
VCCP
ESG Report
2025



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1

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.

"To create lasting value, we must never stop challenging the convention of what a responsible agency can, and should, achieve."

James Bertioli, COO



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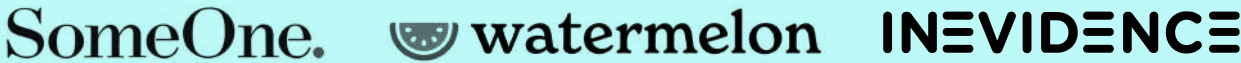
About Us



Our agencies



Our companies and capabilities



Our business context

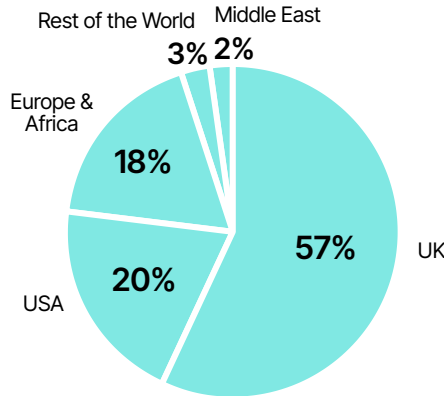
Global presence



Revenue 2025



Revenue by region 2025



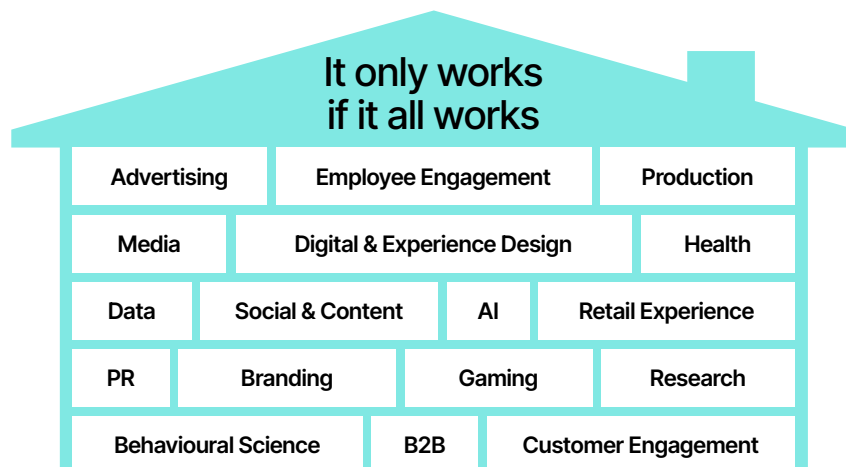
Employees

1,633

Clients

604

Capabilities



3

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 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 |
|---|--|--|---|
| <p>Promoting sustainability</p> <p>Mainstreaming sustainability and encouraging responsible behaviours</p> <p>Building accessibility into everything we do</p> | <p>Supporting the next generation in our industry</p> <p>Make The Challenger Academy open source</p> <p>The Table</p> <p>Pro and low bono across the business units</p> | <p>2030 Science-Based decarbonisation target, aiming to reach Net Zero by 2040</p> <p>Continuous progress to deliver our Carbon Reduction and Climate Transition Plans</p> <p>Responsible Supplier Prioritisation</p> | <p>Hiring for difference and mitigating bias</p> <p>DE&I Collective driving annual inclusion initiatives</p> <p>Gender Pay Gap reporting</p> <p>Mental Health First Aiders</p> <p>Health & Wellbeing and DEI targets of NPS 8+</p> |



Progress

|  | £6.9m | Net Zero by 2040 | 1 in 3 policy |
|---|--|---|--|
| <p>For O2, using state-of-the-art AI we created the multi award winning Daisy to waste scammers' time – reaching 1,000 scammers and achieving international acclaim across nine markets</p> | <p>Contribution to local economy as direct result of VCCP Stoke Academy, with 80% of interns gaining full-time employment</p> <p>Scaled impact through open source framework in Nottingham</p> | <p>100% renewable electricity by 2030</p> <p>Alignment with Global Media Sustainability Framework</p> <p>Industry leading production carbon forecasting and measurement calculators</p> | <p>44% of briefs included at least one shooting talent from an under-represented background in 2025, up from 40% in 2024</p> |

Strategic and creative time donated to low and pro bono clients



Our material sustainability topics

In preparing for this year’s report, we updated our assessment of material sustainability issues. For the first time, we applied a “double materiality” perspective, evaluating ESG topics through both an outside-in perspective, considering how sustainability-related risks and opportunities could affect our performance, and an inside-out perspective, which assesses the positive or negative impacts that we have the potential to have on people, society and the environment.

To build a robust view of VCCP’s most significant ESG topics, we undertook a review of internal documentation, strategy and operations, in addition to benchmarking across peer organisations and leading frameworks, including SASB, GRI and the Responsible Media Forum. For each identified topic, we mapped the potential for relevant external impacts, as well as risks and opportunities for the business. This analysis was reviewed by our cross-functional ESG Committee to validate the definition and prioritisation of each matter.

This exercise helps us to be transparent around the topics that are important to our stakeholders, anticipate emerging trends, strengthen our sustainability governance, and inform the refreshment of our sustainability strategy.

| Theme | Topic | Relevance* | Read about our management approach |
|-------------|------------------------------------|------------|------------------------------------|
| Environment | Climate action | I- R | Climate Action |
| Social | Equal treatment & opportunities | I+ R | People Action |
| Social | Health & wellbeing | I+ | People Action |
| Social | Talent attraction & development | I+ O R | People Action |
| Social | Responsible sourcing | I+ | Supply Network |
| Governance | Business ethics | R | Policies, Governance |
| Governance | Data privacy & security | R | Policies |
| Governance | Responsible AI & technology use | I- O R | Policies, Governance |
| Our Work | Responsible communications | I- O R | Policies, Supply Network |
| Our Work | Impact of client work | I+ R | Transformational Communications |
| Our Work | Customer engagement & satisfaction | O R | Transformational Communications |

- I+** Positive Potential Impact
- I-** Negative Potential Impact
- O** Opportunity
- R** Risk

3A

People Action



i 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. 85% of our employees feel a sense of belonging, which is 9% higher than 2024. In the UK, VCCP's most recent voluntary churn rate was 14%, well below the prior year's industry average of 24.8%.

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

the business and that employees are actively encouraged to understand the role that each person plays collectively and individually. In 2025 we had three 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. This ensures our people are able to identify and spot any personal, team member or colleague issues. It helps to create an environment with 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.

| NPS | Target | 2025 | 2023-2024 |
|-------------------------------|--------|------|-----------|
| Engagement | 8 | 7.3 | 7.4 |
| Diversity, Equity & Inclusion | 8 | 7.7 | 7.7 |
| Health & Wellbeing | 8 | 7.1 | 7.3 |

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. In 2025, we were proud to be awarded the Menopause Friendly Workplace Accreditation by Henpicked, reflecting our commitment to embedding menopause support into our culture and policies. This includes mandatory training, external coaching, and unlimited access to specialist clinicians.

Employee Voices

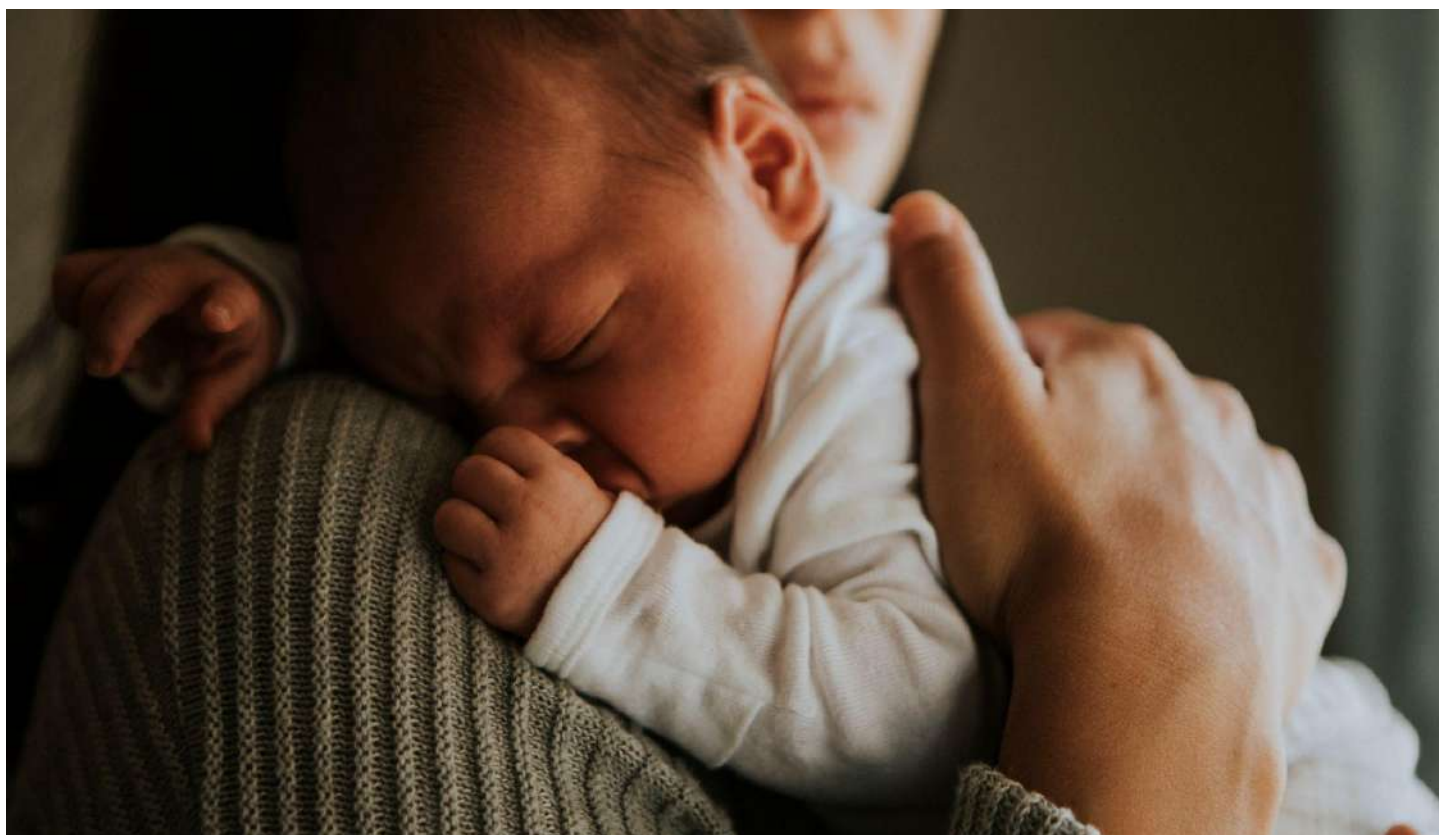
Building on the open dialogue of our Open Sessions, we continue to prioritise multiple channels for employee voice to ensure our progress is shaped by our people. In 2025, we conducted a comprehensive employee survey to track engagement and wellbeing, allowing us to measure the direct impact of our people strategy. This year, we also took a targeted approach to wellbeing by holding a dedicated feedback group focused on menopause and menstrual health. By listening directly to the lived experiences of our people, we were able to implement specific, actionable feedback into our support structures, ensuring our culture remains truly inclusive and responsive to the needs of our talent.

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 VCCP.



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 (100%) of all eligible 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. This year we launched a new learning platform designed to give equitable access to career development across our offices. Employees can access content from VCCP experts, book onto in-person training and access over 30,000 courses via LinkedIn Learning on this new platform. The launch of the platform has helped us achieve a 64% increase in Continuous Professional Development (CPD) hours and 85% of the business engaging in learning content. We have 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 eligible employees (100%) receive skills-related training, as well as training on health and safety, discrimination and harassment, and DE&I.

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, 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 VCCP.



2,600
training hours



799
individuals trained



ii Diversity, Equity & Inclusion

DE&I isn't a buzzword at VCCP; it's in our foundation. Our DE&I Collective drive our agenda across every part of the agency, from inclusive recruitment to cultural events and award-winning work.

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. While others have retreated, we continue to see diversity of thought as our superpower and lean harder than ever into what we believe is fair and right. That's why we've gone bigger on DE&I than ever before. We expanded our DE&I Collective, scaled The Challenger Academy to democratise access and provided more client consultancy to ensure more inclusive work.



**Accessibility
Collective**
from Bernadette

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.

In 2025 they arranged numerous talks and events to engage all VCCP employees in the digital accessibility conversation. This included:

Guest Speakers: Organised a guest speaker talk in VCCP to provide insights about the impact of accessibility on advertisement and digital design. Inka Ilona Taagehøj, from Acquia joined us online for a 30 minute session.

Mythbusters about accessibility talk: A collaboration between the Accessibility Collective and Curious Sparks. Chris Hobbs, Principal UX Designer at Bernadette, busted the top 5 common myths around design and accessibility.

Interactive demo stations: Bernadette created 5 demo stations for everyone at VCCP to experience first hand some of the accessibility limitations that people have when interacting with digital products. The areas covered were vision and sight, neurodiversity, touch and physical, hearing, and speech and language.

AI and Accessibility: When looking at the future of accessibility, Bernadette took a deep dive exploring the role of current AI technologies and how it will impact accessibility in the future. You can read the article [here](#).

Open source resources: Our Accessible Design & Content Checklist and A, AA & AAA in a Nutshell guides are now open-source, helping the wider industry build accessibility into their work.

Fostering Belonging

We continue to enhance our efforts to foster a culture of belonging by strengthening both our training programs and our inclusive culture initiatives.

Recognising the critical role of managers in cultivating an inclusive environment, we expanded our mandatory manager training to include key topics, such as 'How to Support Neurodivergent Employees', 'Inclusive Leadership', 'Mental health awareness for managers', and 'Inclusive Recruitment'. To date, 70% of VCCP managers have completed at least one of these expanded training modules and we aim to reach 100% by the end of the year.

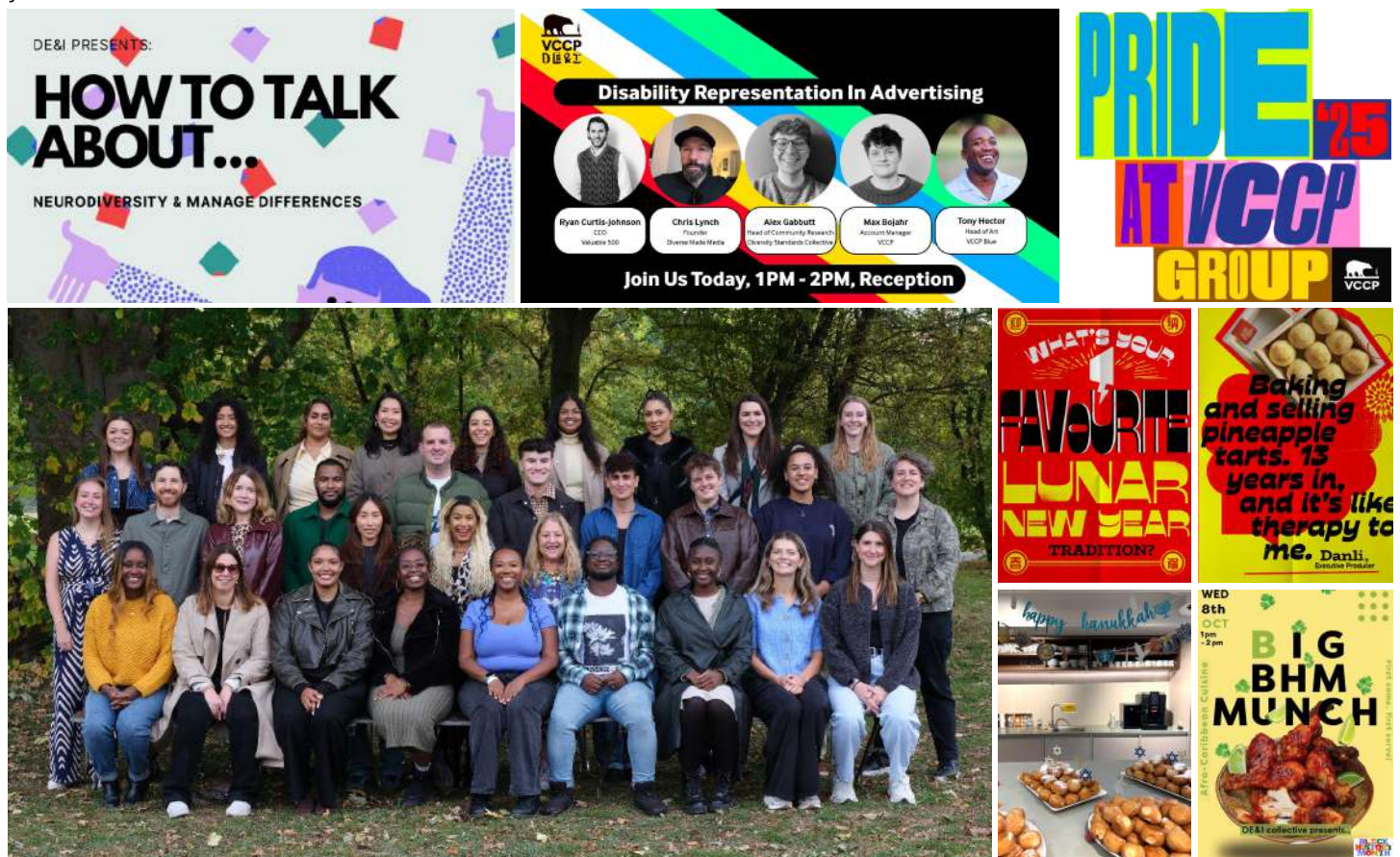
We also launched our DE&I in Communications Training, initially piloted with 90 Virgin Media O2 clients and now being rolled out across the agency to ensure inclusivity is central to our creative output. To destigmatise DE&I topics and equip our teams with the right language, we launched the "How to Talk About" series, starting with neurodivergence and expanding to other critical conversations.

In addition to formal training, we actively cultivate inclusion through ongoing cultural celebration and dialogue. Throughout the year, we marked significant cultural moments with agency food events, including Lunar New Year, Ramadan, Diwali, and Hanukkah.

Our DE&I efforts continue to receive industry recognition, reinforcing the impact of our work. Our DE&I Collective were named winners of the Oystercatchers Inclusive Pioneers Award for the second year in a row, and won the Talent Management Team of the Year at the Campaign Awards, for the 4th year in 5. As a business we also achieved All In Champion status from the Advertising Association for the fourth consecutive year.

We organised several events for key cultural moments throughout the year. These included:

- **Disability Pride Month** We hosted a Disability Representation in Advertising Panel.
- **Pride** Our "Pride with Purpose" event featured a Pride Ads Panel followed by a fun Drag Bingo night hosted by Tomara Thomas and Misdemeanor.
- **International Women's Day** We held a comedy event called "HERlarious" and provided professional headshots to women across the agency.
- **Black History Month** We brought our teams together with film screenings, music showcases, and food experiences.



The VCCP DE&I Collective



Gender pay gap 2025

In 2025 53% of VCCP employees identified 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 reports on its 2025 gender pay gap; a copy of the report can be found on our website. The 2025 Gender Pay Gap Median shows a reduction of 0.7ppt to 15.4% vs 2024 (16.1%), further falling from 2023 (19%). We are also pleased to see for the first time we have over 40% female representation in the upper quartile, at 43% it shows we are well on our way to meeting our target of 45% representation by 2026.

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.

Diversity targets and progress

We have set ambitious global targets to improve diverse representation across different roles and are working hard to reach these:

- Female Leadership: 40%
- Ethnically Diverse Leadership: 15%
- Ethnically Diverse Entry Level: 25%

These targets align with the industry targets of the IPA. We are proud that 48% of our leadership globally is female, exceeding our goal.

Additionally, we have identified a need to improve the representation of senior female creatives, and developed targets to drive us to create change:

- Female Creatives Total: 40%
- Female Creatives Leadership: 40%

Gender representation of Global Employees (%)

| | 2025 | | | 2024 | | |
|--------------------------|------|-------|-------|------|-------|-------|
| | Men | Women | Total | Men | Women | Total |
| Executive Management | 58% | 42% | 6% | 58% | 42% | 6% |
| Non-executive Management | 53% | 47% | 7% | 51% | 49% | 9% |
| Professionals | 40% | 60% | 50% | 41% | 59% | 48% |
| All Other Employees | 39% | 61% | 37% | 43% | 57% | 37% |
| Total Employees* | 58% | 42% | 100% | 44% | 56% | 100% |

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

Diversity Group Representation of Global Employees (%)

| | 2025 | | | | 2024 | | | |
|--------------------------|--------------------|-------|-------------------|-------|--------------------|-------|-------------------|-------|
| | Ethnically diverse | White | Prefer not to say | Total | Ethnically diverse | White | Prefer not to say | Total |
| Executive Management | 6% | 69% | 25% | 6% | 6% | 80% | 14% | 6% |
| Non-executive Management | 6% | 79% | 15% | 7% | 7% | 88% | 5% | 9% |
| Professionals | 17% | 72% | 11% | 50% | 17% | 74% | 9% | 48% |
| All Other Employees | 16% | 53% | 31% | 37% | 17% | 75% | 8% | 37% |
| Total Employees* | 15% | 65% | 20% | 100% | 15% | 76% | 8% | 100% |



Target Progress

| | Target | 2025 | 2025 | 2024 | 2023 |
|--------------------------------|--------|--------|---------|---------|---------|
| | Global | Global | UK only | UK only | UK only |
| Female leadership | 40% | 49% | 48% | 47% | 47% |
| Ethnically diverse leadership | 15% | 7% | 5% | 6.8% | 6% |
| Ethnically diverse entry level | 25% | 27% | 28% | 30.5% | 37% |
| Female creatives total | 40% | 43% | 38% | 40% | 36% |
| Female creatives leadership | 40% | 23% | 36% | 38% | 28% |

Gender diversity information

| | 2025 | | | 2024 | | | 2023 | | |
|--|------|-------|--------|------|-------|--------|------|-------|--------|
| | Men | Women | Total | Men | Women | Total | Men | Women | Total |
| Total Employees* | 721 | 807 | 1,528* | 691 | 893 | 1,585* | 682 | 913 | 1,617* |
| Senior Management | 46 | 30 | 76 | 36 | 24 | 60 | 36 | 24 | 60 |
| Board (including Executive Management Team) | 11 | 4 | 15 | 4 | 1 | 5 | 6 | 2 | 8 |

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



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. Having held the UK Government's Disability Committed status for a couple of years, in 2025 we were proud to achieve Disability Confident status.

iii Attracting from diverse backgrounds

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



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 £6.9m to the local economy in Stoke. 80% of interns have gone on to full-time employment in the creative industries.

We continue to scale this impact through strategic industry partnerships, collaborating with brands such as Alton Towers and LADbible to deliver real-world commercial mentorships and creating the Open Source framework to encourage other agencies to replicate our model. In 2025 this included collaborating with the agency OLIVER to expand our mentorship model into Nottingham.

Furthermore, our work with the Alpha Academies Trust has extended our reach into primary and secondary education across North Staffordshire. By delivering bespoke teaching resources to six local schools, we are sparking creative ambition at a younger age and ensuring a more equitable and diverse future for the next generation of industry professionals.

The Challenger Academy

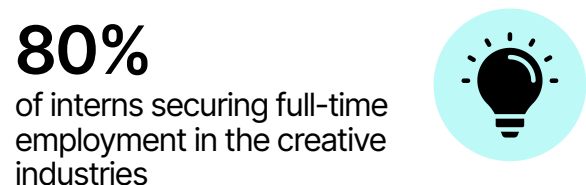
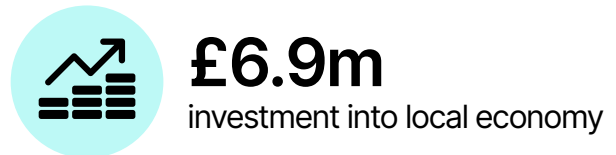
The Challenger Academy, formerly VCCP Stoke Academy, is our registered educational charity based in Stoke-on-Trent. Its mission is to make the advertising and creative industries more accessible and socially diverse, through valuable work experience, skills training and career guidance. Its goal is to 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 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 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, VCCP Stoke Academy achieved charitable status and became The Challenger Academy.

In 2025, we supported young people through the Academy with a record 20,000 hours of work experience.





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 kick start their career in advertising. Each year we welcome about 12 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

Our annual initiative, The Taste, is 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.

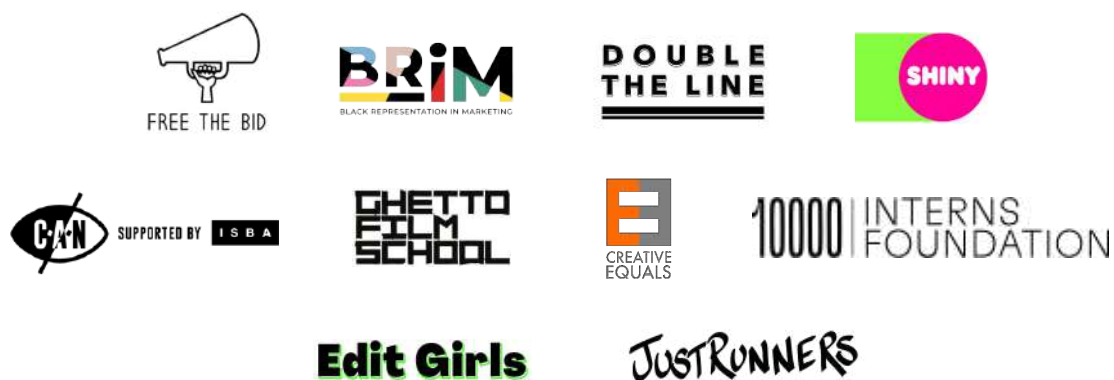
Partnerships

In 2025 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 hosted the 35-strong cohort at VCCP, and we contributed to the programme with our own speakers, Fiona Couper talking about how to Come Back Better, with Peter Gasston and Liberty Covill 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.



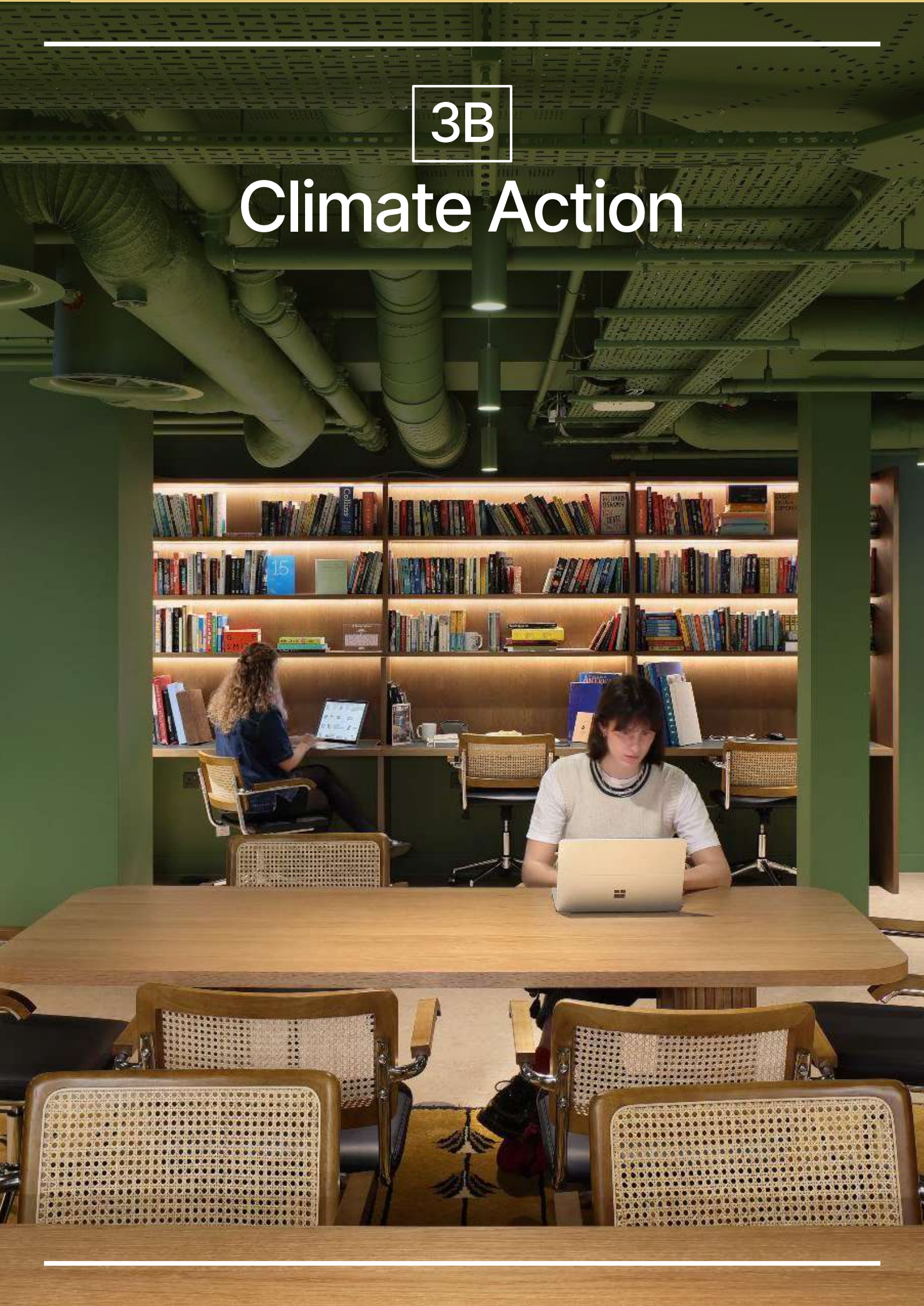
1 in 3 Policy

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 underrepresented background, whether that's gender, ethnicity or disability.



3B

Climate Action



i Introduction

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 2023, VCCP adopted the following carbon reduction targets serving to focus our near-term decarbonisation efforts:

- 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.

In 2025, we set a long term net zero commitment:

To achieve net zero emissions across VCCP'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.

Net zero refers to achieving an overall balance between the emissions produced and emissions removed from the atmosphere. VCCP will achieve this by reducing emissions within their own operations and throughout their value chain, including our suppliers, as much as

possible and then taking the remaining residual emissions out of the atmosphere through carbon removal and storage projects (up to a maximum of 10%). Our definition of net zero aligns with the Corporate Net-Zero Standard of the Science Based Targets Initiative (SBTi).

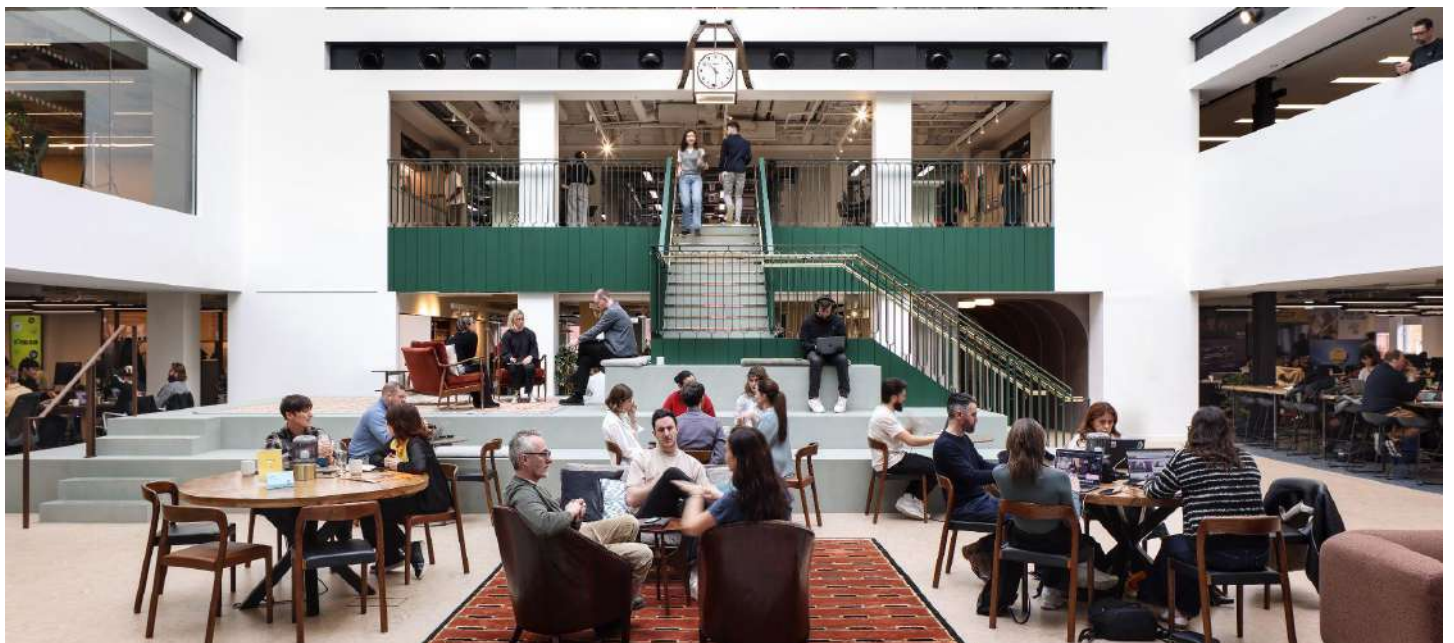
Measuring intangible impacts

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.

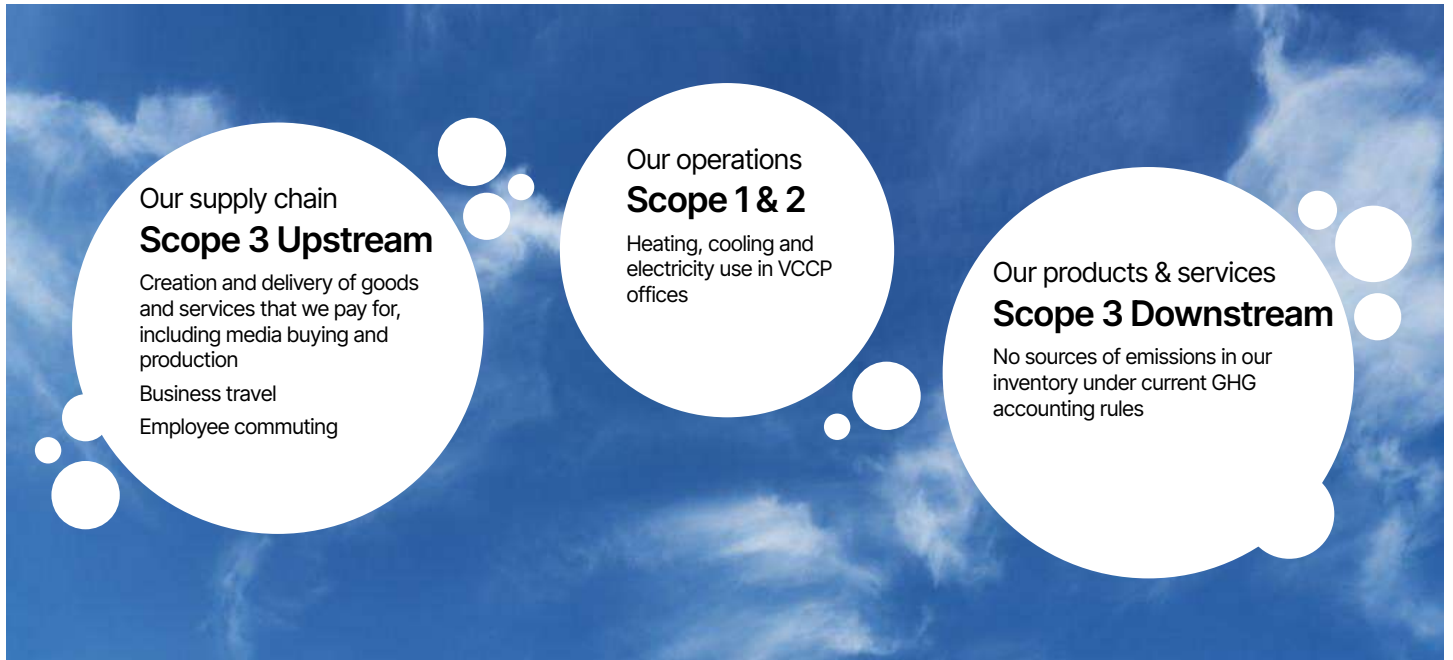
In 2025 we created our whole client production tracker tool for which we were awarded the Best Sustainable Production (UK) at the Ad Net Zero Awards 2025, for our work with Transport for London.

In addition, our media buying activity – which, in financial terms, represents a significant proportion of our supplier spend – VCCP is adopting the Ad Net Zero framework for measurement for Media, using the IPA Media Carbon Calculator API.

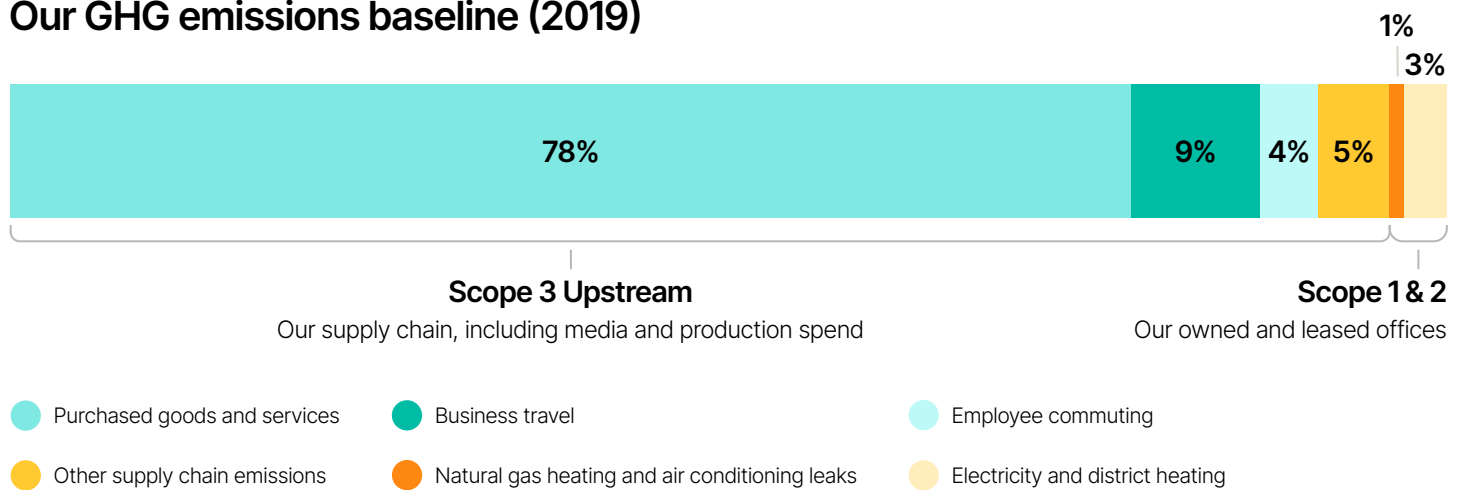


Reducing VCCP's climate impact

Sources of GHG emissions in our value chain



Our GHG emissions baseline (2019)



Our Climate Transition Plan

Ambition



Action areas

| Operations | Travel | Production | Media | Suppliers | Service impact |
|---|---|--|--|---|---|
| To improve sustainability across our global offices on the way to achieving Net Zero scope 1 and 2 emissions. | To reduce the impact of our business travel and commuting by embedding sustainability into decisions. | To make our productions as sustainable as possible, working with partners to provide advice and GHG measurement tools. | To work with suppliers and partners to adopt new tools, monitor and reduce media emissions across all distribution channels. | To engage with suppliers to identify sustainability opportunities and promote alignment with our climate commitments. | To engage with clients and the industry to seek positive impact through our services and support global efforts to tackle climate change. |

Key actions

| Operations | Travel | Production | Media | Suppliers | Service impact |
|---|--|--|---|--|--|
| <ul style="list-style-type: none"> Work towards 100% renewable electricity procurement by 2030 Embed sustainability in office selection and fit-out Phase-out use of fossil fuels Encourage and enable efficient behaviours | <ul style="list-style-type: none"> Sustainable travel policy to avoid unnecessary travel and make lower impact choices Travel booking that supports sustainable choices Commuting survey and support for fitness-based and low emissions travel | <ul style="list-style-type: none"> Work with partners to provide advice and reduce impact during production shoots Certified measurement of production GHG with Greenshoot and Ad Green tools Embed sustainability in post-production activities and technology | <ul style="list-style-type: none"> Work with industry to advance data availability, standardisation and quality Adopt new tools and incorporate GHG data into planning and reporting processes, supporting more sustainable decisions | <ul style="list-style-type: none"> Embed climate commitments in our Responsible Sourcing Policy and Supplier Code of Conduct Engage with suppliers to collect data and assess opportunities Identify carbon strategic suppliers to advance priority actions | <ul style="list-style-type: none"> Engage in industry climate initiatives Develop capability to track and reduce service GHG impact for clients Ethics checks for all new opportunities, and not taking on work that seeks to frustrate the objectives of the Paris Agreement |

Enablers

| | | | | |
|----------------------------|----------------------------|---|-------------------|-----------------------------|
| Better Data Quality | Supplier Engagement | Partnerships & Collaboration | Technology | Culture & Skills |
|----------------------------|----------------------------|---|-------------------|-----------------------------|

External influences, uncertainties & dependencies

| | | | |
|--|--|---|--|
| Technology and AI Extent of disruption, transformation and opportunity created by AI and digital innovation. | Regulation Need for government incentives and investment to drive economy-wide decarbonisation, such as energy infrastructure. | Supply Chain Action Level of decarbonisation achieved across supply chains, in particular strategic suppliers, such as media vendors. | Standards & Data Emergence of industry-compatible solutions to improve data availability, standardisation and quality of data. |
|--|--|---|--|



ii Transition to Net Zero

In 2025, VCCP prepared its first Climate Transition Plan, setting out our strategy, targets and actions for the transition of our business towards a lower-carbon economy. This was prepared considering the recommendations of the Transition Plan Taskforce and will be reviewed and updated periodically.

Our Plan focuses on six key action areas that address GHG hot spots and areas where we can have positive climate impact: Operations, Travel, Production, Media, Suppliers, Service Impact. Some of these are in areas in which VCCP can take direct action, such as our operations, while in other areas our ability to decarbonise depends on influencing the activities of others.

Scope 1 and 2 progress

Since setting them in 2021, VCCP has made good progress against its 2030 science-based targets, achieved by switching to renewable energy, enhancing sustainability in offices, improving data, and strengthening policies to guide more sustainable decisions.

Our global Scope 1 and 2 GHG emissions rose from 2024 to 2025, both in absolute and intensity terms. This was primarily due to a temporary period of overlapping occupancy and energy consumption as part of the move to our new HQ premises in London. Nonetheless, we expect that this move will ultimately result in an emissions reduction due to selection of an efficient premises with lower-emissions heating.

VCCP actively seeks office locations with robust green credentials. 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. This includes evaluating opportunities to reduce and right-size office floor area to optimise energy use.

As part of the relocation of our UK-based operations to a new site in 2025, we implemented a low-carbon fitout that aims to significantly reduce embodied carbon. The site is BREEAM "Very Good" certified and holds ISO 14001 accreditation (representing 75% of our global operations, by headcount), reflecting VCCP's commitment to demonstrating sustainable practices in property management.

VCCP has set itself the target of consuming 100% renewable electricity by 2030. Most of our UK electricity consumption is renewable electricity with guarantee of origin (99% overall, and 100% at our largest London office), contributing to a global renewable energy usage of 77% and VCCP is monitoring opportunities to expand this practice to their international locations.

Scope 3 progress

In 2025, our total scope 3 emissions were 15% lower than in 2019 (target base year). Emissions rose compared to 2024. A contributing factor to this was the expenditure related to move to our new HQ premises in London, including spend on the fit out of the new office space.

These emissions result from activities in our supply chain that we do not directly control. This includes the creation and delivery of goods and services that VCCP pays for, such as media buying, production, and other third-party services; employee travel for client work, meetings, and other business purposes; and employees commuting to the office and energy use when working from home.

Achieving and tracking scope 3 emissions reductions is a challenge, that will require better data, engagement and collaboration, and low-carbon transition progress in the wider industry and economy.

In 2025, we launched an updated Supplier Code of Conduct, providing clarity around our climate expectations for suppliers. As part of this, we updated our supplier onboarding questionnaire to include climate-related information that will help us to identify opportunities and shape future engagement.

Our media buying activity represents a significant proportion of our supplier spend. During 2025, we closely monitored and engaged with the development of industry standards around the measurement and management of media emissions, in particular Ad Net Zero's Global Media Sustainability Framework (GMSF). VCCP is adopting this, using the IPA Carbon Media Calculator API and intends to do the same for Production when this is launched in 2026.

We actively mitigate the environmental impact of digital innovation by deploying token-aware AI architectures across Bernadette and VCCP Media to minimise compute footprints per campaign.



Emissions Progress

| Emissions (tCO2e) | Baseline | Progress during the last 3 years | | |
|------------------------------|----------|----------------------------------|--------|--------|
| | 2019 | 2023 | 2024 | 2025 |
| Scope 1 and 2 (market-based) | 812 | 387 | 330 | 381 |
| Scope 3 | 22,097 | -* | 16,253 | 18,880 |

*We refined our scope 3 methodology during 2025, to better map emissions factors assumptions to our suppliers. These adjustments have been made in the baseline and are being finalised for interim years, including 2023

Energy metrics

| Activity type | Unit | 2023 | 2024 | 2025 |
|---|------|-------|-------|-------|
| Non-renewable fuels | MWh | 641 | 701 | 523 |
| Purchased electricity from renewable sources | MWh | 800 | 860 | 1,069 |
| Purchased electricity from non-renewable sources | MWh | 231 | 256 | 313 |
| Share of electricity from renewable sources - global | % | 67% | 77% | 77% |
| Share of electricity from renewable sources - UK-only | % | 94% | 100% | 99%* |
| Purchased or acquired steam | MWh | 242 | 242 | 242 |
| Total energy consumption | MWh | 1,914 | 2,059 | 2,148 |

*We use 100% renewable energy in our largest office in London, which represents 75% of our global headcount in 2025.



Energy Progress

| Metric | Change (2024 to 2025) |
|---------------------------------|---|
| Non-renewable fuel usage | -25.4% reduction |
| Renewable electricity target | 100% globally by 2030 +10 percentage points since 2023 |
| Renewable share of total energy | +8 percentage points |

Waste metrics

| | 2024 | | 2025 | |
|-------------------------|----------------|------------|---------------|------------|
| Waste category | Weight (kg) | % of total | Weight (kg) | % of total |
| Mixed recycling | 32,990 | 30% | 24,914 | 27% |
| Biodegradable waste | 11,700 | 11% | 12,075 | 13% |
| Cardboard | 13,143 | 12% | 9,391 | 10% |
| Glass | 6,650 | 6% | 6,090 | 7% |
| Filtered ash | 0 | 0% | 5,407 | 6% |
| Coffee | 3,375 | 3% | 2,850 | 3% |
| Electrical / Electronic | 20 | 0% | 329 | 0% |
| Other mixed waste | 42,413 | 38% | 30,631 | 33% |
| Total | 110,291 | - | 91,687 | - |

| | 2024 | | 2025 | |
|----------------------|----------------|------------|---------------|------------|
| Waste destination | Weight (kg) | % of total | Weight (kg) | % of total |
| Recycled / Composted | 67,878 | 62% | 61,056 | 67% |
| Energy from waste | 42,413 | 38% | 30,631 | 33% |
| Landfill | 0 | 0% | 0 | 0% |
| Total | 110,291 | - | 91,687 | - |

This data represents our largest office in London and 75% of our global headcount in 2025. We are working to improve the quality of data collection on waste management in our other offices.



Efficiency and Waste Progress

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 2025, we sent zero waste to landfill at this location, achieving a recycling rate of 67%, improving 5 percentage points year-on-year. Other initiatives implemented to reduce our waste impacts include reusing furniture or using second-hand furniture where possible during office moves and fitouts, and offering redundant items to charities or second-hand stores.

In addition to our Renewable Energy progress in 2025 globally we have achieved improvements in energy efficiency over time, driven by specialist boiler replacement and office optimisations. In 2025, we reduced our global natural gas consumption by 25%, and with the move to the new Berner's Street headquarters, we expect this to fall further in 2026.



| Metric | Progress |
|-----------------------------|----------------------|
| Total waste generated | -16.9% reduction |
| Recycling / composting rate | +5 percentage points |
| Diversion from landfill | Maintained at 100% |

Waste data represents our largest office in London, 75% of our global headcount in 2025.

Recycling IT into new life

Our redundant hardware is being repurposed into opportunity through our partnership with The Turing Trust. Once wiped of data, our donated machines provided 144 students with vital IT skills in 2025. Environmentally, this donation offsets 2 tonnes of CO2 (the equivalent of planting 6 trees). The embodied energy saved is enough to power an entire UK home for a year, proving that 'old' tech can power a very bright future.



Greencoat House Material Reuse

Our exit from Greencoat House is a flagship example of the circular economy in action. Working with Material Index, specialists in building waste reuse and carbon reduction, we ensured that over 200 desks, 5 office pods, and various AV/IT equipment went to reuse partners rather than the skip. More importantly, much of our furniture, including sofas and pool tables, was donated to our charity partner Spark2Action in Sierra Leone, where they are now supporting rehabilitation centres, schools, and orphanages.



iii 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 the Global Media Sustainability Framework (GMSF) for media provide the communication industry with a consistent approach that should enable greater transparency and accountability of emissions data. In 2026 VCCP will align with the GMSF, as will be an early adopter of the IPA Media Carbon Calculator API.

In addition, Ad Net Zero has a number of initiatives and awards for mainstreaming sustainable behaviours and production. VCCP was delighted to win the Ad Net Zero Award 2025 for Best Sustainable Production (UK) for our work with TfL using our carbon reduction forecasting and measurement tracker.

Five commitments as a signatory



| | | | | |
|--|--|--|---|---|
| 1 | 2 | 3 | 4 | 5 |
| Commitment to SBTIs & publishing progress annually | Commitment to measuring, managing and reducing emissions from production | Commitment to measuring, managing and reducing emissions from media (GMSF alignment) | Commitment to reducing emissions from events and awards | Commitment to support behavioural change by promoting sustainable products and services |
| ESG report | Top 10 suppliers manifesto | IPA Media Carbon Calculator API | Small pilot tbc | Pilot commitment |



Conscious Advertising Network

The Conscious Advertising Network (CAN) aims to redefine advertising by promoting positive change, equality and social responsibility. With a manifesto for change across six areas, it works to change the communication landscape for the better. VCCP is proud to be one of their Top Member agencies, reflecting our responsible safeguarding and conscious creative and media practices.



Tom Wigley at VCCP Media in conversation with Dilip Shukla, speaking to Blessing Lobho, CAN on conscious creative and media.



Alana King, Planner at VCCP, speaking to Nafissa Norris, CAN at MAD//Fest about our 'Abuse Has Consequences' campaign for TfL.



Purpose Disruptors' Agency for Nature

Extra time with nature

In 2025 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. Encapsulated in our Be Nice policy 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. Through our regular use of the AdGreen carbon calculator, we have achieved Super User status for 2025 (in fact VCCP were the Creative Agency Superuser of the Superusers).

Of the 96 stills and AV shoots in 2025:

| Production budget per shoot day | VCCP average shoot emissions 2023 | VCCP average shoot emissions 2024 | AdGreen industry average 2024 | Production budget per shoot day | Average emissions 2025 | AdGreen industry average 2025 |
|---------------------------------|-----------------------------------|-----------------------------------|-------------------------------|---------------------------------|------------------------|-------------------------------|
| < £50k | 1.3 tCO2e | 4.4 tCO2e | 4.2 tCO2e | < £5k | 0.2 | 0.8 |
| £50k - £100k | 4.1 tCO2e | 3.6 tCO2e | 6.7 tCO2e | £5k - £10k | 0.5 | 1.2 |
| £100k - £500k | 14.8 tCO2e | 16.6 tCO2e | 20.3 tCO2e | £10k - £50k | 1.2 | 4.5 |
| £500k+ | 18.9 tCO2e | 8.5 tCO2e | 75.1 tCO2e | £50k - £250k | 7 | 14.3 |



GIRL&BEAR

BE NICE

POLICY



A SHARED RESPONSIBILITY

It's really important that every maker in Girl&Bear is a conscious maker, so we ask everyone to collectively share the responsibility to make in a way that puts our people and our planet first.

81.6%

of productions in 2025 were in partnership with Greenshoot

9.5 tCO2

total shoot average across all budgets in 2025 compared to an industry average of 10.6 tCO2e

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.

3C

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, secured 1.7 billion earned impressions and won over 100 awards including 5 Cannes Lions.

Transport for London (TfL) - Accelerating Net Zero

In 2025, our partnership with Transport for London (TfL) delivered impact on two fronts: strategy and sustainability. First, we continued to deliver the Mayoral agenda by positioning sustainable travel as the smart, logical choice for Londoners, driving a measurable shift in commuter behavior. Separately, we overhauled TfL's operational footprint to reduce creative production emissions by 60%—hitting decarbonisation targets five years early. This technical achievement earned us the Ad Net Zero Award 2025 for Best Sustainable Production (UK), proving that creative excellence can be delivered through a zero-emission lens.



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, 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 - Made to Share



In 2025, building on our 'There's a Glass and a Half in Everyone' platform, we launched the 'Made to Share' campaign for Cadbury, which received a prestigious Immortal Awards Commendation for its poignant celebration of everyday generosity. The work focused on the 'unsung heroes' of daily life, those who selflessly go the extra mile for others without seeking recognition. By using limited-edition packaging to suggest sharing ratios that reward these generous acts, we transformed the bar into a vehicle for gratitude and human connection. Proving that recognising quiet, everyday kindness can drive profound cultural resonance.

Barclays - backing your future



Appointed as B2B & B2C global strategic creative agency of record in 2025, we expanded our existing B2B thought-leadership relationship through a restless pursuit of consistency and one 'superbrand' behaviour. Our new brand platform 'Backing your future', redefines the bank's role from a traditional institution to a proactive enabler of modern British life. From escaping the rent trap via Mortgage Boost, to combating misleading social media 'fin-fluencers', to providing businesses with £22bn lending with our Prosperity Fund - we seek to position Barclays as a stable bedrock in an uncertain economy. This shift toward authentic utility has already started to drive significant brand reappraisal, proving Barclays to be a positive force for progress for individuals, businesses, and communities alike.

Co-op Funeralcare - reframing the conversation

Our '1 Brilliant Life' campaign for Co-op Funeralcare successfully reframed the industry narrative from somber mourning to a celebration of individuality. By focusing on the unique 'numbers' that define a life, such as '43 road trips' and '0 green fingers', we moved death out of the shadows and into the realm of meaningful conversation. The work drove a 63% increase in people feeling comfortable discussing final wishes, significantly reducing the emotional burden on grieving families. This campaign directly embodies our 'Owned by you, right by you' brand platform, proving that 'doing right' by communities can coexist with market-leading commercial growth.



Allwyn - Modernising a national asset

As lead creative and strategic agency for Allwyn UK, VCCP partnered to modernise The National Lottery by creating distinctive brand worlds and a growth strategy for a new generation. Revitalising the iconic "It Could Be You" platform, we engaged new audiences while shoring up the core player base. This focus delivered record-breaking EuroMillions results in 2025, significantly increasing returns to Good Causes. Together, we have reinforced the Lottery's status as a vital national asset, proving that localised play drives extraordinary collective impact across the UK.

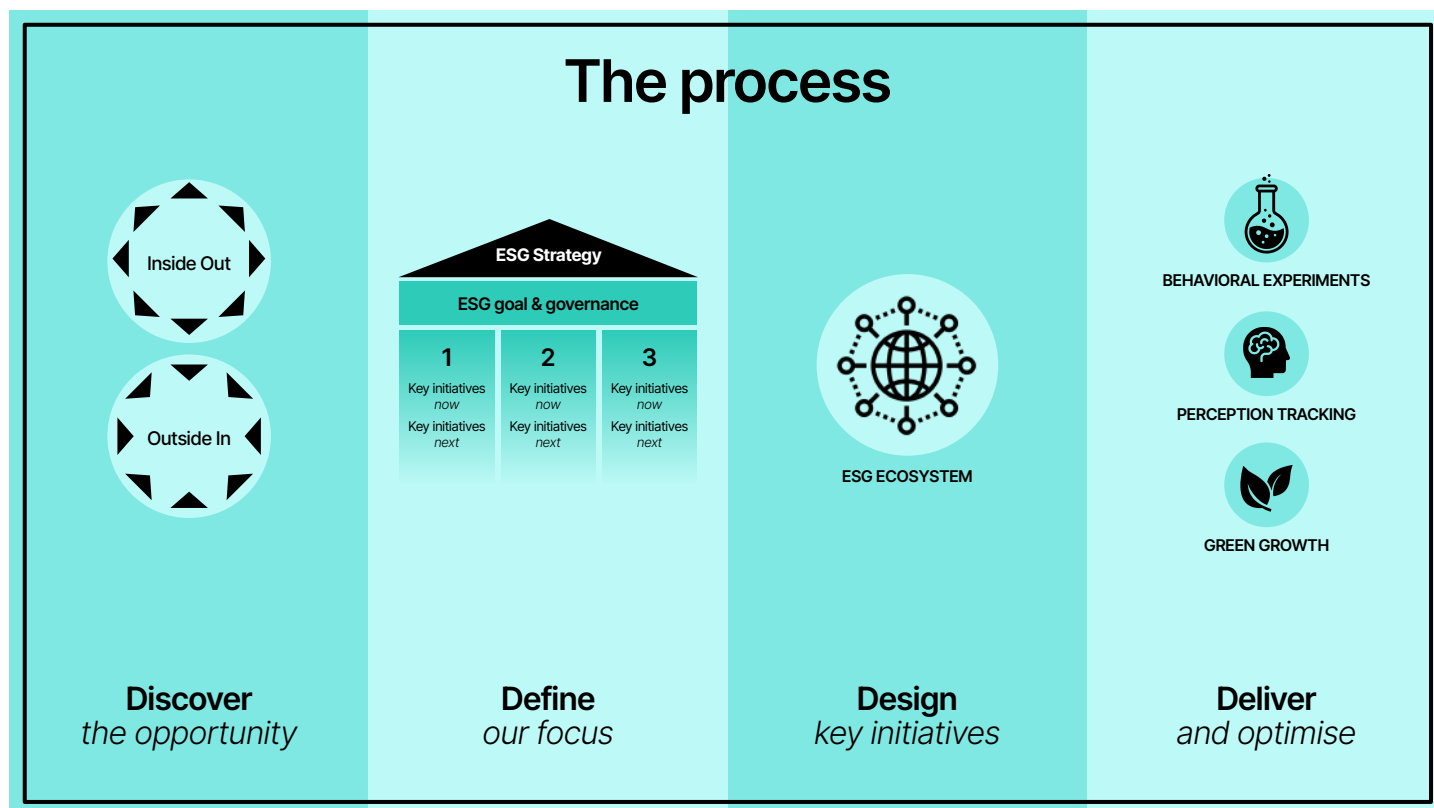


Propositions

ESG Applied

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, Cowry, 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.



3D

Community Action



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 - The Challenger Academy



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.

In 2023, we opened a brand-new office, welcomed five full-time employees, hosted 200+ diverse students for work experience, and introduced a new apprenticeship scheme for eight individuals, which led to full-time work. In 2024, VCCP Stoke Academy achieved charitable status and became The Challenger Academy. In 2025, we supported young people through the Academy with a record 20,000 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 £6.9m to the local economy in Stoke. 80% of interns have gone on to full-time employment in the creative industries.

We continue to scale this impact through strategic industry partnerships, collaborating with brands such as Alton Towers and LADBible to deliver real-world commercial mentorships and creating the Open Source framework to encourage other agencies to replicate our model. In 2025 this including collaborating with the agency OLIVER to expand our mentorship model into Nottingham.



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

Girl Guiding - the Power of Sisterhood



Our digital experience agency Bernadette partnered with Girlguiding to launch 'A girl's world: sexism, misogyny and the power of sisterhood.' Using the immersive spatial design of Outernet London, we created a captivating film experience that amplified the lived experiences of young women across the UK. By blending motion typography with high-scale visuals on massive wrap-around screens, the work confronted the stark reality of modern misogyny before pivoting to an uplifting vision of collective empowerment. This project transformed a high-traffic public space into a powerful platform for social change, fostering sisterhood and inspiring a more inclusive future for the next generation.

Brain Train for Alzheimer's Research The Deadly Games



In 2025, following our Cadbury Memory Bars campaign, our PR specialist agency VCCP Roar partnered with Alzheimer's Research UK to launch Brain Train. Designed to reduce dementia risk by swapping "doom-scrolling" for cognitive exercise, we collaborated with artist Chris Bishop to create a visual puzzle featuring 40 UK stations. Supported by Darragh Ennis from The Chase, the campaign secured 205 pieces of coverage and a reach of 193.3M. The initiative drove 80,000 website sessions, with a massive traffic spike of 18,000 hits following a feature on the BBC.

For the Better: Financial Inclusion Award

Now in its sixth year, our financial specialist team at VCCP Roar, continued its long-term "For the Better" pro bono initiative. In 2025, the award was granted to Money Ready, a charity dedicated to financial fluency. We provided specialist PR support to launch their "Cost of Not Knowing" campaign, powered by bespoke consumer research. The campaign secured over 35 media hits, including national coverage in The Independent, The I, and The Sun, successfully driving the conversation around financial inclusion.

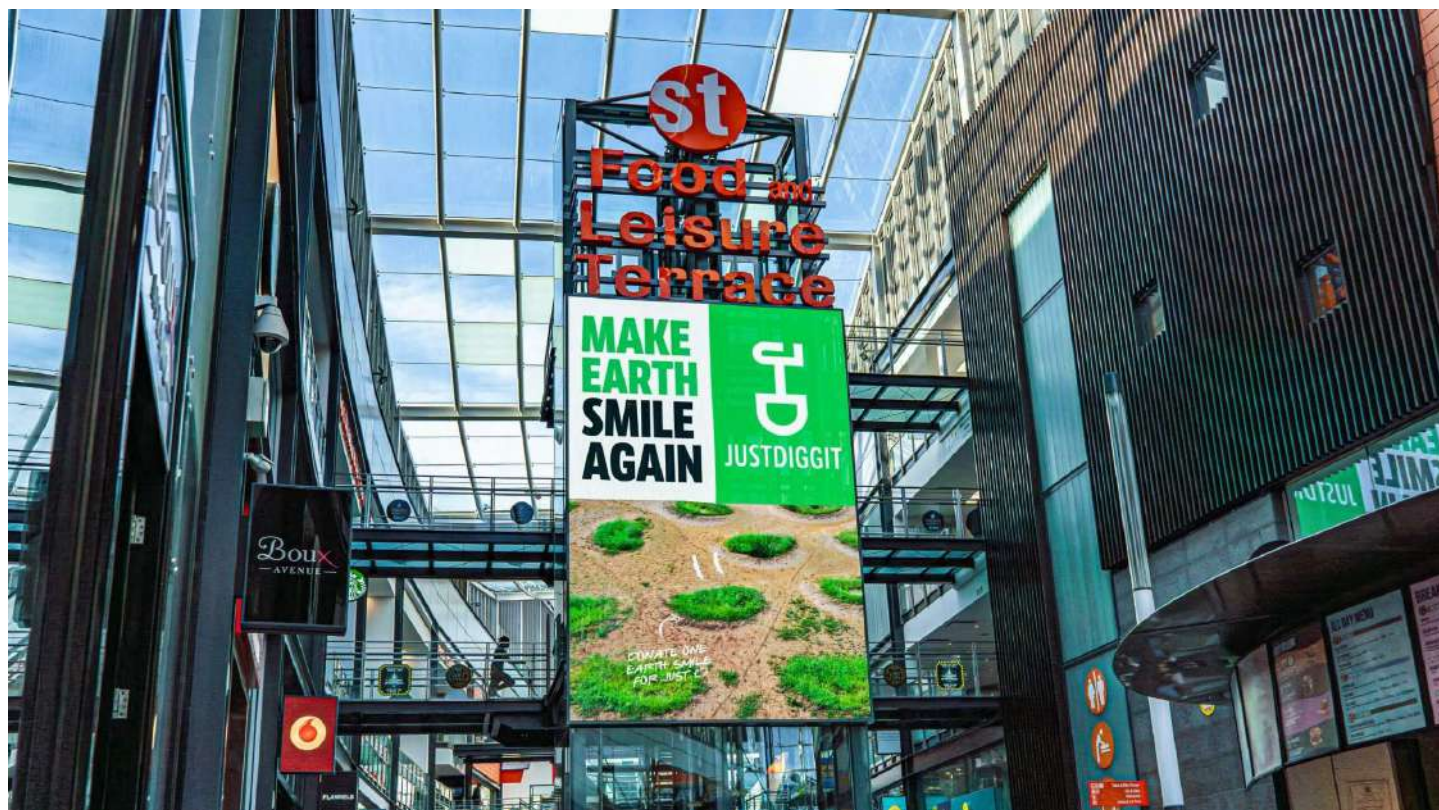


The Girls Gallery Madrid

While names like Picasso, Monet, or Dalí dominate art history, many talented female contemporaries remain unrecognised, and their representation in museums remains strikingly low. To bridge this visibility gap, our Madrid office created The Girls Gallery, a mobile platform designed to give these artists the recognition they deserve. By using their phones to scan paintings in museums worldwide, visitors can instantly discover the stories and masterpieces of these overlooked women. This initiative leverages technology to challenge the historical narrative, ensuring that creative brilliance is no longer defined by gender.



Justdiggit - regreening through tech



Our tech team in VCCP Roar, continued its partnership with regreening NGO Justdiggit to promote sustainable, nature-based farming in sub-Saharan Africa. In 2025, we developed a data-driven communications strategy to accelerate donations and awareness, securing coverage in the likes of AI Journal and Interface Mag, and a festive partnership with Life Before Plastic to promote sustainable gifting. Building on a 10% increase in UK brand awareness, these initiatives continue to unlock vital commercial partnerships and support global regreening efforts.

4

Responsible Business



4A 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 Staff Code of Conduct, shared across the global Group. Our code summarizes our approach to business, supported by rigorous policies and procedures. 100% of employees undergo mandatory annual refresher training on topics including Anti-Bribery, Cyber Security, AI Ethics, and Data Protection.

Staff Code of Conduct

Our Staff Code of Conduct formalises the values and ethical standards expected of all employees. Beyond core values of confidentiality, meritocracy, and honest business practice, our 2025 update specifically addresses the responsible use of Generative AI. This includes a culture of conscious questioning to mitigate Content Risk, distinguishing between illegal and 'legal-but-harmful' content to protect brand safety and information integrity. The Code remains under continuous review to adapt to emerging market risks and legal requirements.

Health and safety

Our approach to health and safety aims to maximize the wellbeing of our people. Following our relocation to Berners Street, we have updated our site-specific risk assessments to reflect our new low-carbon, hybrid working environment. Through the controls adopted by our operating entities, the historical incidence of accidents remains low. We continue to integrate health and safety considerations into all new developments and global activities. In 2025 there were zero recordable workplace related safety incidents.

Whistleblowing

VCCP is committed to accountability. Should any individual become aware of fraud, misconduct, or wrongful behavior, they can voice concerns via WhistleB, an independent, encrypted, and password-protected service. This ensures a safe environment without fear of consequences. In 2025, there were zero confirmed corruption incidents.

Modern slavery

We do not tolerate any form of modern slavery or human trafficking. Our Responsible Business Code is reinforced by our Supplier Sustainability Code, which anchors our human rights expectations in internationally recognized standards, including the UN Guiding Principles on Business and Human Rights. All operating companies and 100% of assessed suppliers must adhere to these principles. Our annual Modern Slavery Statement is available at <https://www.vccp.com/policies/>

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 2025, VCCP had no confirmed information security incidents.

Building on our core commitment to integrity, our challenger mindset ensures we remain at the forefront of responsible business by embedding 'privacy by design' into the heart of our data management and consumer engagement strategies.

Consumer Privacy

VCCP is committed to the highest standards of data stewardship, processing personal data in strict accordance with Information Commissioner's Office (ICO) guidelines. Our data collection is governed by informed consent principles and managed across our Legal, New Business, and account teams, utilising our ISO 27001 accredited Information Security Management System (ISMS) for secure, cloud-based storage and destruction. We embed privacy-by-design through a board-overseen risk register addressing advertising data and AI-generated content risks, supported by mandatory annual staff training. Our Media team (via custom-built in-house trading desk, Jungo) use consumer data responsibly for granular targeting and effectiveness analytics. As of 2025, VCCP's leadership is recognised as a Conscious Advertising Network (CAN) Top Member.

Targeted Advertising

We employ a responsible, permission-based targeted advertising model that prioritises consumer digital well-being and brand memorability over intrusive tactics. As a CAN Top Member, we integrate six core ethical guides—including Children's Rights, Sustainability, and Information Integrity—into our media strategy. Leveraging our in-house trading desk, Jungo, and VCCPm metrics, we ensure placements are selected for attention and quality within pre-vetted, contextually relevant environments. Our multi-layered brand safety framework uses proactive inclusion lists and robust protections against invalid traffic through tools like DoubleVerify. We strictly adhere to data minimisation, the ICO's Age Appropriate Design Code, and Coalition for Better Ads standards to ensure non-disruptive, privacy-conscious consumer experiences.

Data Management

Data Acquisition: Consumer data is generally received through client-provided datasets and is not shared or sold beyond client instructions. The primary responsibility for obtaining consumer consent typically sits with the client (Data Controller) who has the direct relationship with the individual. Our role is to act as a Data Processor, ensuring data is handled strictly within the scope of the consent provided and the contractual agreement.

Data Sharing: We do not sell consumer data to third parties, nor do we share it with external platforms for their own independent use. All data processing is conducted solely to fulfill client instructions and service delivery. Any sharing with sub-processors (such as cloud infrastructure providers) is governed by strict Data Processing Addendums (DPAs) that prohibit the use of data for any purpose other than the authorized service.

DPIAs and PIAs: We conduct formal Data Protection Impact Assessments (DPIAs) for new high-risk processing activities or significant changes to existing technology stacks to ensure that potential privacy risks are identified and mitigated before any data processing begins.

4B Reporting & Certification

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

For the first time, this ESG Report aligns with the Sustainability Accounting Standards Board (SASB) Standard of the IFRS Foundation for Advertising & Marketing. This contributes to transparency around sustainability matters that have the potential to create materials risks and opportunities for our business. A SASB Index with the status and location of our disclosures can be found in the Appendix.

VCCP, part of Chime Communications, is proud to have been a participant in the CDP Climate Change Questionnaire since 2011. Our greenhouse gas emissions reporting is conducted in accordance with the GHG Protocol and aligns with SECR requirements, while our near-term GHG reduction targets have been validated by the Science-Based Targets initiative (SBTi).

We are members of the United Nations Global Compact (UNGC). In 2025, we continued our participation in the EcoVadis questionnaire, a global sustainability rating that validates our performance for our clients.

We continue to adhere to international standards including ISO 14001 (Environmental Management) and ISO 27001 (Information Security Management). Our London headquarters, representing 75% of our global operations by headcount, is ISO 14001 certified, while we hold ISO 27001 for 100% of our global information security management system.



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, the Placement Poverty Pledge, and hold Living Wage certification in the UK .

Furthering this commitment, we hold the international Fair Wage accreditation to ensure equitable compensation standards across our global network. This certification covers all of our global sites and employees (100%).

We are proud to be an All In Champion, hold the IPA People First Promise, and are an accredited Menopause Friendly Employer. Additionally, we are a committed Disability Confident Employer, ensuring our business is accessible and inclusive for all talent.



4C Supply Network

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.

Our updated 2025 Code of Conduct outlines our clear expectations for partners to drive climate action and positive change. We prioritise suppliers who demonstrate transparency in emissions measurement and alignment with Science-Based Targets (SBTi). As we transition into the 2025 Ad Net Zero framework, we require increased granularity in Scope 3 data to help us—and our clients—achieve Net Zero by 2040. Our Code is reinforced through contractual obligations.

Our onboarding process via Kissflow is a collaborative dialogue, ensuring that every partner, regardless of their starting point, is actively measuring and reducing their impact. 100% of suppliers undergo this assessment.

In 2026, recognising that some of our suppliers, particularly our smaller production suppliers may be at different stages on this journey, we are excited to be working with extending the UNGC Spark programme for SMEs, with the aim of giving suppliers access to learning resources on sustainability good practice.

Responsible Sourcing Policy

Our internal 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. 100% of our global suppliers undergo mandatory ethical, KYC, and sustainability screening in line with our strict 'Red Line' criteria and our commitment to international Fair Wage standards. 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.

1 in 3
SHOOTING TALENT



Supplier Diversity

VCCP stands committed to ensuring diverse representation across all our suppliers and partners, with 16% of our 2025 procurement spend placed with diverse businesses. Our award-winning DE&I Collective drives this change across every facet of our business.

Recruitment Supplier Diversity

Since 2021, all recruitment partners on our Preferred Supplier List (PSL) must provide diverse candidate shortlists across ethnicity, gender, socio-economic status, and disability. We use the Greenhouse applicant tracking system and blind-entry processes to mitigate bias. We conduct annual audits of our recruitment database, removing any suppliers who fail to meet our rigorous DE&I and ethical standards. In addition we 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.

Our 1 in 3 Policy mandates that at least one in three directors or photographers on every brief comes from an under-represented background. In 2025, 44% of production bids included under-represented shooting talent, a significant increase from 40% in 2024.

We use AdGreen and have pioneered our 'whole view' client carbon production trackers to provide granular, real-time reporting on the environmental impact of every shoot. This tool provides a practical guidance and learning resource on environmental impact for suppliers working with us on production projects. In 2025 we were delighted to win the Ad Net Zero 2025 Award for Best Sustainable Production (UK) for our work with TFL. VCCP was also AdGreen's Superuser Creative Agency of the Superusers in 2025.

Conscious Media & Transparency

In 2025, VCCP Media aligned with the Ad Net Zero Global Media Sustainability Framework (GMSF) and will onboard the IPA Climate Media Calculator API in Q1 2026 to ensure maximum transparency in media emissions. Furthermore, we adhere to the Conscious Advertising Network (CAN) principles, using our in-house desk Jungo alongside partners like DoubleVerify and HUMAN to ensure our clients' spend supports human-led, safe, and high-quality environments while actively avoiding the funding of misinformation. We are proud to be named a CAN Top Member in their 2025 Annual Report.

4D Governance

Ethics check

As an organisation that seeks to challenge and create value for our clients, 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 2025 we turned down £30m 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. Our Annual mandatory training includes a modules on Anti Money Laundering.

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

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 the School of Digital, Technologies and Arts at Staffordshire University, faith also acts as an explorative R&D hub.

Governance & Ethics

Our approach to AI across the business is governed by the ESG Collective and our Legal team, ensuring alignment with the Conscious Advertising Network (CAN) principles. To ensure we use AI responsibly, we have both a Generative AI Policy and an AI Tools Policy in place. Our legal team issues regular guidance updates to the business on the protocol of use for AI tools. In 2025, these policies were updated to specifically address 'Content Risk,' distinguishing between illegal and 'legal-but-harmful'



93
business opportunities
turned down



£30m
in annualised fees for business
opportunities turned down



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

content to protect brand safety and information integrity. 100% of AI tool applications undergo mandatory legal vetting and approval by our legal team before deployment.

Compute Efficiency & Token-Aware Optimisation

At VCCP, token-aware optimisation is a fundamental technical practice in how our teams build, manage, and scale AI solutions, serving to reduce both client costs and our digital compute footprint. Our digital experience agency, Bernadette, actively incorporates these principles into practical AI engineering—tailoring prompt strategies, custom agentic workflows, and Retrieval-Augmented Generation (RAG) systems to optimise token usage and latency. Similarly, VCCP Media applies token-aware design to campaign planning by matching specific tasks to appropriately sized models, using targeted data pulls instead of full-page scraping, and enforcing defined token budgets and session resets. This focus on compute efficiency ensures our AI deployments are as environmentally responsible as they are cost-effective.

Upskilling & R&D

We believe responsible AI requires an informed workforce. In 2024/25, we delivered over 2,600 training hours encompassing AI Ethics, Sustainable Communications, and Technical Proficiency. This empowers our teams to not only use the tools but to interrogate the ethics and data behind them.

ESG Collective



Board Oversight

VCCP 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 VCCP'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.

Executive Leadership

The Board delegates day-to-day operational responsibility to the Executive Management Team (EMT). Within the EMT, the Chief Operating Officer (COO) acts as the executive sponsor for the Group's climate strategy. The COO is responsible for policy formulation and the establishment of key performance metrics, serving as the primary channel for elevating ESG-related issues and progress reports to the Board.

Management & Execution

The COO is supported by the Group Head of Sustainability and Risk, who leads the ESG Collective. The Collective is responsible for architecting our long-term ESG vision while ensuring rigorous, cross-departmental execution across our global network. This includes:

- Developing and evolving VCCP's ESG Strategy to align with Science-Based Targets and our 2040 Net Zero commitment.
- Identifying and evaluating emerging climate-related risks and opportunities, ensuring their seamless integration into VCCP's overarching Risk Register.
- Providing data-led insights and expert guidance to the Executive Management Team to inform long-term business resilience and decision-making.

The Collective meets monthly to operationalise the strategy, with senior leadership representation ensuring ESG is embedded into every function:

- Business Development (Ensuring ethical client alignment/Red Lines)
- Legal (Regulatory compliance and Modern Slavery)
- People (DE&I and Fair Wage accreditation)
- Finance & Procurement (Scope 3 data and supplier auditing)
- Media & Production (Ad Net Zero & GMSF alignment)
- Risk & Compliance (ISO 14001 & 27001 standards)

5

Appendix

5A SASB Index

Sustainability Accounting Standards Board (SASB) content index 2025

VCCP aligns its reporting with the Sustainability Accounting Standards Board (SASB) framework for the Advertising & Marketing sector. SASB provides voluntary, industry-specific standards that help organisations disclose financially material sustainability investors. In the table below, VCCP presents the SASB topics relevant to our business and indicates where each related disclosure can be found in the ESG Report 2025.

| Code | Metric | Response and/or location |
|---|--|---|
| Topic: Data Privacy | | |
| SV-AD-220a.1 | Discussion of policies and practices relating to targeted advertising and consumer privacy | Section 4 Responsible Business – A Policies |
| SV-AD-220a.2 | Percentage of online advertising impressions that are targeted to custom audiences | 100% by revenue in 2025 At VCCP Media, we reject blanket digital buying in favour of addressable precision, ensuring every impression is purposefully targeted rather than algorithmically scattered. Our model is built on two core disciplines: Inventory Quality and Addressable Precision. We direct 100% of spend through proactive, curated inclusion lists of pre-vetted environments, layering addressability via verified first-party data, demographics, search intent, and our proprietary POGOs (Postcodes of Greatest Opportunity) geographic model. This human-led approach eliminates waste from "Made-for-Advertising" inventory and opaque reseller chains, reducing the ad supply chain's carbon footprint while prioritising brand memorability over inflated delivery metrics. |
| SV-AD-220a.3 | Total amount of monetary losses as a result of legal proceedings associated with consumer privacy | £0 in 2025 No monetary losses as a result of legal proceedings associated with consumer privacy. |
| Topic: Advertising Integrity | | |
| SV-AD-270a.1 | Total amount of monetary losses as a result of legal proceedings associated with false, deceptive or unfair advertising | £0 in 2025 No monetary losses as a result of legal proceedings associated with false, deceptive, or unfair advertising. |
| SV-AD-270a.2 | Percentage of campaigns reviewed for adherence with a self-regulatory assessment procedure or equivalent, percentage of those in compliance | 100% by revenue in 2025 At VCCP, mandatory self-regulatory compliance is a core professional duty. While advertiser clients are ultimately responsible for specific product claims, VCCP manages regulatory risk through our General Counsel and a dedicated in-house legal team who review all scripts against the ASA's broadcast (BCAP) and non-broadcast (CAP) codes for the UK; and the FTC Act and Guides, along with other self-regulation codes under the BBB National Programs such as NDA, NARB, CARU and The Portman Group for the USA. In 2025, 100% of campaigns were reviewed for regulatory adherence. The vast majority of campaigns (over 99%) were compliant with all applicable self-regulatory codes. Two assets from broader campaigns were identified by regulators as non-compliant, relating to content interpretation and product messaging. VCCP has since strengthened its review protocols, including for cut-down formats and product messaging, to ensure compliance across all asset lengths and contexts. |
| SV-AD-270a.3 | Percentage of campaigns that promote alcohol or tobacco products | 8.3 (%) by revenue This revenue corresponds to clients in the alcohol products industry. We do not work with clients in the tobacco products industry. |
| Topic: Workforce Diversity & Inclusion | | |
| SV-AD-330a.1 | Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals, and (d) all other employees | Section 3 ESG Strategy & goals - A People Action |

Activity metrics

| Code | Activity metric | Response and/or location |
|-------------|--|---|
| SV-AD-000.A | Median reach of advertisements and marketing campaigns | 17.2 These figures represent VCCP's paid advertising delivery through VCCP Media. Given the diversity of campaigns delivered globally, reach data is not consistently available across all formats and channels, and the metric reflects campaigns where reliable data is available. |
| SV-AD-000.B | Number of exposures to advertisements or marketing campaigns | 1, 305, 048, 338 Exposure data represents the estimated number of advertising impressions delivered across campaigns, based on reporting from media platforms. As measurement varies across platforms and channels, coverage may not be consistent across all campaign activity. |
| SV-AD-000.C | Median frequency of exposures | 2.9 These figures represent VCCP's paid advertising delivery through VCCP Media. Given the diversity of campaigns delivered globally, reach data is not consistently available across all formats and channels, and the metric reflects campaigns where reliable data is available. |
| SV-AD-000.D | Number of employees | 1633 |

5B Supporting Reports

Gender Pay Gap 2025

Supplier Sustainability Code 2025

Carbon Reduction Plan 2025

VCCP Policies

