the global business and guide the review and management of climate-related risks and opportunities. This includes:

- The development and execution of the VCCP Group's Sustainability Strategy.
- The identification of climate risks and opportunities and their regular review and integration into the Group's risk management process.
- The provision of information and advice to the Executive Management Team.

The ESG Committee includes representatives from the VCCP Group's Business Development, Legal, People, Finance and Procurement, and Risk and Compliance functions. The ESG Committee meets monthly to execute the VCCP Group's Sustainability Strategy.



Supporting documentation

Gender Pay Gap 2024

Carbon Reduction Plan 2024

Supplier Sustainability Code 2024

VCCP Policies

