DEPT®

IMPACT REPORT ’23



The world needs positive change.

WRITTEN BY DIMI ALBERS
CHIEF EXECUTIVE OFFICER



At DEPT®, we're committed to using our role as a global digital agency to create that change on behalf of people, society, and the planet. Over the last year, we've worked with clients around the world to ethically leverage groundbreaking innovations—especially those around data and AI—to create digital products, experiences, and marketing campaigns that leave a lasting impact on our world.

Whether by using AI to teach the American Sign Language alphabet, building an app to reduce social isolation among the elderly, or creating a digital solution to save a 41,000-year-old language from being lost—many of the impactful projects we've helped bring to life have demonstrated how organizations can create meaningful change by focusing on the intersection between digital and purpose.

In total, impactful projects made up 11% of our overall global revenue in 2023, with 14 of those projects earning global recognition at the Anthem Awards.

However, while creating impact through our work remains the heart of our Impact Strategy, its inspiration continues to come from our mission to create a Good Company. One that our people can take pride in and that others are proud to work alongside. We're making progress in this never-ending pursuit by taking incremental steps and focusing on grassroots initiatives that our team can get involved in.

Our focus on advancing our climate and sustainability goals, prioritizing DE&I at every level of the company, and creating new resources and programs to support all employees helps us have a positive impact on our people and the environment. And, even as we continue to grow and expand at a global level, we stay active in our local communities through pro bono work, community outreach, charity donations, and volunteering.

Even in a year when growth was not always obvious, as we reflect on 2023, we're reminded of our power—not just as a digital agency, but as a group of individuals who strive to make a difference—to create a better future.

TABLE OF CONTENTS

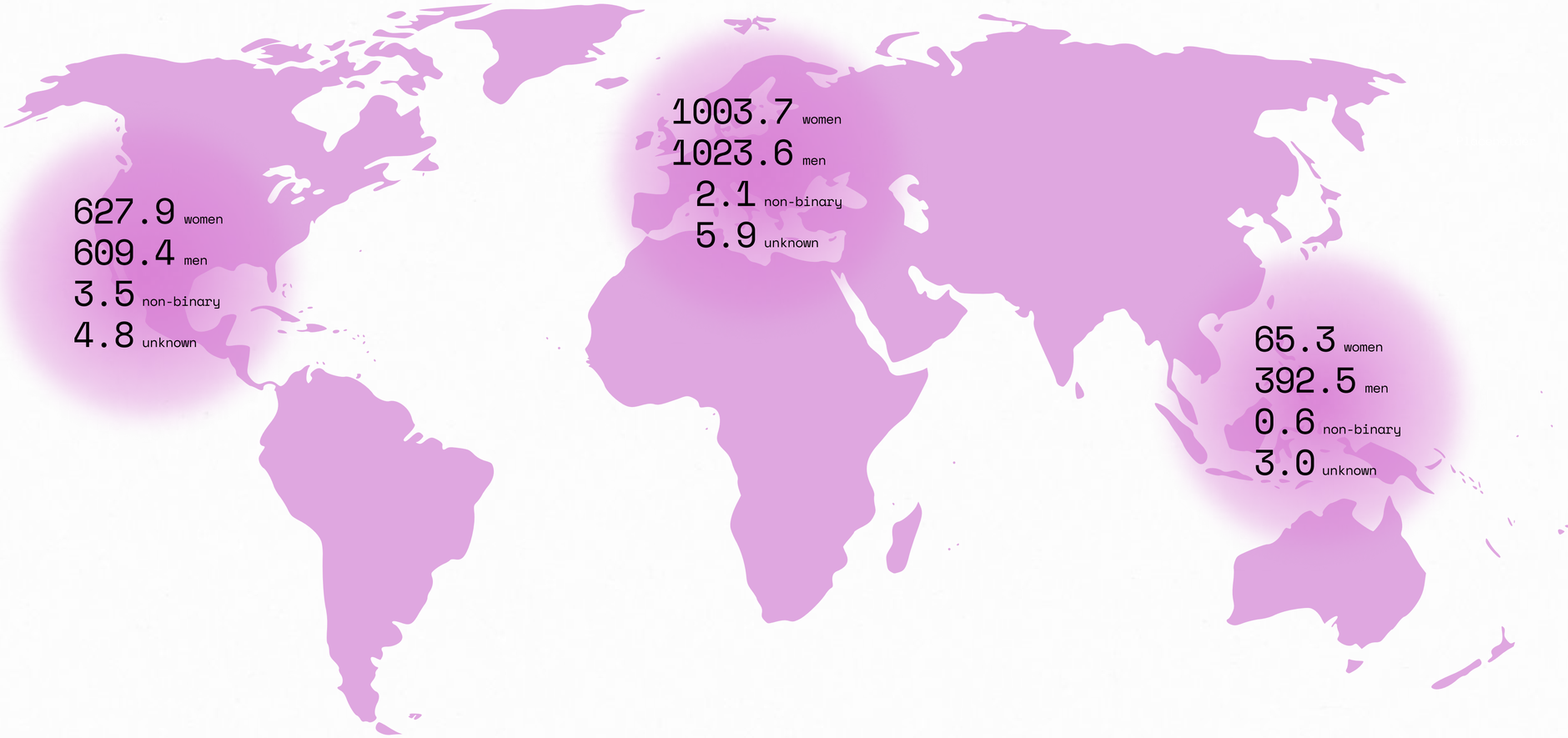
1 DEPT® at a Glance 4
2 KPI Snapshot 7
3 Impact Strategy 11
3.1 Reflections & Vision 12
3.2 Certifications & Memberships 15
3.3 Awards 18
3.4 Stakeholder Engagement 22
3.5 Impact Strategy 24
4 Clients 30
4.1 DEPT®/IMPACT 32
4.2 Notable impact projects in 2023 34
5 Employees 40
5.1 Employee Engagement 43
5.2 Building a foundation for growth and career development 46
5.3 Benefits & Wellness 50
5.4 Fairer fair pay 53
5.5 Diversity, Equity & Inclusion 55
6 Community 63
6.1 Dedicating a month to DEPT® Cares activities 64
6.2 Doing good for the global community 66
6.3 Prioritizing good practices in our supply chain 70
7 Environment 72
7.1 Scope 1 & 2 emissions 75
7.2 Travel 77
7.3 Suppliers 79
7.4 Housing 81
8 Governance 86
8.1 Our Board of Directors 87
8.2 Digital Ethics Advisory Panel 89
8.3 Employee ownership 92
8.4 Information Security 94
8.5 Governance policies & procedures 96
9 Looking ahead 98
10 Appendix 100

1 DEPT® AT A GLANCE



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

We are setting new standards for the next era by enabling clients to digitize processes, products, services, transactions, and marketing at speed. This means we support the digital transformation and products at the core of our client's businesses—plus the brand, creative, and media that bring those products to market.



TOTAL FULL-TIME EQUIVALENT EMPLOYEES (FTE) — 3,841.20

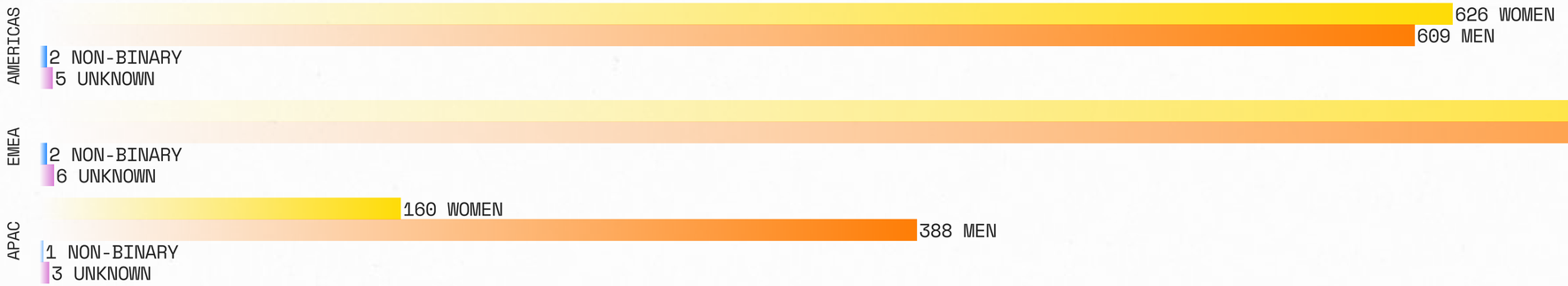
What makes DEPT® unique?

We are the only agency with a 50/50 split between technology and marketing on a global scale since 2015. We connect the dots between the CMO and CIO within client organizations, helping them accelerate growth by unifying the end-to-end customer journey.

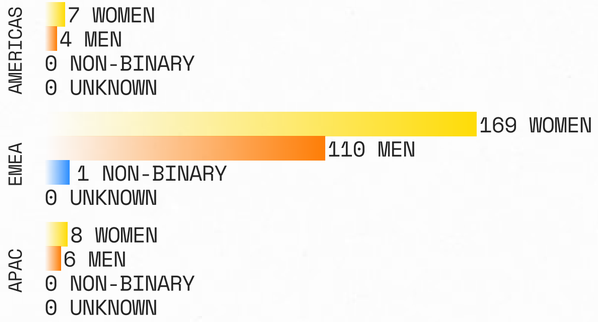
We are pioneers at heart, known for some of the most progressive work in the world. We help clients build for speed and move quickly from bespoke ideas to solutions, to delivery. And we are unlocking human potential with (proprietary) technology to solve complex challenges and increase productivity.

We are purpose-driven and invested, committed to building lasting client relationships and making a positive impact on culture, brands, and the world. We are the first global agency to achieve Certified B Corporation status, and we bring global scale and local perspectives to every client engagement. Our unique ownership model also ensures there's an owner of the company on every project.

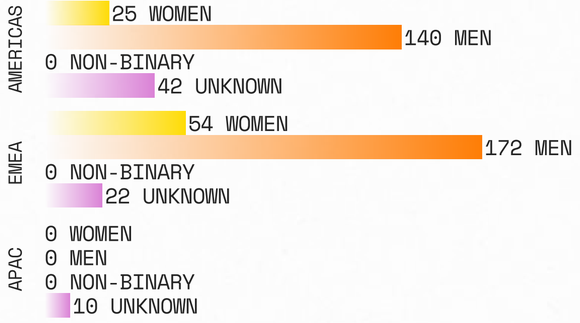
FULL-TIME EMPLOYEES BY GENDER & REGION



PART-TIME EMPLOYEES BY GENDER & REGION



CONTRACTED & FREELANCE EMPLOYEES BY GENDER & REGION



		NETHERLANDS	AMSTERDAM/ROTTERDAM/ZWOLLE/ MAASTRICHT/VEENENDAAL		
		GERMANY	BERLIN/COLOGNE/HAMBURG		
		DENMARK	COPENHAGEN/AARHUS		
		UNITED KINGDOM	LONDON/MANCHESTER/MILTON KEYNES		
UNITED STATES	ATLANTA/BOSTON/CHARLOTTESVILLE/ CHICAGO/DENVER/NEW YORK CITY/ NEWBURYPORT/SAN DIEGO/SAN JOSE	IRELAND	DUBLIN	AUSTRALIA	SYDNEY/MELBOURNE
		SWITZERLAND	ZÜRICH/BERN	PHILIPPINES	MANILA
		NORTH MACEDONIA	SKOPJE	INDIA	MUMBAI
CANADA	TORONTO	CROATIA	ZAGREB/SPLIT	SINGAPORE	SINGAPORE
MEXICO	MEXICO CITY	SPAIN	MADRID	INDONESIA	JAKARTA
ARGENTINA	MAR DEL PLATA/BUENOS AIRES	FRANCE	PARIS	THAILAND	BANGKOK



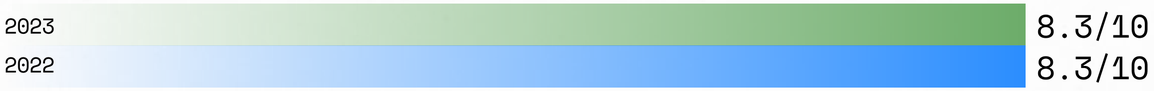
0 10 20 30 40 50 60 70 80 90 100 10 20 30 40 50 60 70 80 90 200 10 20 30 40 50 60 70 80 90 300 10 20 30 40 50 60 70 80 90 400 10 20 30 40 50 60 70 80 90 500 10 20 30 40 50 60 70 80 90 600 10 20 30 40 50 60 70 80 90 700 10 20 30 40 50 60 70 80 90 800 10 20 30 40 50 60 70 80 90 900 10 20 30 40 50 60

2 KPI SNAPSHOT

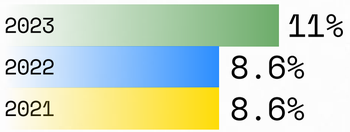


Clients

CLIENT SATISFACTION



PERCENTAGE OF REVENUE FROM IMPACTFUL PROJECTS



KEY AWARD WINS

THE WEBBY AWARDS

Webby's Network of the Year (DEPT®) and Agency of the Year (BASIC/DEPT®) 2023

THE LOVIE AWARDS

Lovie's Agency of the Year 2023

campaign US

Campaign US Digital Innovation Agency of the Year – 2023

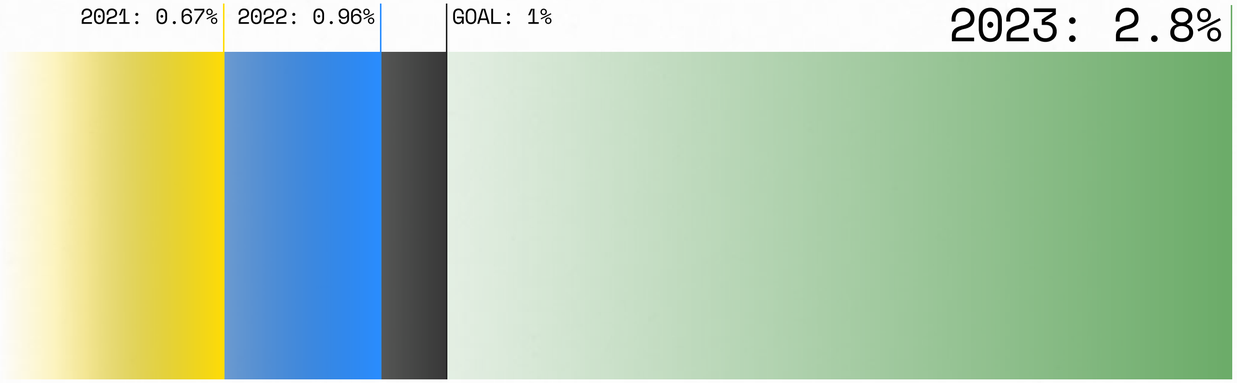
Community

TOTAL PRO BONO/VOLUNTEER HOURS

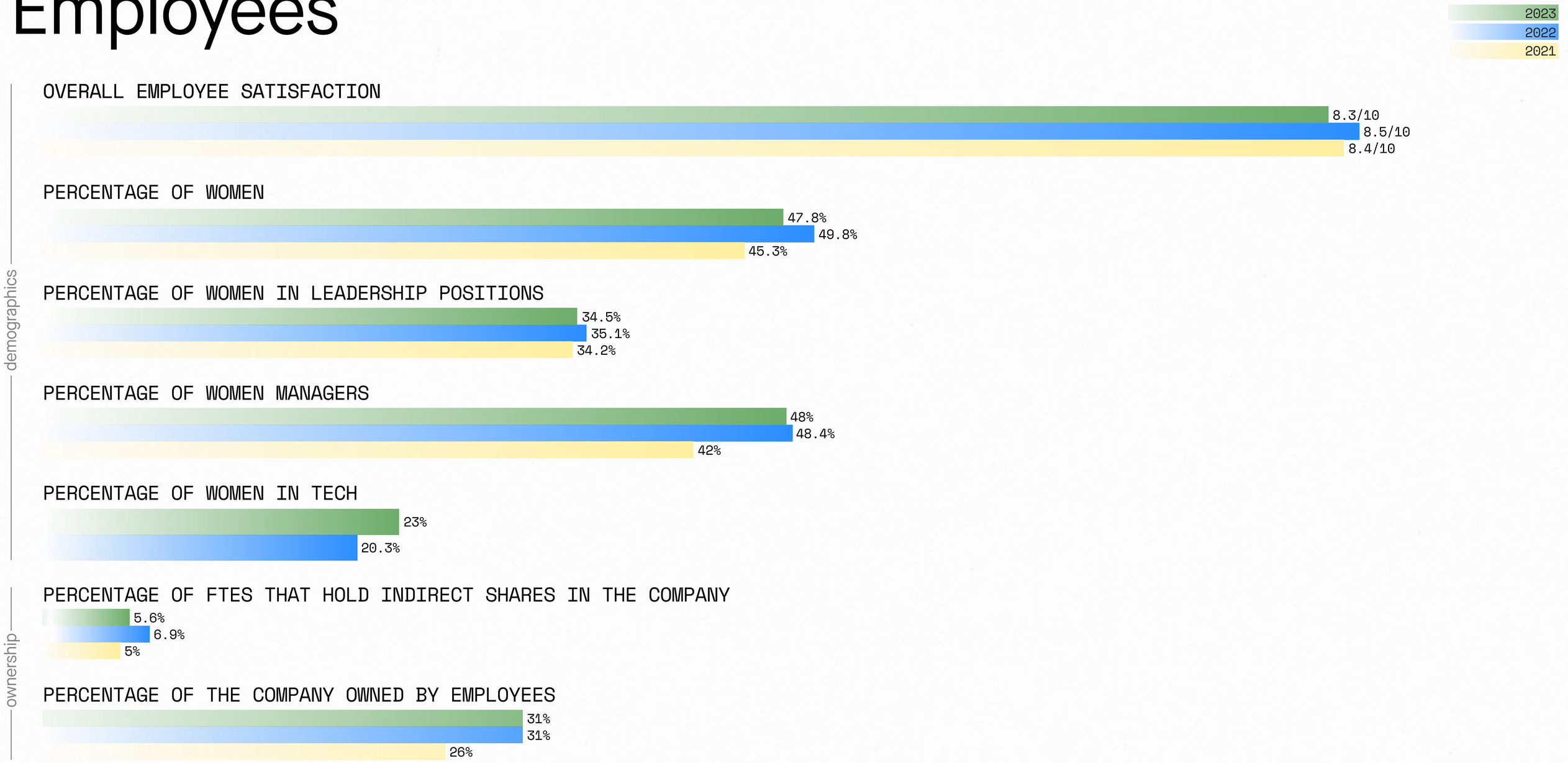
12,223 2023

4,589 2022

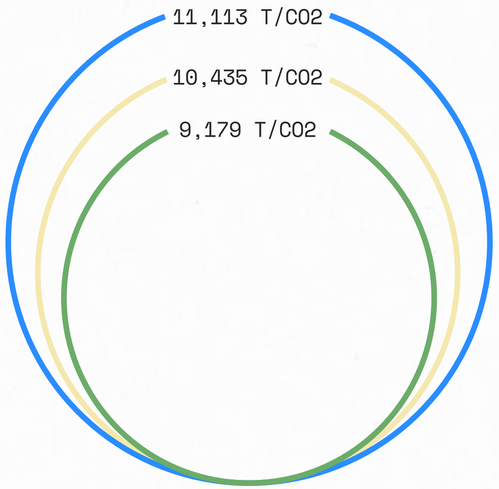
PERCENTAGE OF TOTAL PROFIT DONATED



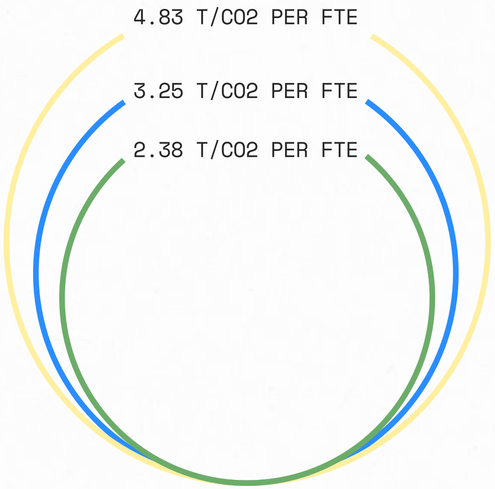
Employees


2023
2022
2021
demographics
ownership
OVERALL EMPLOYEE SATISFACTION
8.3/10
8.5/10
8.4/10
PERCENTAGE OF WOMEN
47.8%
49.8%
45.3%
PERCENTAGE OF WOMEN IN LEADERSHIP POSITIONS
34.5%
35.1%
34.2%
PERCENTAGE OF WOMEN MANAGERS
48%
48.4%
42%
PERCENTAGE OF WOMEN IN TECH
23%
20.3%
PERCENTAGE OF FTES THAT HOLD INDIRECT SHARES IN THE COMPANY
5.6%
6.9%
5%
PERCENTAGE OF THE COMPANY OWNED BY EMPLOYEES
31%
31%
26%

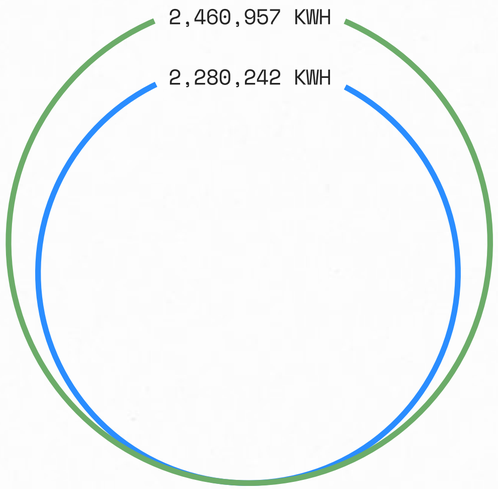
Environment



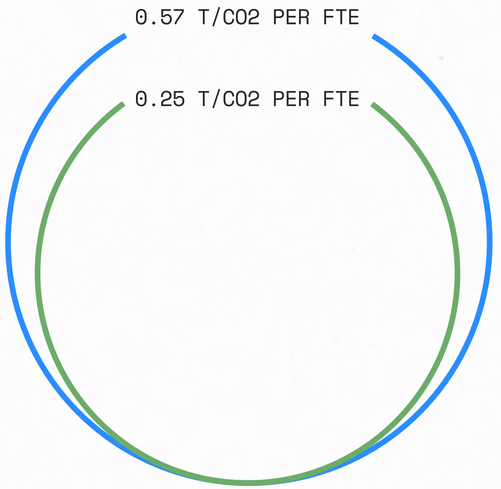
TOTAL EMISSIONS, SCOPES 1-3



EMISSIONS INTENSITY
(EMISSIONS PER FTE)



TOTAL ENERGY CONSUMPTION

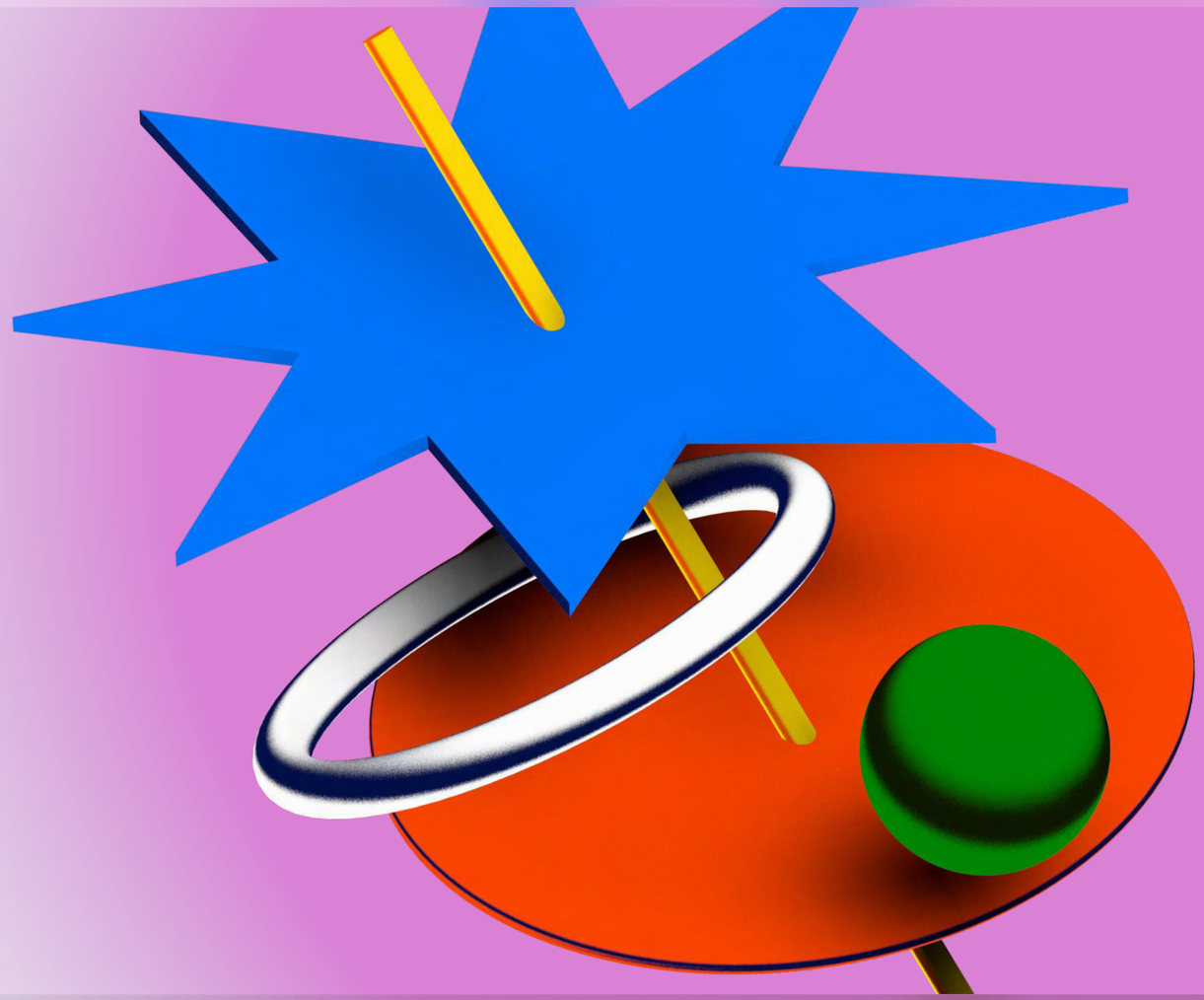


AVERAGE TRAVEL EMISSIONS PER FTE

PERCENTAGE OF RENEWABLE ENERGY CONSUMPTION OF TOTAL

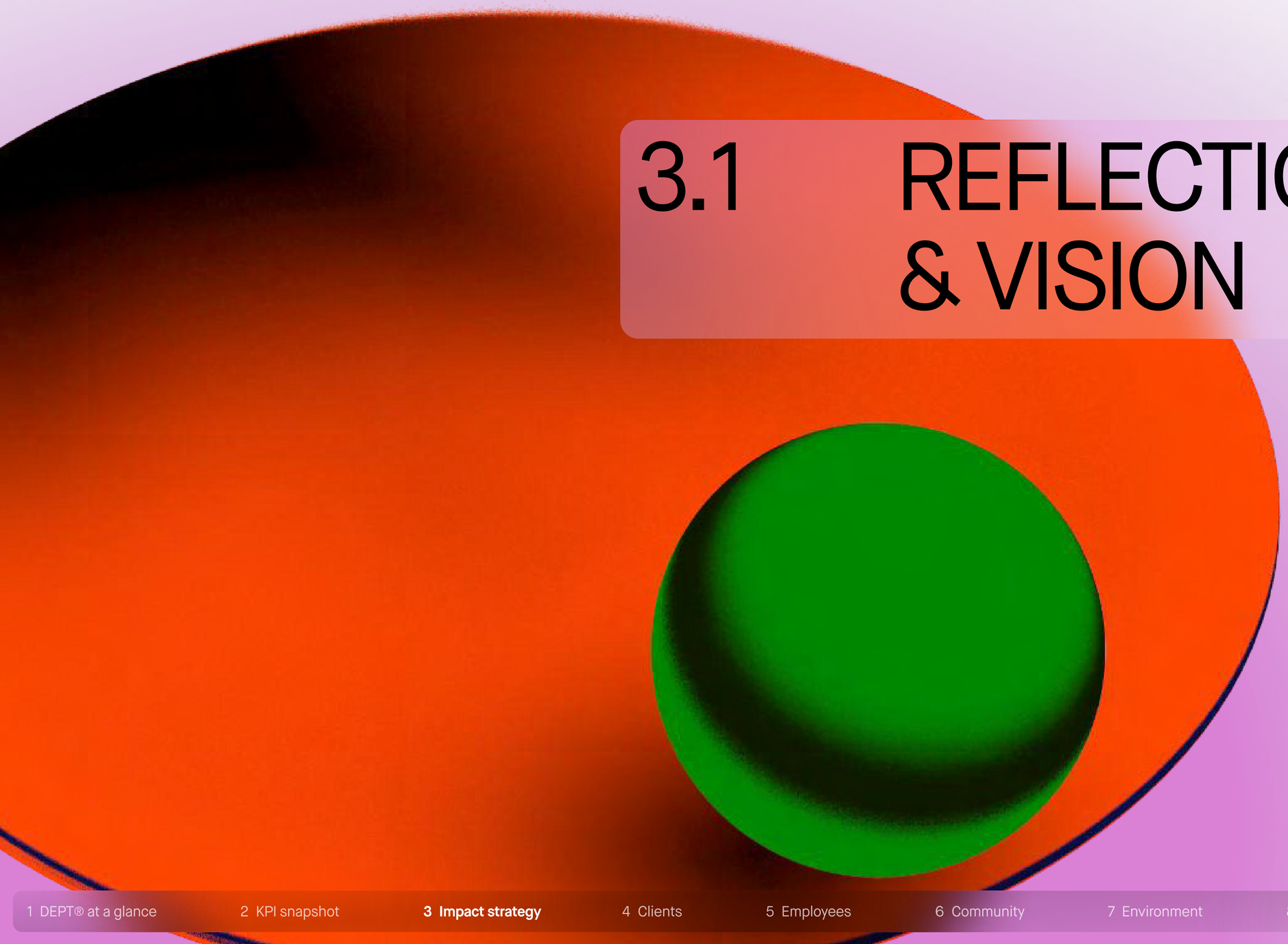


3 IMPACT STRATEGY

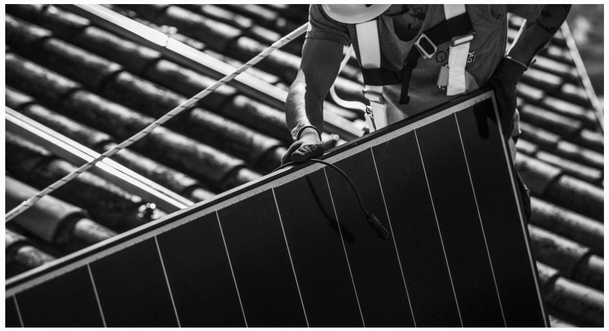


3.1 Reflections & Vision
3.2 Certifications & Memberships
3.3 Awards
3.4 Stakeholder Engagement
3.5 Impact Strategy

3.1 REFLECTIONS & VISION



2023 continued to be a transformational year for the business world and our industry. It was a year wrought with things like economic uncertainty, industry-wide layoffs, geo-political conflict, extreme weather events, and much more. It was also the year that AI took the digital world by storm. Sustainability programs and reporting requirements held firm, and the world invested as heavily in renewables as it did in fossil fuels for the first time.



Top: Solar and wind power accounted for the biggest chunk of 2022 investments, reaching $495 billion. Photographer: Angel Garcia

2023 taught us that our dedication and commitment to moving our impact strategy forward has to be unwavering, that our culture must continue to evolve, and that we have a critical role to play as a responsible steward, particularly of emerging technology such as AI.

In 2021 and 2022 we focused on the overall shape of our sustainability program—taking stock of what it would look like in our then-new B Corp Certification world, aligning with industry best practices, and building out a strong team. 2023 allowed us to invest in building foundations: improving our social and environmental performance; codifying policies, procedures, and resources; and building new programs.

We are incredibly proud of the successes we're able to point to for this year. For example, we donated 2.8% of our profit to deserving causes and non-profits around the world. We also hosted our largest DEPT® Cares activity yet and launched DEPT®/ IMPACT, a set of capabilities specifically focused on helping businesses use digital as a transformative force to create positive changes for their brands, for society, and the planet. We also witnessed some exciting cultural moments, such as a staff-led proposal to establish an internal Digital Ethics Advisory Panel. Now in place, it exists to advise the business on how to apply ethical principles to our daily work with digital technology.

Looking forward, our Impact Strategy for 2024 and beyond reflects the evolution we've experienced over the past several years moving from aspiration towards action.

We've set several new goals, particularly within our Diversity, Equity & Inclusion pillar, while retaining some existing goals that we still believe are the most important and strategic for our business. On the climate front, the next one to two years will be critical to ensure that we build data-driven, realistic yet ambitious science-based targets while maintaining some of the successes we've seen this past year.

In 2024, we'll also be completing our first B Corp Recertification inclusive of all of the growth our team has experienced since 2021.

“We’re eager to build on the strong foundations we have in place to accelerate the pace of change at DEPT®.”



Pooja Dindigal, Global Head of Impact



3.2 CERTIFICATIONS & MEMBERSHIPS

Certified B Corporations meet high standards of social and environmental performance, transparency, and accountability. B Corps complete the rigorous B Impact Assessment, covering five key stakeholder areas: Governance, Workers, Community, Environment, and Customers.

Climate Neutral Certified companies measure their greenhouse gas emissions year over year, purchase eligible verified carbon credits to offset that footprint, implement plans to reduce emissions—including science-based targets—and report on their progress each year.

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

THE NETHERLANDS

DEPT® is Great Place To Work Certified. This certification recognizes employers who create an outstanding employee experience.

THE UNITED STATES

In the United States, DEPT® is ranked on the Newsweek Greatest Workplaces for Women list. Companies featured on this list ranked highest when evaluated on metrics including compensation, work-life balance, and proactive management on diversity – all of which are features of an organization dedicated to creating an equitable workplace.

IRELAND

DEPT® belongs to the Ad Net Zero Movement in Ireland. The Ad Net Zero movement is a collaborative effort aimed at reducing the carbon emissions generated by the advertising industry by bringing together agencies, brands, and advertisers to collectively address the environmental impact of their activities.

SWITZERLAND

DEPT® supports the Access for All Foundation. Access for All is a competence center and certification body for digital accessibility in Switzerland, that advocates for barrier-free technology access and use for users with disabilities.





3.3 AWARDS

These awards acknowledge our teams' dedication and commitment to creating work that delivers impact, and our incredible clients who let us do what we do best.

The Anthem Awards recognize the purpose-driven work of individuals, businesses, and organizations across the world. A few of these award-winning projects include:

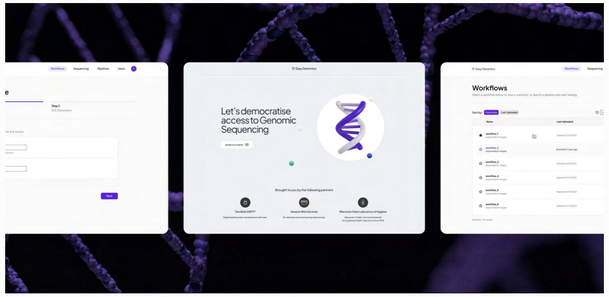
14 ANTHEM AWARDS

XPROJECT



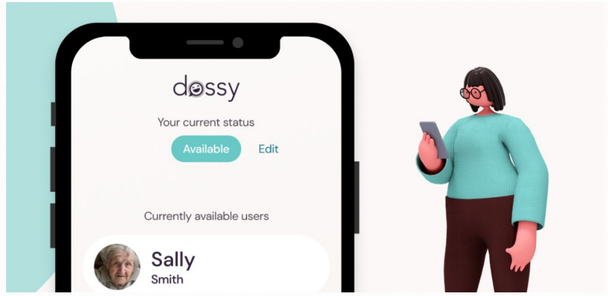
XProject, developed by Roche and HELLO MONDAY/DEPT®, is designed to raise awareness about the existing knowledge gaps in health and the consequences for women. XProject aims to elevate the global agenda around Women's Health inequalities.

EASY GENOMICS



Easy Genomics, developed in partnership with Amazon Web Services and the Wisconsin State Laboratory of Hygiene, is a revolutionary project that democratizes genomic sequencing by creating an open-source digital solution to help gain a better understanding of diseases and disease prevention.

DOSSY



The Dossy app is designed to bridge the gap and reduce social isolation among elderly individuals. We worked with Dossy to pioneer the use of technology to focus on designing and developing an accessible solution to empower seniors to achieve face-to-face communication effortlessly.

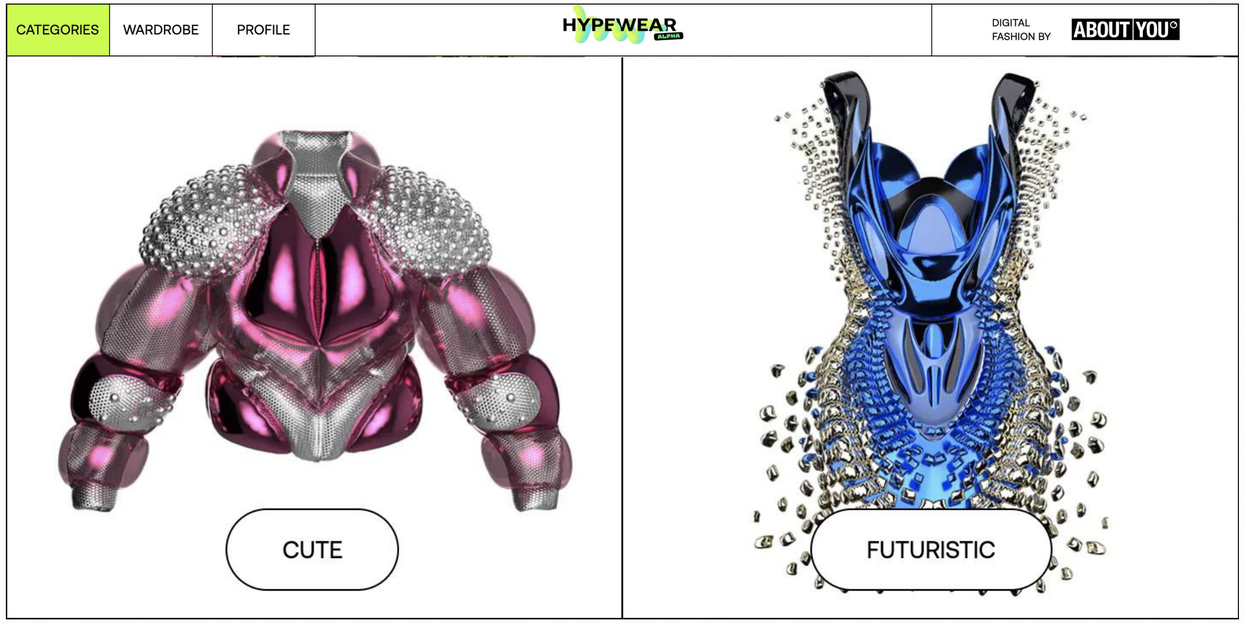
EBAY X LOVE ISLAND



The path to sustainable fashion begins with choosing environmentally friendly clothes. We promoted eBay's partnership with Love Island to break the show's long-standing relationship with fast fashion brands and inspire the audience to buy pre-loved, planet-friendly items.

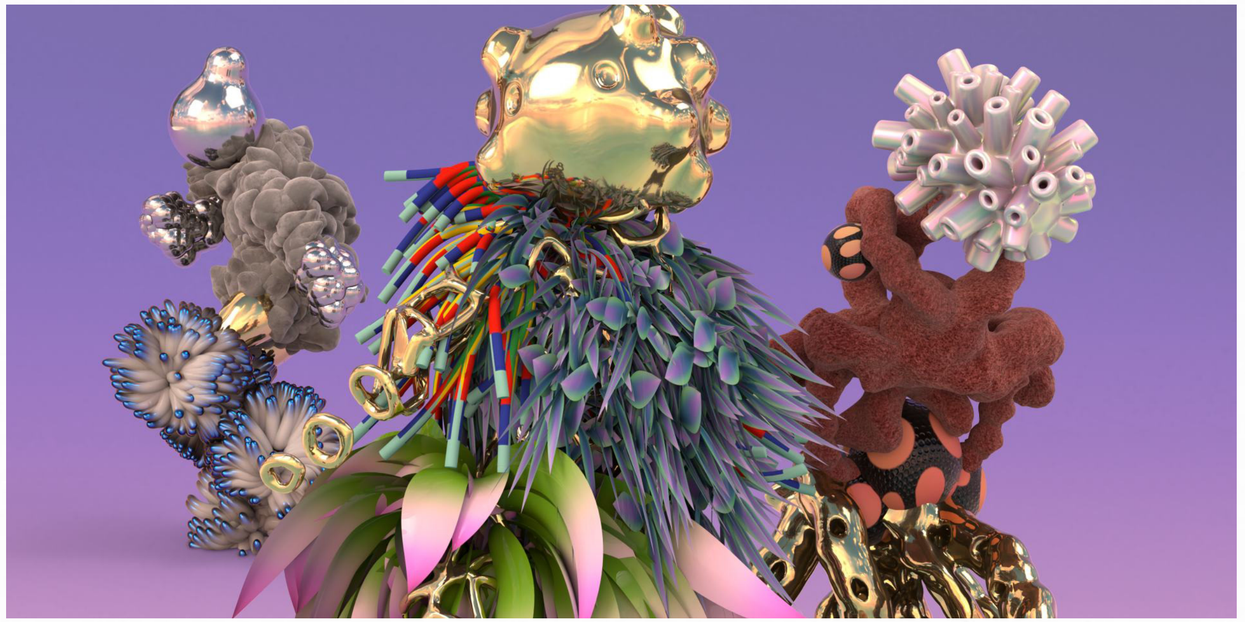
Left:HYPEWEAR by ABOUT YOU
Right:Bang & Olufsen

THE WEBBY AWARDS



6 Webby Awards
27 People’s Voice Awards
Network of the Year
BASIC/DEPT® Agency of the Year

THE LOVIE AWARDS



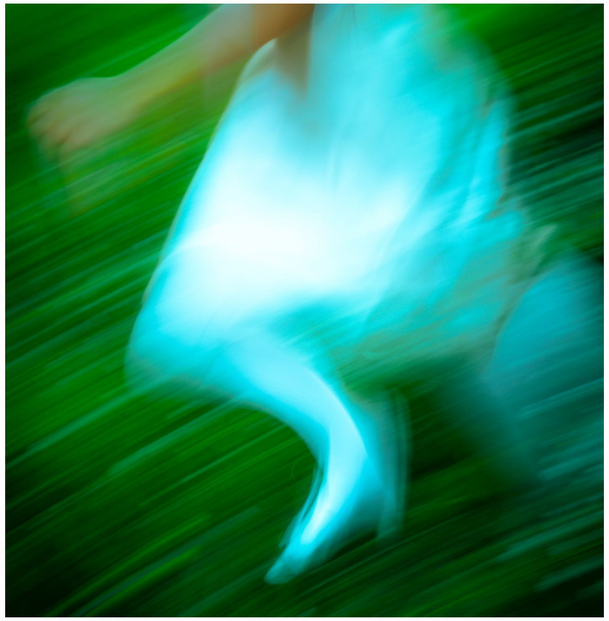
65 Wins
Agency of the Year

DIGIDAY



2023 Agency of the Year, DEPT® UK

campaign US



Digital Innovation Agency of the Year

AdAge



Design & Branding Agency of the Year, BASIC/DEPT®

ADWEEK



Agency of the Year (Finalist)

3.4 STAKEHOLDER ENGAGEMENT

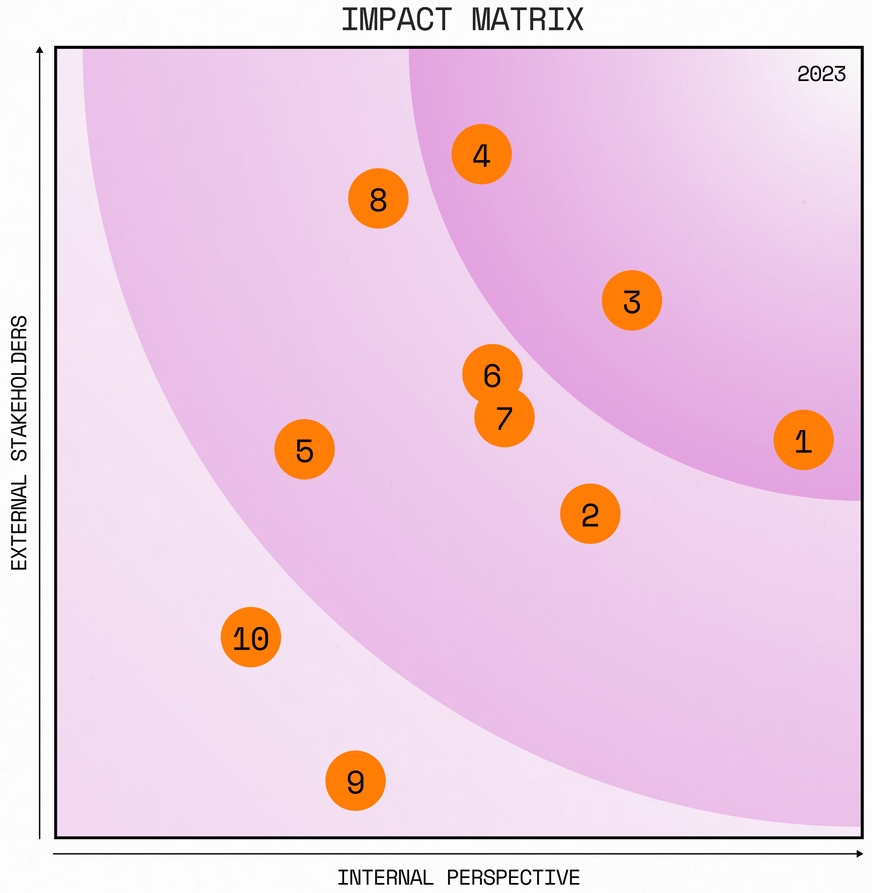
Our strategic priorities must reflect the sustainability and social impact issues that are most important to our stakeholders.

In late 2022, we surveyed those core stakeholders—our employees, clients, suppliers, investors, and other partners—and asked them to rate the relative importance of a variety of social impact and sustainability topics. This exercise resulted in our most recent materiality matrix. This 2022 matrix continues to inform our strategy today.

We are committed to completing a full materiality assessment at least every three years. While 2023 and 2024 are both off-cycle years, we intend to complete a review of our materiality assessment in preparation for the recently released European Sustainability Reporting Standards.

In an off-cycle year, the more regular ways we engage our stakeholders become even more important. We aim to ensure stakeholders have plenty of opportunities to give feedback on our sustainability and impact initiatives, from internal Ask Me Anything sessions to town halls and Q&As. Anyone at DEPT® can submit anonymous feedback through our Ask Me Anything format, which goes directly to our executive team. This is in addition to annual employee satisfaction surveys and regular client satisfaction surveys.

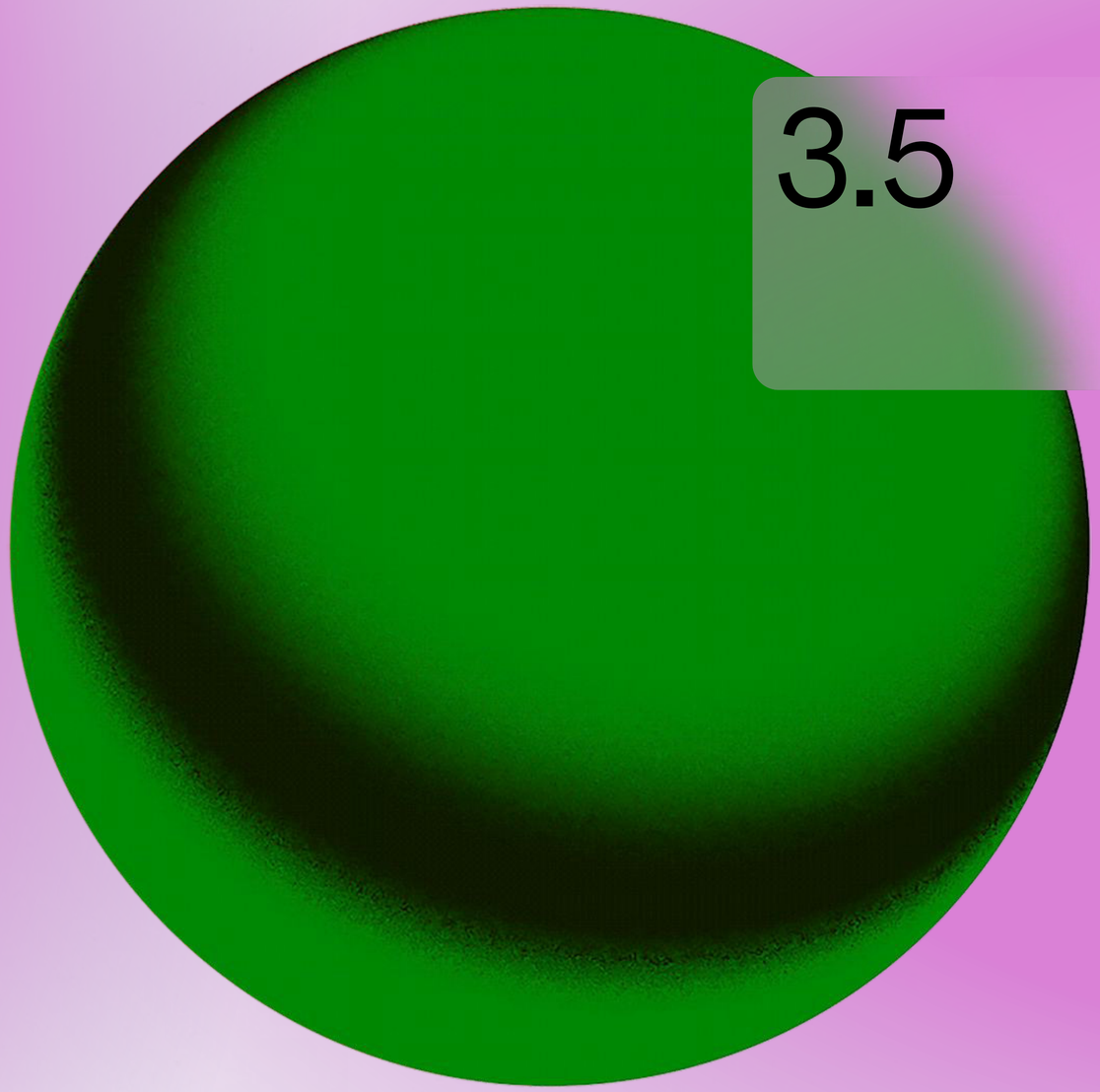
We do our best to engage with our general audience on topics related to impact and sustainability. In 2023, we published almost 20 articles and hosted events related to these topics, and had 4,400+ views on impact focused case studies and blog articles. And, our DEPT® Cares Day posts alone generated 10,000+ views on social media.



Critical
1. Employee Health & Wellbeing
3. Climate Protection
4. Responsible Procurement
6. Responsible Digital Production
7. Responsible Marketing
8. Data Privacy & Protection

Highly important
2. Career Development
5. Responsible Procurement

Important
9. Community Involvement
10. Advocacy & Thought



3.5 IMPACT STRATEGY

Impactful work



STRATEGY & GOALS

We believe that accelerating the breadth of sustainability and impact projects that we do with our clients is the most leveraged and strategic way for us to drive positive change in society and the planet.

In 2020, we set a goal to have 15% of our revenue come from impactful work by the end of 2023.

When we set this goal in 2020, it may have been overly optimistic. This year, we're adjusting our time horizon for this goal. By the end of 2025, we will ensure that 15% of revenue will come from impactful work.

PROGRESS 2023

11% of revenue from impact work

SDGS

SDG 12,17

Diversity, Equity & Inclusion



STRATEGY & GOALS

Enabled by the progress we've made collecting solid demographic data in 2023 and across DE&I programming, we are setting the following goals for representation across our global organization and in several countries in which we operate.
These targets are focused on areas that are currently underrepresented within DEPT® or the industry.

- 50% of our workforce & managers are made up of female-identifying and non-binary on an ongoing basis
- 45% of our leadership team is comprised of female-identifying and non-binary leaders by 2027
- Increase underrepresented ethnic and racial groups in leadership by 25% by 2027
- Increase underrepresented communities by 20% for workforce & managers by 2027

In North America, we aim to ensure the following by 2027:

- 11.5% of our staff is represented by the Black community
- 16% is represented by the Latinx and Hispanic community

In the United Kingdom, we aim to ensure the following by 2027:

- 4% of our staff is represented by the Black community
- 10% is represented by the Asian community
- 2% is represented by mixed or other ethnicities

In APAC, we'd like to ensure that 35% of our staff is female-identifying and non-binary individuals by 2027.

PROGRESS 2023

Percentage of women in leadership positions: 34.5%
Percentage of women managers: 48%

SDGS

SDG 5,8,10

Community



STRATEGY & GOALS	DEPT® continues to donate 1% of profit each year through pro bono work and direct monetary donations. In 2024, we want to ensure that 25% of our staff (versus 18% in 2023) participates in DEPT® Cares Month activities alongside our full leadership and management team. Our 1% for good commitment alongside DEPT® Cares Month allows us to strike a balance between skills-based volunteering and direct engagement in our local community.
PROGRESS 2023	2.8% of profit donated
SDGS	SDG 12,17

Climate



STRATEGY & GOALS

As we finally experience relative stability following the COVID-19 pandemic– at least when it comes to where people work– we are excited to take the foundational work that we've done on environmental measurement, sustainability policy education, and culture change and move towards strategic climate action.

We remain committed to reducing our Scope 1 and 2 emissions by 50% by 2030 – a science-aligned target we set through our Climate Neutral Certification. In 2025, we also intend to set near-term science-based targets for the Science Based Targets Initiative.

We also continue to work towards having 90% of offices powered by renewable energy (prioritizing low-impact renewable energy) by the end of 2025.

Within our Scope 3 footprint, we are working to reduce our footprint, including by continuing to reduce our emissions from travel by 7% per FTE each year. We are also surveying our largest direct suppliers to assess and improve their contributions to our Scope 3 footprint.

PROGRESS 2023

Total emissions, scopes 1-3: 9,179 t/Co2

Scope 1-2 emissions reduction:
-2.2% decrease from 2022

Percentage change travel emissions per FTE:
-55% from 2022

% of renewable energy consumption of total: 37%

SDGS

SDG 13

Our impact strategy is fundamentally linked to our business strategy.

We continue to rely on the Global Reporting Initiative (GRI- see page 101 for our GRI table), B Impact Assessment (BIA), and Sustainable Development Goals (SDGs) to inform the indicators on which we measure and report. We use these frameworks to align with best practices, set ourselves up for future regulatory reporting, and align the shared global effort around complete and transparent ESG reporting.

Our 2023 Impact Report looks back on our progress through the 2023 calendar and fiscal year and includes all entities controlled by DEPT® at the time*, including acquisitions made throughout 2023.

In addition to our annual Impact Report, DEPT® also publishes annual account information with the Netherlands Chamber of Commerce KVK Business Register. Annual account information undergoes a reasonable assurance process and includes a subset of ESG indicators that are also featured in this report. Indicators related to our Greenhouse Gas Emissions have been reviewed by a third party, Shift Advantage, through a limited assurance process.

	SATISFACTION	VOLUNTARY ATTRITION REMAINS <20%	SDGs
HAPPY CLIENTS	8.3 should be >8.3	14.4%	SDG 9
HAPPY DEPSTERS	8.3 should be >8.2	—	SDG 4.8

*Digital Agency Holding BV, Digital Agency Subholding B.V., Dept Holding B.V., Tekno Point Multimedia India Private Limited, Dept Aus Holding Pty Ltd, Dept Aus Subholding Pty Ltd, Dept Digital Products Holdings Pty Ltd, Dept Design & Technology AG, Dept Digital Marketing AG, Dept Denmark Holding ApS, Dept Digital Marketing ApS, Dept Design & Technology ApS, Monday Monday ApS, Hello Monday ApS, Hello Monday Inc., Any Given Monday ApS, Dept Digital, Marketing B.V., Dept Brand & Advertizing B.V, Dept Professionals B.V., Dept Design & Technology B.V., Dept Technology Macedonia Ltd, Dept Agency Holding Ltd, Dept Digital Ltd , Dogstudio S.A, Dogstudio Inc. , Agence Dogstudio Canada Inc, Dept Technology d.o.o., Digital Product and Design Services S.A., Heisenberg UK BidCo Ltd , Dept UK Holding Ltd, Dept Experience Design Ltd, Shoptalk London Ltd

4 CLIENTS



4.1 DEPT®/IMPACT
4.2 Notable impact projects in 2023

We are committed to helping businesses use digital as a transformative force to create positive changes for their brands, for society, and for the planet. Digital solutions can play an instrumental role in helping solve humanity's biggest challenges—from climate change to public health, education, social isolation, and community building. We believe the organizations that pioneer the intersection between digital and sustainability will drive groundbreaking innovation that leaves a lasting impact.

350
Total Number of Impactful Projects

11%
Percentage of Revenue from Impactful Projects

That's why we continue to make impactful work a priority at a global level. Whether through client projects, partnerships, services, or policies, we aspire to use our skills and experiences to make a meaningful difference in the communities we serve.

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

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

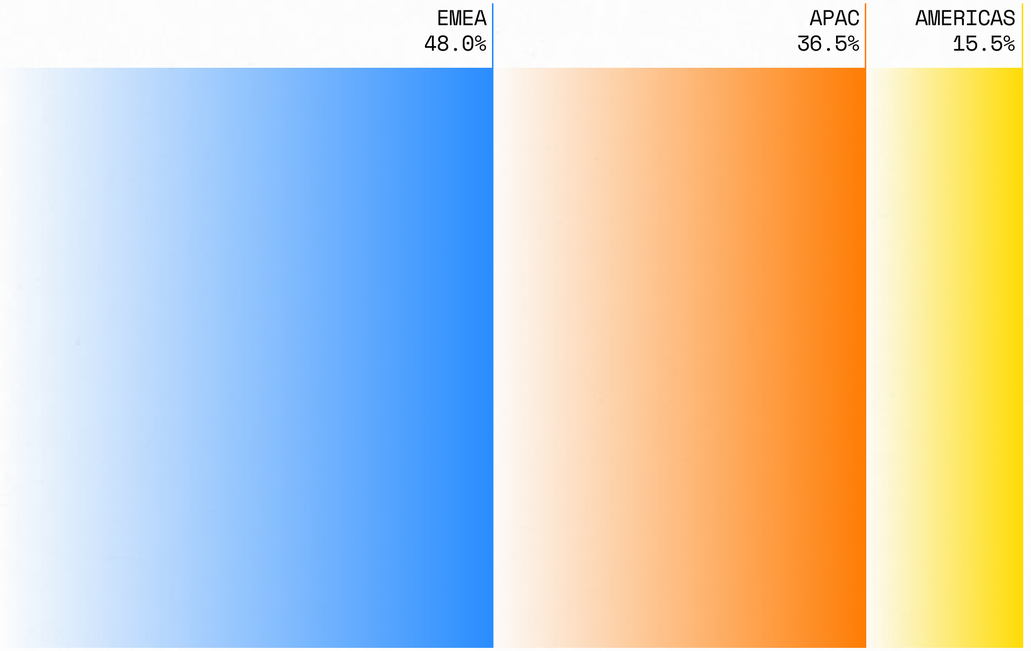
When we first established our commitment to impactful work, our goal was to have 15% of our revenue come from impactful clients by the end of 2023. We completed 350 impactful projects for our clients in 2023, and this represented 11% of our total global revenue.*

This goal speaks to the heart of the transformation that is occurring within the business world, within our industry and within the four walls at DEPT®—to build a company that benefits both the business and society at large.

We are proud that this is the largest portion of our revenue to ever have resulted from impactful work (versus 8.61% in 2022). We're making steady progress toward this commitment—but it's become clear that we overshot the time we needed to get there. Thus we've decided to extend our deadline to reach 15% of revenue to 2026.

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

DIVISION OF IMPACT PROJECTS BY REGION





4.1 DEPT®/IMPACT

In 2023, we began to rethink the way we share our impact-focused services with clients and the world at large. After many months of planning, we are excited to launch DEPT®/IMPACT: a comprehensive bundling of services that puts our commitment to creating a positive impact through digital expertise into action.

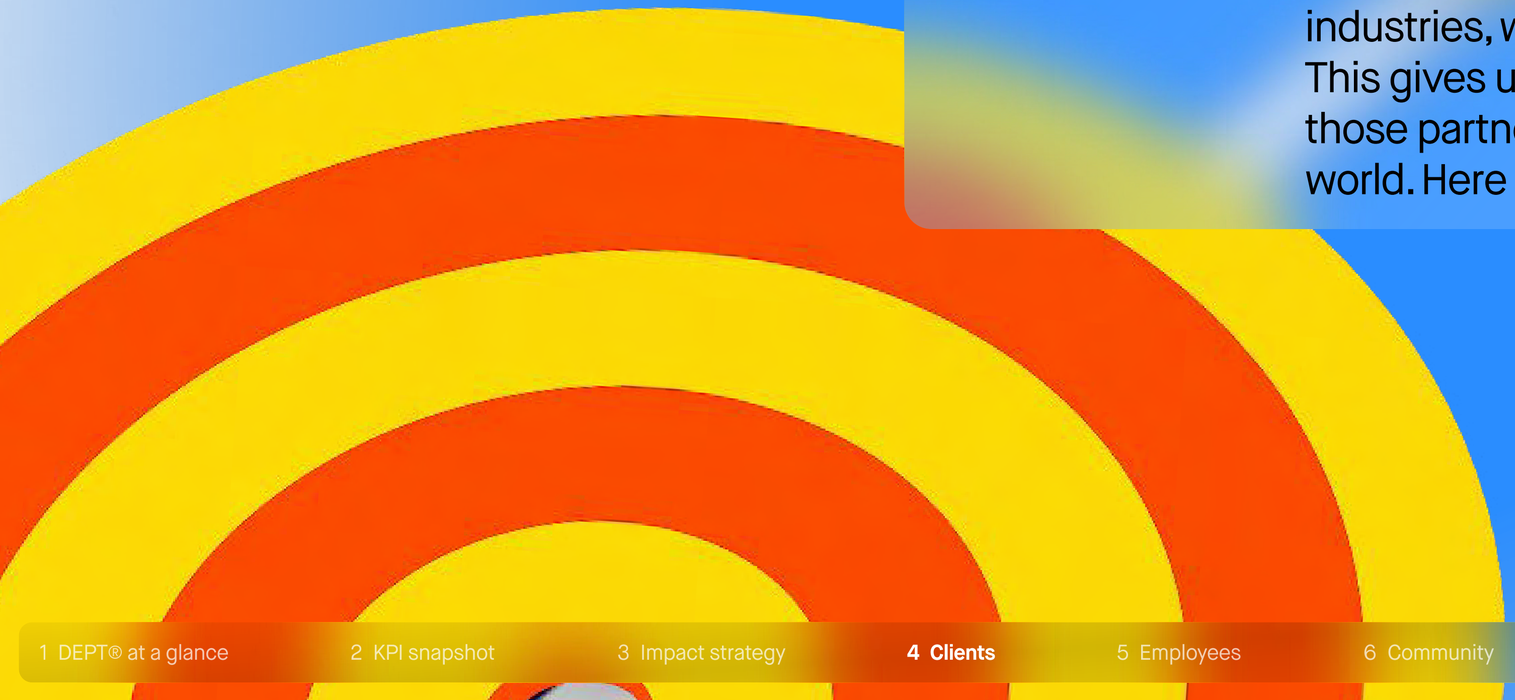


Through DEPT®/IMPACT, our customers will be able to more easily understand and leverage our expertise, experience, and concrete strategies for helping them use digital to do world-changing work.

We hope that DEPT®/IMPACT will help organizations reconcile the pressure to drive digital transformation across their businesses with the ability to use digital as a transformative force to create positive change.

4.2 NOTABLE IMPACT PROJECTS IN 2023

We work with clients from all around the world across industries, with different levels of global and local reach. This gives us the tremendous opportunity to leverage those partnerships to create a positive impact in the world. Here are just a few examples of our work in 2023.



DIGITAL PRODUCTS THAT MOVE THE WORLD FORWARD



"Easy Genomics presents an exciting new opportunity to make pipelines and data more accessible to end users while realizing the benefits of scalable, cost-efficient pipeline execution on AWS infrastructure."

Dawn Heisey-Grove, Public Health Analytics Leader, Amazon Web Services

Easy Genomics, an open-source solution for analyzing genomic data.

If the past few years have taught us anything, it's that genomic sequencing will play a major part in the future of (public) health. Having timely and complete access to genomic sequencing data and analytics helps public health agencies respond better to a disease. But it is also a complex and costly process. Unfortunately, many public health agencies lack the resources to take advantage of what genomic sequencing has to offer.

Amazon Web Services (AWS) connected the dots in simplifying genomic sequencing and approached DEPT® along with the Wisconsin State Laboratory of Hygiene (WPHL) to help create Easy Genomics, an open-source digital solution to gain a better understanding of diseases and disease prevention. Together, we successfully developed this groundbreaking solution that has a meaningful impact on society and in the field of health and digital technology.



Easy Genomics presents an exciting new opportunity to make pipelines and data more accessible to public health agencies while realizing the benefits of scalable, cost-efficient pipeline execution on AWS infrastructure.

With Easy Genomics, public health agencies can do the following:

- Effortlessly handle laboratory sequencing datasets and initiate pipelines with minimal training or specialized knowledge
- Facilitate secure collaboration to enhance productivity
- Quickly expand their analysis capabilities to meet unforeseen demands by utilizing the AWS cloud platform
- Reduce infrastructure expenses by only paying for the required infrastructure when necessary

Put simply, Easy Genomics is an open source solution to genomic sequencing without additional coders or bioinformatics staff and that is accessible to everyone. The launch of Easy Genomics means public health labs that don't have technical staff now have access to a tool that makes it simple to run genomic pipelines on their lab tests. That means public health authorities can more easily track variants of communicable diseases like COVID-19.

Going forward, the Association of Public Health Laboratories will use Easy Genomics in all public health labs in the USA. The collaborative efforts have resulted in a game-changing solution that's already revolutionizing the future of public health bioinformatics.

Left: Together with Amazon Web Services (AWS), Two Bulls/DEPT® developed an open-source digital solution to simplify genomic sequencing for labs around the globe.

ACCESSIBILITY



"[BASIC/DEPT®] helped us redefine how we communicate about our vision, history, and our impact. Their interpretation of our mission has significantly elevated the perception of the work we are doing, which has directly contributed to establishing new and meaningful relationships with individuals and organizations. All of which allows us to make a greater impact in more lives of individuals with disabilities."

Ken Trush, Co-Founder & Managing Director, Daniel's Music Foundation

Delivering delightful digital experiences for everyone with Daniel's Music Foundation

Daniel's Music Foundation (DMF) is a New York City-based nonprofit that empowers people with disabilities through music and awareness programs. Since adding online programs to its already popular in-person classes and events during COVID-19, DMF exploded with the potential to reach people across the world. The foundation needed a website that could keep up, so in 2022, they came to us for help creating one that would build trust, share joy, and showcase impact while remaining accessible to people of all abilities.

Throughout 2023, we worked on building a site that equally centered accessibility alongside beautiful, award-winning design—challenging the stigma that improved accessibility requires design trade-offs. Our solution involved prioritizing inclusive design elements like alternative text, accessible color choices, and a streamlined class comparison and sign-up process.

The design system accounted for accessibility in every UI element, allowing us to better serve users with visual and mobility impairments. Plus, by crafting a warm, clear, and conversational voice, treating alt text as a core component of copy, and thoughtfully choosing our calls-to-action, the language across the site nurtures a sense of belonging and normalizes the various ways users will experience the site.

With interactive and digestible content—carefully edited into bite-sized pieces that let people explore the world of DMF at their own pace—we ensured an engaging and vibrant online presence.

In addition to our focus on accessible design, we also approached every step of development with the same level of care and attention. From the beginning, we integrated accessibility testing and compliance, using a combination of CI/CD tools such as Lighthouse CI and browser-based testing platforms like ARC Toolkit and Axe Accessibility.

Since launching in late 2023, Daniel's Music Foundation has seen a 37% increase year-over-year in donations. Additionally, in just three months, the foundation has garnered a record-high number of inquiries as interest grew exponentially from people who wanted to work with and for them as instructors. The website was also recognized by the Anthem Award, winning a silver award in the Diversity, Equity, and Inclusion category.

The project, which involved more than 6,000 pro bono hours in 2023, has been met with acclaim from a DMF donor, who hailed the website as an "incredible accomplishment." We're extremely proud to have successfully translated DMF's warmth into a digital realm, welcoming all with smiles and hugs at the front door.

Bottom: Daniel's Music Foundation



INCLUSIVE CREATIVE & CAMPAIGNS



"The fashion industry is the second-largest industrial polluter, accounting for 10% of global pollution, ranking higher than emissions from air travel! Ultimately this is an industry that needs to change and businesses need to help the consumers of today and tomorrow to buy fashion more sustainably and consciously. eBay is in a unique position to facilitate and accelerate this movement, and as an agency that celebrates our carbon neutral status and B Corp certification, this type of campaign and partnership aligns perfectly with our values."

Duncan Birch, Business Director

Coupling up Love Island and eBay for the sustainable shopping movement

As the fast fashion industry takes an increasing toll on the planet, global online marketplace eBay wanted to make a stand as a pioneer of thoughtful commerce. To spark a movement towards a more conscious way of shopping, eBay partnered with the immensely popular reality show, Love Island.

The goal? Break up the show's long-standing relationship with fast fashion brands and influence audiences to buy pre-loved, planet-friendly items instead.

The partnership was brought to life across social media with a campaign concept, strategy, and delivery from DEPT®. Love Island fans tend to watch the show via a dual-screen experience, switching straight to social platforms during ad breaks and between episodes to debrief and watch creator content around the series. So, we built a community of "Stylanders," a collective of influencers, creators, and commentators who sat at the heart of our through-the-line (TTL) activation, which ran across TV, VOD, social, digital, and the dedicated Love Island app.

We took control of eBay's socials to drive awareness through paid and organic channels. Throughout season 9 of the show, we shared and reacted to memorable moments on behalf of the brand. Simultaneously, the Stylanders posted content that created a connection between the big and small screens, making eBay a significant part of the Love Island conversation in an authentic, relevant way, and building trust and credibility for eBay's fashion category.

The Couple Up With Pre-Loved campaign was a massive success for both eBay and the environment. By using Love Island as the platform to showcase the vast range of quality, on-trend, pre-loved items available from eBay, the marketplace positioned itself as an authority voice on circular fashion—while normalizing pre-loved purchasing for millions of Love Island viewers.

Throughout Love Island season 9, we generated 217m impressions, 948K clicks, and 76K organic engagements. But even more importantly, the campaign drove a 1,400% increase in "pre-loved fashion" searches on eBay compared to the previous season. Additionally, we saw a 24% rise in new circular businesses joining the online marketplace—an incredible step in the movement toward more sustainable shopping.

Bottom: eBay x Love Island



SAFETY, PRIVACY & MISINFORMATION



"As long as the internet remains a free, accessible space, we can help empower those wanting to combat misinformation and censorship. This method provides a tool where anyone can actively make a difference with minimal effort, helping to spread accurate information to those needing it."

Anders Jessen, CEO & Founder, HELLO MONDAY/DEPT®

Countering misinformation with Undo the Firewall

In 2023, Russia censored and blocked an estimated 1 million websites globally—including every independent news site as well as global social media platforms like X, Instagram, and Facebook.

In response to this alarming trend, HELLO MONDAY/DEPT® partnered together with The True Story—a news aggregator founded by Lev Gershenzon, former news director of Russia's largest search engine Yandex—to provide a straightforward solution that empowers website owners worldwide to host uncensored news stories and counter misinformation and internet censorship.

"Providing the Russian population with unrestricted information and news is the best way to help them understand what is happening in Russia. By offering this information, we aim to catalyze a movement in Russia that values living in a world with free media and freedom of speech," said Lev Gershenzon.

Although Russians may not be able to access X or the BBC, they can still freely visit foreign websites for gaming, information, and e-commerce.

With Undo the Firewall, website owners can copy and paste a small code snippet onto their sites, available at undothefirewall.com. When a visitor with Russian language settings accesses the site, a pop-up displaying uncensored news stories automatically appears, providing unfiltered perspectives on current events.

A simple copy-and-paste job may sound small, but its effects are massively significant. By participating in Undo the Firewall, we've helped empower websites to puncture the information barrier imposed by a system that uses technology to stifle its people through censorship and centralization of news and information.

Bottom: Undo the firewall



CLIMATE TECHNOLOGY



"NREL has always pushed the boundaries of what an energy-efficient building can be. The NREL Intelligent Campus Dashboard showcases and encourages more mainstream adoption of these innovations."

Ross Perry, Software Engineer

Driving sustainability with data visualization for NREL

In the US, the National Renewable Energy Laboratory (NREL) tests cutting-edge research in energy efficiency to find and apply best practices in sustainability. As their technology partner, DEPT®/ Digital Products helps develop creative solutions to energy problems through data, development, and systems integrations.

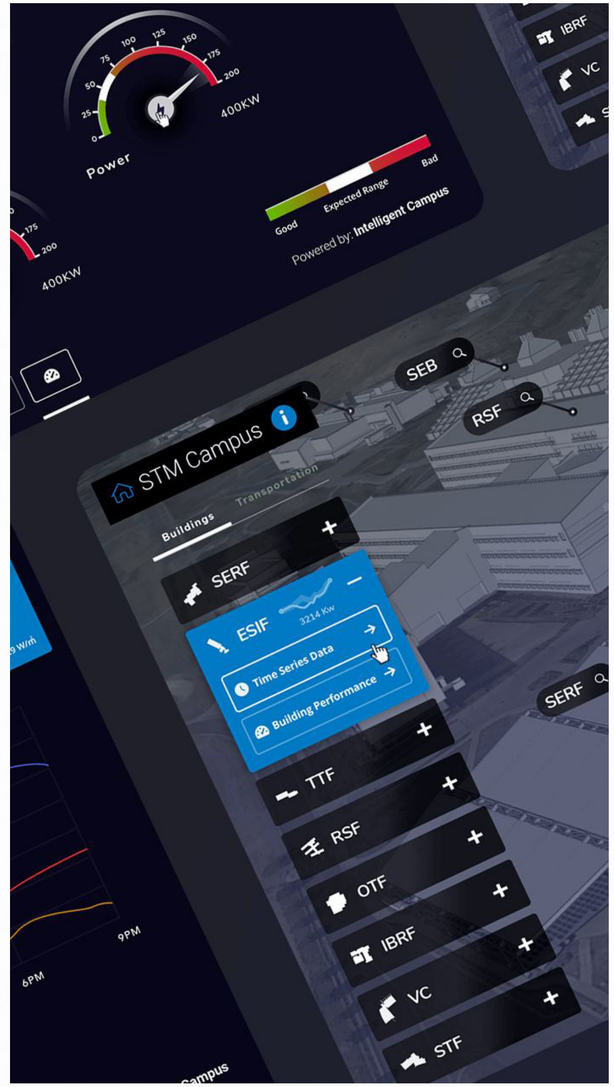
To help put the "intelligent" in NREL's 327-acre Intelligent Campus, our team was contracted to develop a visualization framework of the campus's energy usage data. By creating a dashboard that enabled building occupants to monitor their energy consumption in real-time, they could react to aberrations in usage quickly and efficiently.

Using the latest VueJS frontend framework, with D3.js libraries, we created extensive and dynamic data models to handle all the current—and, importantly, future—meter and building energy data that NREL generates.

As of June 2023, we're pleased to share that this series of visualizations and dashboards has now been released to the public.

Now, visitors to NREL—including high-level government officials—can view the Intelligent Campus Dashboard on prominent touchscreen monitors throughout the campus to gain an important window into the crucial and holistic work being done there.

Moreover, researchers can use Intelligent Campus to display data to tell different stories to visitors and stakeholders about their work and secure funding for projects in the future.



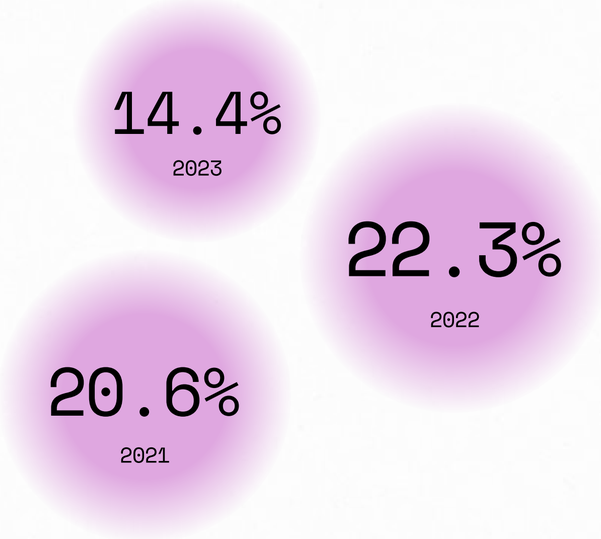
Right: Dynamic dashboards, now feeding NREL's live energy usage data are accessible both at employee workstations and on large touchscreen monitors displayed throughout the campus.

5 EMPLOYEES

5.1 Employee Engagement
5.2 Building a foundation for growth and career development
5.3 Benefits & Wellness
5.4 Fairer fair pay
5.5 Diversity, Equity & Inclusion

2023 was a tough year for the global workforce, during which tech layoffs, record inflation, and an unsteady COVID-19 recovery rippled across industries. We experienced these economic headwinds right alongside our clients and partners. As our pace of employee growth and acquisitions slowed, we had to make difficult decisions about reducing our workforce to preserve the sustainability of the business.

EMPLOYEE GROWTH RATE: N/A
VOLUNTARY TURNOVER RATE:



We also decided not to host our annual all-staff retreat, DEPT® Fest. Going forward, due to our size and the global nature of our operations, DEPT® Fest will shift to at least a biannual gathering, rather than an annual one. The exact shape DEPT® Fest takes may look different year-over-year as we continue evolving as a business and adapting to our team's size and needs.

With less growth, we spent the year focused on enhancing the overall employee experience across the globe. We continue to harmonize policies and procedures across all of DEPT®, particularly incorporating and applying great ideas from the teams that have joined us. As with last year, many aspects of our culture and employee experience remain local or regional to honor some of the niche, unique, and incredibly engaging things our teams do locally.

Some notable areas of growth and progress we made surrounding our employee experience in 2023 include:

1. Hiring our first Global Diversity, Equity & Inclusion Lead, Sandra Masiliso, to help accelerate our commitment to DE&I and work alongside our People & Culture teams to embed DE&I throughout the culture, values, and ways of working at DEPT®.

2. Continuing operations in a hybrid, remote-first culture, which embraces flexibility and empowers employees to "work where they want." This year, we also worked to incentivize people to come back into the office through beautiful and functional work environments.

3. Expanding our team in India, where we brought a team of almost 500 people on board in early 2023. This represents one of our biggest investments in Asia Pacific to date.

4. Opening a remote hub in Barbados, joining the likes of our teams in Croatia, Macedonia, and Argentina. We launched the Barbados hub in partnership with the Barbadian government and the support of Prime Minister Mia Mottley with a specific social impact objective in mind: bring more economic opportunities to a country that's been hit hard by reduced tourism and climate change.

“Our ultimate goal is to build a company culture that is fulfilling, authentic, and inclusive—encompassing everything from professional development to employee recognition, wellness, and compensation.”

Sarah Steele, Global SVP People & Culture



5.1 EMPLOYEE ENGAGEMENT

At DEPT® we know culture and engagement are critical to our success and we aim to build a company where our employees feel empowered to create the best work of their lives and can make a lasting, positive impact for our clients and beyond.



We also know that culture is in everything. While we can't highlight every small cultural touchpoint at DEPT®, we are laser-focused on:

1. Ensuring our teams are empowered to drive our global vision, mission, values, and strategy into all corners of their work
2. Strengthening local cultures across our offices
3. Having a great time

It's important that every Depster feels connected to our global why and how, while also getting to experience the closeness and camaraderie of a local team.

One example of our global culture in action is DEPT APPAREL—our very own clothing brand. DEPT APPAREL started as apparel made from a few pieces of deadstock and has since grown into an independent brand. It's a way to show who we are and what we value. It also reflects the seamless integration of what we do for our clients each day: branding and commerce delivered via an enjoyable and effortless digital store.

Left: DEPT APPAREL – Kickoff 2024

"DEPT APPAREL gives us the chance to celebrate the moments that mean the most to us, in the way that makes the most sense to us. Our monthly drops often connect with meaningful moments within our culture, like for example Pride Month, where we released Pride themed apparel and donated a portion of the proceeds to LGBTQ+ charities. DEPT APPAREL is almost exclusively made with organic recycled materials."

Danijel Bonacic, Director of Strategy



We also continue to learn how best to support our employees through major world events. In 2023, our team in Argentina experienced a highly contested and polarized election.



"Argentina is a super polarized place, and while we don't express political views, we do lead with our values. We aim to focus our attention on the material concerns of our employees. Around the election, our team had big questions about currency devaluation. We did a lot of scenario planning to ensure we'd have the right contingency plans in place following the election. Outside of that practical planning, we focused on fostering community, stability, fun, having open lines of communication and unity in the workplace to create the feeling that we are a part of something greater than ourselves."

Joaquin Gatti, Managing Director LATAM

OVERALL EMPLOYEE SATISFACTION (GOAL: 8.3)



FREEDOM OF OPINION DRIVER SCORE



5.2 BUILDING A FOUNDATION FOR GROWTH AND CAREER DEVELOPMENT

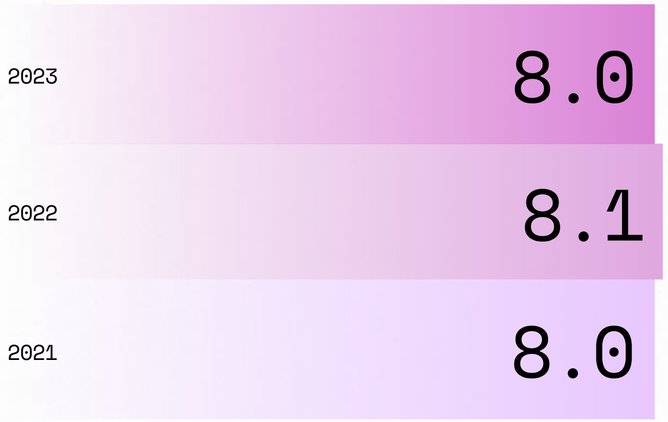
Learning and career development are both critical to DEPT®'s commitment to our employees and our clients. This was especially true in 2023, as the pace of change in our industry moved at unprecedented speeds. We're uniquely obligated to ensure our employees, and therefore our clients, are equipped with the skills and tools needed to meet the demands of today's digital landscape.

We continue to conduct mandatory employee training on topics like information security or harassment in the workplace, as well as offer specialized training within markets, crafts, and job functions. We also have several learning and development programs for trainees or interns new to the workforce.

GOAL SETTING DRIVER SCORE



PERSONAL GROWTH DRIVER SCORE



Driver scores show us how employees are feeling about specific aspects of the employee experience, here, their ability to achieve goals and grow at DEPT®

GLOBAL

One of the most innovative and cross-functional initiatives at DEPT® in 2023 was our introduction of the AI Masterclass series: weekly sessions designed to cover a diverse range of AI topics, from 3D design to the best prompts for large language models, to the legal implications for using popular AI tools. The masterclasses are intended to make AI tools, tactics, and theories—from beginner to advanced—accessible to everyone throughout DEPT®. Over the course of the year, Depsters spent approximately 6,000 cumulative hours attending the masterclasses.



"In 2023, it became undeniably clear that AI was going to fundamentally change the way each of us work and we at DEPT® have both the responsibility and the opportunity to ensure our staff is well equipped to adapt to those changes and innovate new ways of working– this is true for our client teams, those that are building campaigns or code for our clients, as well as our internal teams that can use AI tools to, for example, design a better finance and operations procedure."

Bob Briski, CTO for DEPT®/AI

AMERICAS

In the US, we offered training to upcoming or aspiring managers to ensure they're fully prepared to manage an individual or team. These trainings focus on cultivating essential managerial soft skills, such as how to have tough conversations with your direct reports or resolve conflict.

We also rolled out Psychological Safety Training to enhance trust and collaboration across teams. The training focuses on tactics to foster psychological safety in situations where individuals might be afraid to fail, disagree, or speak up. We look forward to expanding this training in 2024.



"Our psychological safety training equipped employees to address inclusion, learning, experimentation, and constructive disagreement. Since then, they've noted an improved ability to identify and manage previously indescribable challenges related to psychological safety. Our communication norms template was especially popular, teaching people to write unwritten rules that could be an accidental source of exclusion.

Greg Erickson, People Business Partner, People Insights

EMEA

In 2022, we highlighted the robust leadership training program in place in the Netherlands. In 2023, our team in Germany designed and implemented a new training program, tailored to the needs of their leaders.

The program consists of an onboarding component where new leaders are introduced to the unique characteristics of leadership within the company, such as our mission, vision, values, strategy, and ways of working here at DEPT®. Leaders then receive ongoing training that delves into their role as managers and as leaders, discussing topics such as managing remote and hybrid teams, effective delegation, difficult conversations, communication, and feedback through role play.



"Empowering leaders is not just about teaching skills; it's about igniting a passion for growth and impact. Our leadership training brings together some of the best minds at DEPT® and creates the space for discussion on crucial leadership topics equipping our leaders with the foundational principles they need to excel."

Kristin Flörke, Head of People & Culture Germany

APAC

Our team in India has a robust training program in place for new hires as they join the team. New hires join training "tracks" depending on their role, focused on developing their skills. A few of those tracks include front end, quality, web content, or application support. Training programs last between 1-6 weeks. After training, employees are deployed on projects where they receive mentoring and ongoing support from their team leads.



"A major part of running an organization today is creating opportunities for employees across the board. We take great pride in building the careers of college graduates by starting with meaningful and intensive training. This provides them with clear visibility on their career path since the day they join. It also facilitates learning of key leadership skills, communication skills, and empathy alongside technical and job skills. Reskilling, mentoring, and team and management support are all part of the culture that helps them continue to grow."

Yash Mody, CTO, APAC & DEPT® Adobe Practice

5.3 BENEFITS & WELLNESS

Our benefits and wellness programs are designed to account for diverse cultures and needs across the business. Full-time and part-time employees are largely eligible for the same set of benefits.

PARENTAL LEAVE

DEPT® is compliant with minimum requirements across the board for parental leave for employees, which varies depending on the country. On top of that, we look to provide additional weeks of paid parental leave where possible.

In 2023, we worked on harmonizing the amount of parental leave across different teams within the same country, as was the case in Denmark where we offer up to 17 weeks of paid parental leave.

In Australia, we were able to offer an additional 8 weeks of parental leave to the team, equal for both non-birthing and birthing parents, on top of the 16 weeks of leave provided by the government.

In the Netherlands birthing parents receive 16 weeks of pregnancy leave at 100% of their pay. Non-birthing parents receive 2 weeks of leave at 100% pay and 3 following weeks at 70% pay.

In the UK, we offer between 4-6 weeks of parental leave at non-birthing or partner Leave, and full pay for 12-26 weeks of leave for the birthing parent.

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

GENDER RESPONSE HEALTHCARE

The UK team introduced new policies in 2023 designed to reflect the variety of experiences people may undergo, outside of more "traditional" benefits like parental leave:

- The Fertility Policy: Designed to support employees undergoing or wishing to undergo fertility treatment, we offer paid time off, flexibility, and awareness of our well-being support schemes.
- The Pregnancy Loss Policy: This policy recognizes pregnancy loss as a bereavement, emphasizing support and guidance without assumptions about an individual's feelings or preferences. It outlines available support and assistance, including compassionate leave, support, and accommodations for those affected by this loss.
- The Menopause Policy: This policy reflects our commitment to supporting employees through this natural and transformative stage and aims to create awareness and understanding. It includes paid time off, flexibility, and workplace adjustments.

Alongside the UK team, our Australian team has rolled out additional paid medical time off for a wide range of potential medical or psychological needs. Employees have access to an extra 5 days available and primarily serve to support Depsters with services such as fertility, pregnancy loss, and gender-affirming procedures.

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

MENTAL HEALTH & PHYSICAL WELL-BEING

Depsters have access to a variety of programs and subscriptions to help manage their physical and mental well-being.

Depsters in the Netherlands as well as their family members can get anonymous coaching from a certified psychologist via OpenUp. Over the past 12 months, more than 500 1:1 sessions have been booked in nine languages. Depsters who have used OpenUp indicate recommending the platform to friends or colleagues with a score of 9.7 out of 10. OpenUp is also available to the team in Germany and Switzerland

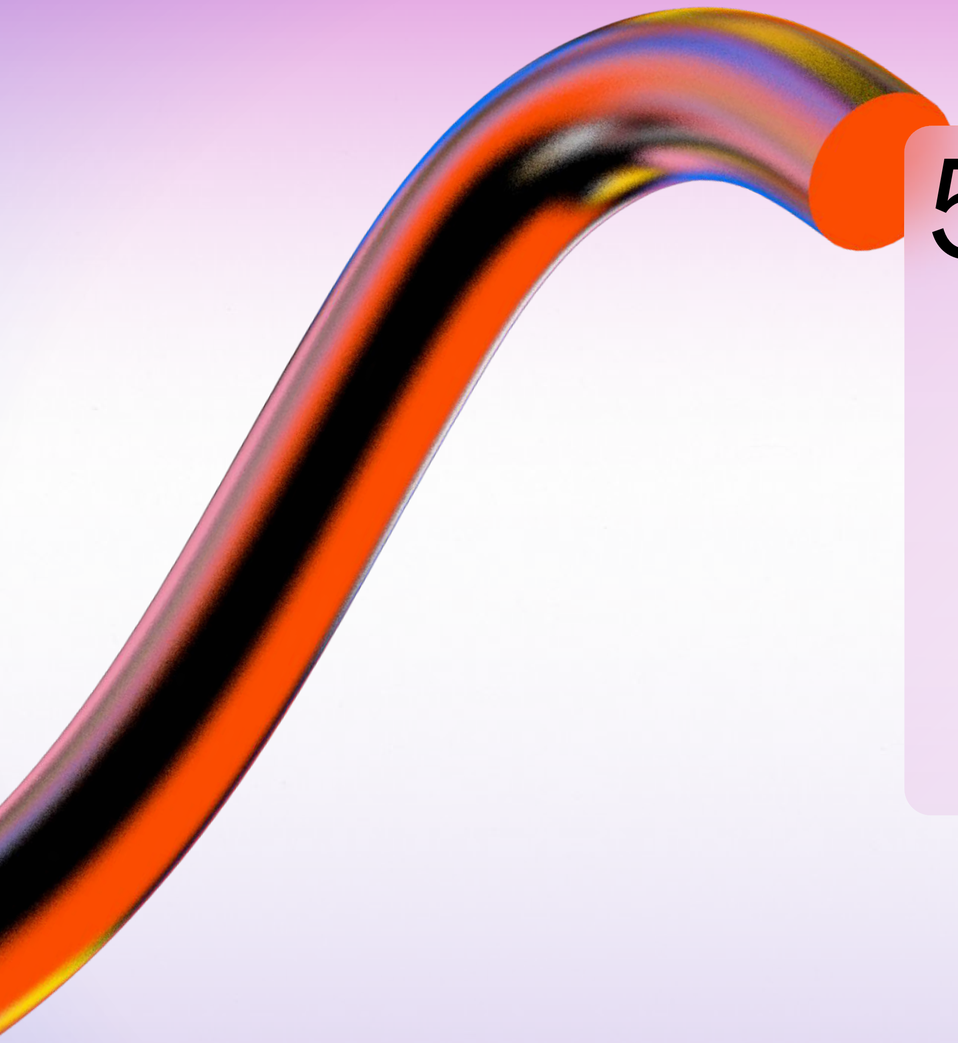
In Australia, Depsters were enrolled in a 12-month program with Smiling Mind that provided them with access to support, training, workshops, and sessions all related to wellness, workplace health, and topics such as burnout, fatigue, stress, teamwork, or meditation.

The UK team puts a special focus on reflecting and celebrating national and international events and awareness days in a way that centers wellness. For example, the team planned several events from yoga to a calligraphy workshop to commemorate Mental Health Awareness Week.



“We wanted to recognize the profound impact each of these experiences can have on our employees, understanding that not everyone feels comfortable sharing their circumstances. A formal policy is important in signaling to employees that there’s always someone at DEPT® to offer support. Our fertility and pregnancy loss policies are extended to equally support any employee whose partner is undergoing treatment or has suffered a pregnancy loss. I am proud of DEPT® for formalizing such support, which contributes to greater awareness of issues that could affect any one of us.”

Laura Henderson, People & Culture Director



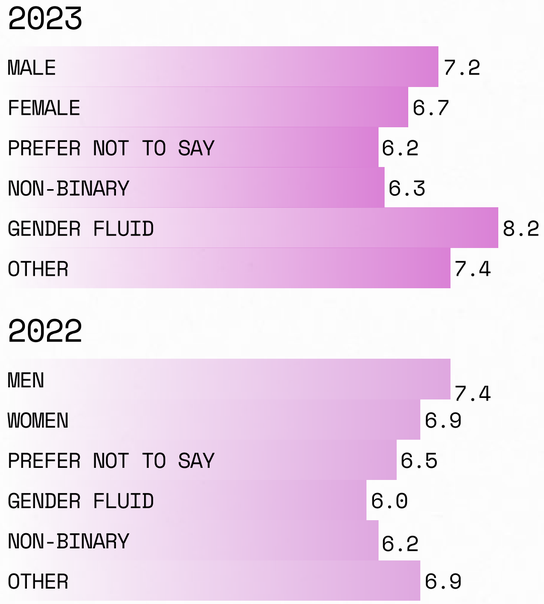
5.4 FAIRER FAIR PAY

This past year we made good on our commitment to pay at or above the local living wage to all employees*, including the teams that we brought on board in early 2023. We acquired accurate living wage data for several additional countries and conducted a second analysis of wage rates against the local living wages to ensure we're keeping up with inflation and the rising cost of living.

Our Australian team also conducted a gender pay equity analysis and is now officially reporting data on the gender pay gap to the Australian government. In the Americas, we formalized a compensation philosophy that seeks to match pay to location and ensure compensation is competitive, equitable, and reflective of an individual's performance and impact. Finally, we conducted a preliminary gender pay gap analysis in the EMEA region and will be taking steps to address our findings in 2024. It's a regular practice in EMEA to benchmark certain roles to market each year and ensure peer and gender equity of pay across teams. Across regions, we want to ensure that employees feel fairly rewarded no matter their gender, and that any pay gaps are periodically remediated.

Our team in Denmark began to work with fellow B Corp, Merkur Andelskasse, to provide sustainable and socially responsible investment options to Depsters as well as support them through general questions and needs related to their pensions.

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



Driver scores show us how employees feel about specific aspects of the employee experience, here, how they feel about the fairness of their pay at DEPT®.
*This excludes flex contracts and interns.

REGION	AVERAGE OF % ABOVE INDIVIDUAL LIVING WAGE	MEDIAN OF % ABOVE INDIVIDUAL LIVING WAGE	AVERAGE OF % ABOVE FAMILY LIVING WAGE	MEDIAN OF % ABOVE FAMILY LIVING WAGE
OVERALL	182%	134%	134%	108%
AMERICAS	208%	178%	130%	101%
EMEA	136%	115%	143%	124%
APAC	274%	130%	117%	17%

5.5 DIVERSITY, EQUITY & INCLUSION

Throughout 2023, we worked to build a workforce and company that is inclusive and representative of the communities we serve. While DEI programs at large faced some setbacks in 2023, they remain integral to our current and future success. We seek to reflect the diversity in the world within our work with clients, and we know we can't do so without an inclusive and representative organization within our four walls.

Last year, we made substantial progress in gathering demographic data across our operations—allowing us to now report on and, more importantly, set goals related to the ethnicity of our workforce in the US, Canada, and the UK.

We also started surveying our staff on religion/beliefs and family or caregiver responsibilities. Although the response rates for these demographic data points were low and not yet statistically significant, collecting this early data is an important step in understanding the full range of diversity at DEPT®. This includes individuals who are D/deaf, disabled, and/or neurodiverse*, which is also crucial for data collection and goal setting.

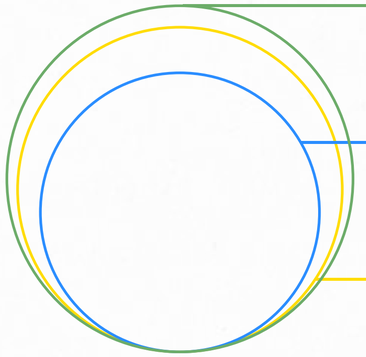
We continue to invest in fostering a supportive and inclusive workplace culture. For example, we launched our first global multicultural Employee Resource Group (ERG), DEPT®/MOSAIC. This ERG aims to foster connectivity among our diverse ethnic and racial heritage communities, encouraging an inclusive, motivating, and supportive environment for everyone.



Through 2024, we intend to focus on continuing to build the foundations for a more diverse, equitable, and inclusive workplace. Our focus areas for 2024 include:

- Gathering, analyzing, and sharing robust data on the makeup of our workforce. It is paramount that we understand the demographic makeup of our organization and be able to identify areas of improvement.
- Ensuring our global procedures and policies are equitable for all Depsters. We know structural barriers can often unintentionally impede progress toward DEI goals, so we want to ensure that our existing employee processes and policies are void of bias and inequity. This includes, for example, reviewing and improving our hiring process so our approach and process promote diversity at all levels.
- Equipping our teams and leaders with the skills they need to lead with DEI top of mind. All of us are responsible for building a more diverse and inclusive workforce, and we must empower our leaders with the knowledge and skills to champion DEI in their roles and daily work. We're excited to work on professional development pathways to upskill our team in this area.
- Fostering a culture of inclusion through communication, flagship cultural touchpoints, in our offices, and through our Employee Resource Groups: It's integral that every employee at DEPT® understands the importance of DEI, and sees themselves and their experiences and needs reflected in our communications, in our events and culture-building moments, and our office spaces.

DIVERSITY DRIVER BY AGE



2023

20-25 YRS: 9.2/10	35-40 YRS: 8.9/10	50-55 YRS: 8.6/10
25-30 YRS: 9.0/10	40-45 YRS: 8.9/10	55-60 YRS: 9.5/10
30-35 YRS: 8.9/10	45-50 YRS: 9.1/10	60-65 YRS: 8.8/10

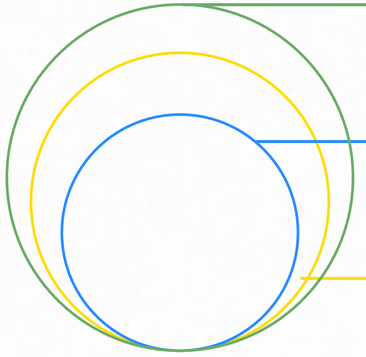
2022

20-25 YRS: 8.6/10	35-40 YRS: 8.4/10	50-55 YRS: 8.6/10
25-30 YRS: 8.4/10	40-45 YRS: 8.5/10	55-60 YRS: 9.0/10
30-35 YRS: 8.4/10	45-50 YRS: 8.8/10	–

2021

20-25 YRS: 8.9/10	35-40 YRS: 8.8/10	50-55 YRS: 9.0/10
25-30 YRS: 8.9/10	40-45 YRS: 8.8/10	–
30-35 YRS: 8.8/10	45-50 YRS: 9.1/10	–

DIVERSITY DRIVER BY GENDER



2023

MEN: 9.1/10	PREFER NOT TO SAY: 8.3/10	NON-BINARY: 9.1/10
WOMEN: 8.8/10	GENDER FLUID: 9.2/10	OTHER: 8.2/10

2022

MEN: 8.6/10	PREFER NOT TO SAY: 7.5/10	NON-BINARY: 8.2/10
WOMEN: 8.4/10	GENDER FLUID: 6.1/10	OTHER: 7.2/10

2021

MEN: 9.0/10	PREFER NOT TO SAY: 8.3/10	–
WOMEN: 8.7/10	GENDER FLUID: 8.0/10	–

Driver scores show us how employees feel about specific aspects of the employee experience, here, if they feel included and respected at work.

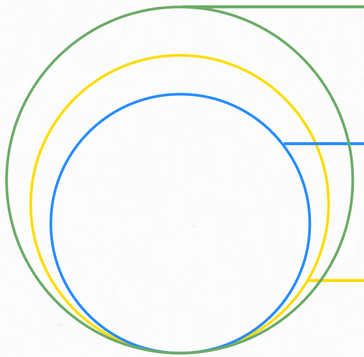
*Deaf with a capital D is used to refer to individuals who have been deaf prelingually – for the entirety of their lives, or since before they started to learn to talk. It is an important distinction because Deaf people tend to communicate in sign language as their first language whereas, the 'lowercase d' deaf simply refers to the physical condition of being hard of hearing, and such individuals impacted don't always have a strong connection to the Deaf community and may not use sign language. Disabled refers to having an impairment or limited by a physical, mental, cognitive, or developmental condition that has a 'substantial' and 'long-term' negative effect on your ability to do daily activities. Neurodiversity refers to the different ways a person's brain processes information and describes the idea that people experience and interact with the world around them in many different ways; there is no one "right" way of thinking, learning, and behaving, and differences are not viewed as deficits.



"Each of these strategies serves in support of our ambitious but achievable 2027 targets – from achieving gender parity in leadership to increasing underrepresented ethnic/racial groups across all staff and supporting employees with family or caregiver responsibilities – we are excited to build effective DEI-centered practices, policies, and culture across all aspects of the employee experience."

Sandra Masiliso, Global DEI Lead

DIVERSITY DRIVER BY SEXUAL ORIENTATION



2023

PART OF THE LGBTQ+ COMMUNITY > NO: 9/10
PART OF THE LGBTQ+ COMMUNITY > YES: 8.9/10
PART OF THE LGBTQ+ COMMUNITY > PREFER NOT TO SAY: 8.6/10

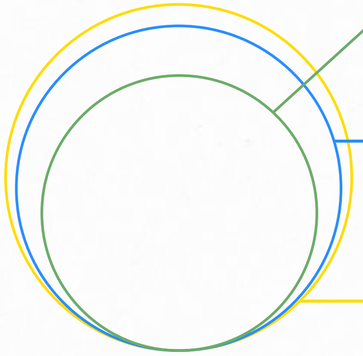
2022

PART OF THE LGBTQ+ COMMUNITY > NO: 8.5/10
PART OF THE LGBTQ+ COMMUNITY > YES: 8.4/10
PART OF THE LGBTQ+ COMMUNITY > PREFER NOT TO SAY: 7.9/10

2021

PART OF THE LGBTQ+ COMMUNITY = NO: 9.0/10
PART OF THE LGBTQ+ COMMUNITY = YES: 8.6/10
PART OF THE LGBTQ+ COMMUNITY = PREFER NOT TO SAY: 8.4/10

DIVERSITY DRIVER BY ETHNICITY



2023

WHITE OR CAUCASIAN: 8.4/10
HISPANIC OR LATINO: 8.8/10
ASIAN: 8.2/10
BLACK OR AFRICAN AMERICAN: 7.6/10
MIDDLE EASTERN OR ARAB: 8.2/10
MIXED OR MULTIPLE RACIAL GROUPS: 7.9/10

2022

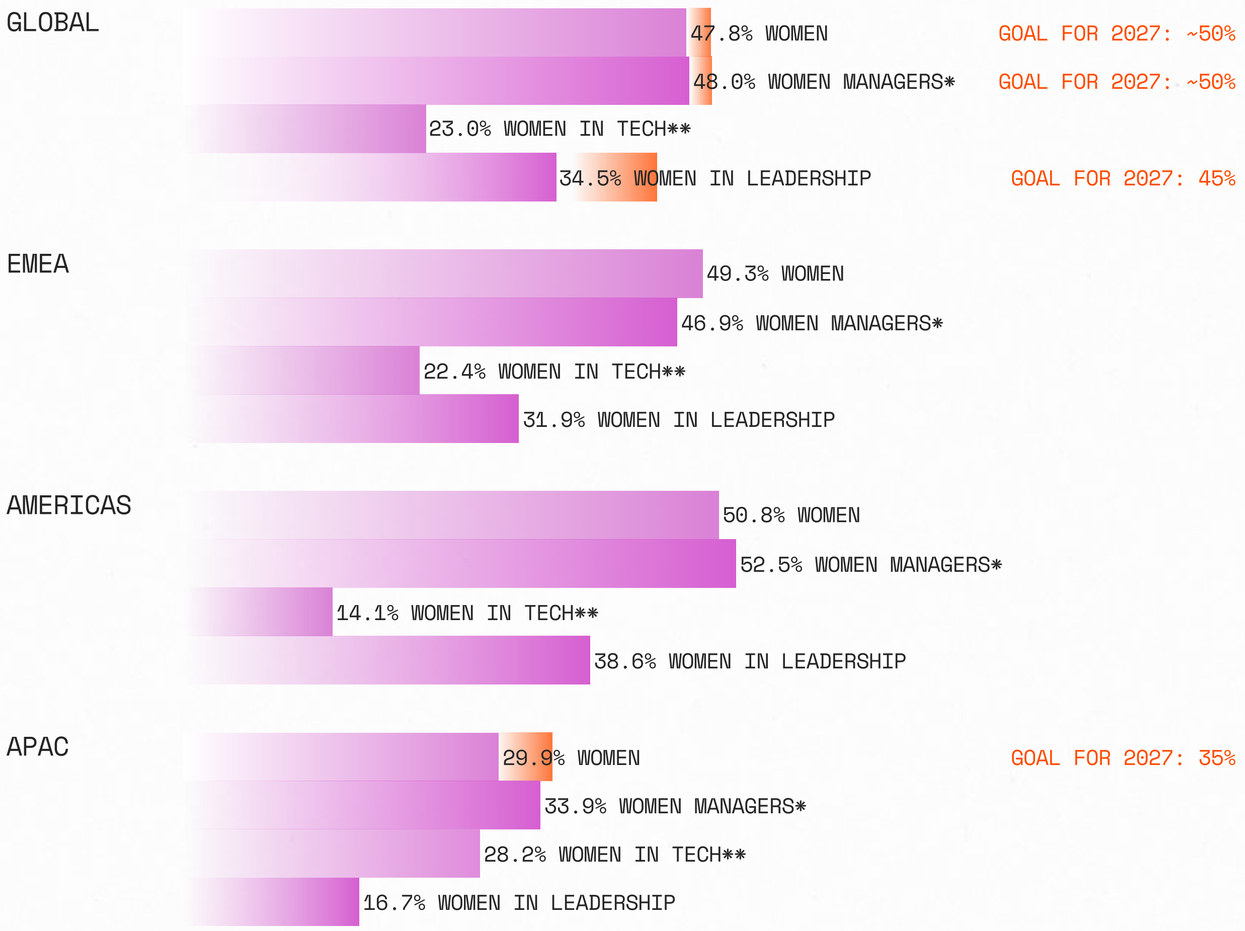
WHITE OR CAUCASIAN: 9.1/10
HISPANIC OR LATINO: 9/10
ASIAN: 8.9/10
OTHER: 9.1/10
BLACK OR AFRICAN AMERICAN: 8.6/10
MIDDLE EASTERN OR ARAB: 9/10
MIXED OR MULTIPLE ETHNIC GROUPS: 8.5/10
PREFER NOT TO SAY: 8.4/10

2021

WHITE OR CAUCASIAN: 8.9/10
HISPANIC OR LATINO: 9.4/10
ASIAN: 8.8/10
OTHER: 8.8/10
BLACK OR AFRICAN AMERICAN: 9.2/10
MIXED OR MULTIPLE ETHNIC GROUPS: 8.5/10
MIDDLE EASTERN OR ARAB: 9.0/10
PREFER NOT TO SAY: 8.5/10

Driver scores show us how employees feel about specific aspects of the employee experience, here, if they feel included and respected at work.

GENDER DEMOGRAPHICS



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

ETHNICITY* DEMOGRAPHICS

*As all demographic data is provided voluntarily, 18% of overall US staff chose not to self-report, along with 14% of Canada staff and 37% of UK staff.

NORTH AMERICA

OVERALL
- ASIAN: 15.93%
- BLACK: 4.57% — GOAL FOR 2027: 11.5%
- LATINO: 5.09% — GOAL FOR 2027: 16.0%
- NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER: 0.39%
- OTHER: 6.27%
- WHITE: 67.75%

LEADERSHIP
- ASIAN: 10.64%
- LATINO: 6.38%
- OTHER: 6.38%
- WHITE: 76.60%

MANAGERS
- ASIAN: 13.44%
- BLACK: 2.30%
- LATINO: 4.59%
- NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER: 0.66%
- OTHER: 5.25%
- WHITE: 73.77%

TECH
- ASIAN: 8.51%
- BLACK: 2.13%
- LATINO: 3.19%
- OTHER: 7.45%
- WHITE: 78.22%

UNITED KINGDOM

OVERALL
- ASIAN OR ASIAN BRITISH: 10.47% — GOAL FOR 2027: 10%
- BLACK, BLACK BRITISH, CARIBBEAN OR AFRICAN: 4.05% — GOAL FOR 2027: 4%
- MIXED OR MULTIPLE ETHNIC GROUPS: 6.42% — GOAL FOR 2027: 2%
- OTHER ETHNIC GROUP:1.01%
- WHITE: 78.04%

LEADERSHIP
- ASIAN OR ASIAN BRITISH: 10.53%
- BLACK, BLACK BRITISH, CARIBBEAN OR AFRICAN: 5.26%
- WHITE: 84.21%

MANAGERS
- ASIAN OR ASIAN BRITISH: 7.32%
- BLACK, BLACK BRITISH, CARIBBEAN OR AFRICAN: 3.25%
- MIXED OR MULTIPLE ETHNIC GROUPS: 3.25%
- WHITE: 86.18%

TECH
- ASIAN OR ASIAN BRITISH: 20.45%
- BLACK, BLACK BRITISH, CARIBBEAN OR AFRICAN: 2.27%
- MIXED OR MULTIPLE ETHNIC GROUPS: 6.82%
- OTHER: 2.27%
- WHITE: 68.18%

GLOBAL GOALS
- Increase underrepresented ethnic and racial groups in leadership by 25% by 2027
- Increase underrepresented communities by 20% for workforce & managers by 2027

AGE DEMOGRAPHICS

OVERALL AGE BREAKDOWN
- < 30 YEARS: 45.2%
- 30-50 YEARS: 52.3%
- > 50 YEARS: 2.6%

LEADERSHIP AGE BREAKDOWN
- < 30 YEARS: 3.0%
- 30-50 YEARS: 86.9%
- > 50 YEARS: 10.1%

MANAGERS AGE BREAKDOWN
- < 30 YEARS: 23.7%
- 30-50 YEARS: 72.2%
- > 50 YEARS: 4.1%

EMEA AGE BREAKDOWN
- < 30 YEARS: 40.5%
- 30-50 YEARS: 57.4%
- > 50 YEARS: 2.1%

AMERICAS AGE BREAKDOWN
- < 30 YEARS: 39.9%
- 30-50 YEARS: 56.9%
- > 50 YEARS: 3.2%

APAC AGE BREAKDOWN
- < 30 YEARS: 73.8%
- 30 - 50 YEARS: 24.2%
- > 50 YEARS: 2.1%

Recruitment

Building a diverse workforce starts with inclusive hiring policies, partnerships, and procedures. Throughout the year, we invested in improving the design of our recruitment process to ensure that it is best suited to attract top talent.

In the UK, we partnered with Manchester Metropolitan University to partake in the "Employ Autism" program: a UK-wide initiative that aims to ensure more autistic students and graduates have access to meaningful employment experience. We welcomed tech interns to the team and provided our colleagues with training on neurodiversity, with a focus on autism.

Across EMEA, we rolled out a structured interview scorecard to mitigate the risk of unconscious bias in the interview process. This, along with alternative assessment methods is designed to help better support neurodiverse candidates as well. We also expanded our partnership with Blue Road Academy, an organization dedicated to advancing the careers of newcomers to Europe with Salesforce training, professional development, and direct connections with top employers. In 2023, DEPT® became Blue Road Academy's first Global Impact Partner. Through the program, we've hired several talented graduates, provided training and office space in multiple countries where Blue Road Academy operates, and have had employees serve as trainers and mentors for program participants.

In the US, we reviewed and remodeled the language featured in our job openings to ensure it is more inclusive of protected classes and different experience levels. We've also standardized our interview processes, including structured scorecards, to keep equity top of mind.



AN UPDATE ON IGNITE

The Ignite internship program, designed to attract, retain, and develop Black talent in the marketing industry, achieved significant milestones this past year. These paid internships are exclusively available to Black second- to fourth-year college or university students, Ignite internships expanded in 2023 to include positions in strategy, in addition to existing roles in copywriting, design, development, and account management. We have also broadened our reach to the UK and are gearing up to welcome our first UK Ignite Interns in 2024. This year, two Ignite interns have also joined our team full-time.

"When one thinks of an internship they imagine endless coffee runs. However, this was far from the case with the Ignite Internship program, which thrust me fully into the role of a copywriter, gaining hands-on experience through the guidance of both my managers and peers. I first started at DEPT® as a copywriting intern in late June of 2023, working on the Uber and eBay teams, and transitioned into a full-time employee in September. The transition into the full-time role has been smooth and with the added bonus of confidence in my writing ability and new friends gained."

Olivia Kairu, Junior Copywriter



Left: DEPT® announcement of the Ignite internship scheme

Employee Resource Groups

We have three global employee-led employee resource groups (ERGs)—DEPT®/WOMEN and DEPT® PRIDE (both launched in 2022) and DEPT®/MOSAIC (launched in 2023)—to support and advocate for underrepresented employees. We also have several regional and team-specific ERGs.

In 2023 we rolled out an ERG structure to facilitate greater alignment between global and local groups, as well as establish clear expectations and guidelines for all groups. The new ERG structure links global ERGs with their local/national counterparts to create pathways for shared experiences and collaborative initiatives, as well as ensure focused, effective action. We have also developed scorecards to measure and evaluate the impact of ERG initiatives and provide actionable insights for progress and improvement.

REGIONAL EMPLOYEE RESOURCE GROUPS

AMERICAS	BLA3Q	BLA3Q fosters professional development, networking, social, and leadership opportunities, and a safe space for Black employees and allies.
	DEI Collective	The DEI Collective has pledged to understand where inequity lies. They are focused on creating a world where differences are championed, celebrated and uplifted.
	Adelante!	Adelante! brings together the Latinx community– to share recipes their abuela taught them, family traditions, or chat during their monthly cafecitos – "coffee breaks".
	Parents	The Parents ERG is an inclusive space for parents in the workplace, and features panel discussions, access to resources, and a slack channel.
	Allies for Action	Allies for Action leverages the unique skill sets at DEPT® to enhance the growth/exposure of non-profit organizations in line with our core values.
EMEA	RISE	RISE elevates the voices of all women, female-identifying and non-binary employees, through a safe space to speak freely and share experiences with value and respect.
	Kindred	Kindred represents ethnic and global diversity by supporting employees and promoting an inclusive environment with more opportunities for people of color.
	Onyx	Onyx is committed to celebrating, connecting, building, supporting, empowering and educating all black employees on the richness of Black culture.
APAC	DEI Board	The DEI Board assists with the integration of current DEI initiatives and advocates on behalf of inclusion in the workplace.



GLOBAL EMPLOYEE RESOURCE GROUPS



DEPT®/WOMEN

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

"We are so proud of the things we've been able to accomplish in 2023– whether our weekly #womenswednesdays discussions in Slack or the events we've held around the world. I'm most proud of our mentorship program – where we pair mentees with leaders across DEPT® to support any topic they might need some guidance on, from career growth to upskilling or even work-life balance."

Missy Foristall, Chief Operations Officer & DEPT®/Women Executive Sponsor





DEPT® PRIDE

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

"In 2023, DEPT® PRIDE continued to serve as a safe space for all community members and also came together for some wonderful moments of celebration and advocacy. We celebrated Pride in office and partnered with DEPT APPAREL on Pride themed merchandise, hosted speakers, provided feedback on client work, held resource sessions, and raised money for LGBTQ+ charities."

Rebecca Upton, Manager & DEPT® PRIDE Lead





DEPT®/MOSAIC

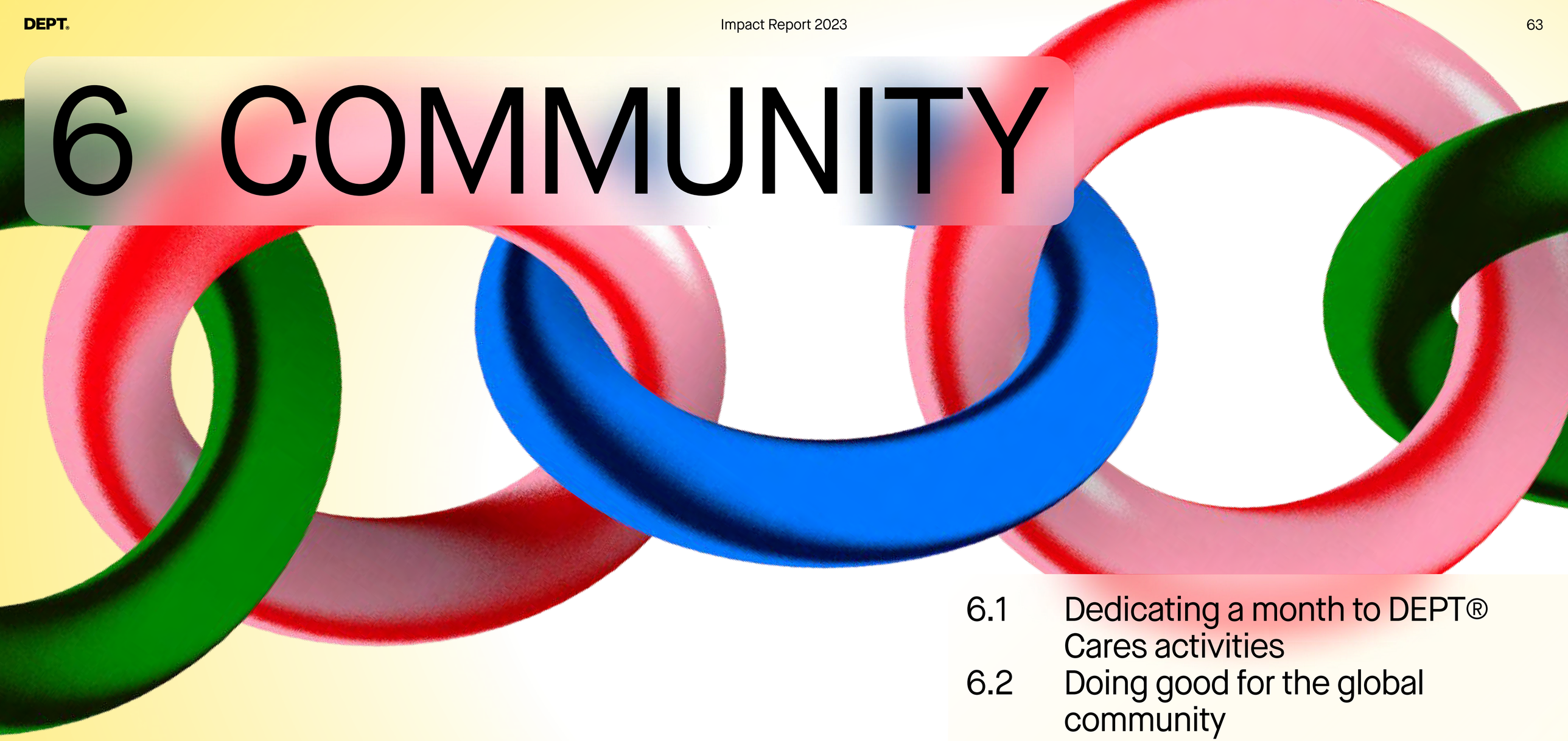
DEPT®/MOSAIC aims to encourage all Depsters to be bold and passionate about making a societal difference, no matter their background or location. We aim to connect our diverse ethnic and racial heritage communities, creating an inclusive, motivating, and supportive environment for everyone. We aim to be a force for good, breaking down systemic barriers, promoting cultural appreciation, and advocating equal opportunities.

"Launching DEPT®/MOSAIC is a critical step in ensuring that we can make good on our promise to build an inclusive and representative organization for people of various ethnic and racial backgrounds. We're building on some strong foundations from our regional ERGs and excited to be building this community and safe space across the global organization"

Mickey Kalifa, Chief Financial Officer & DEPT®/MOSAIC Executive Sponsor



6 COMMUNITY



6.1 Dedicating a month to DEPT® Cares activities
6.2 Doing good for the global community
6.3 Prioritizing good practices in our supply chain

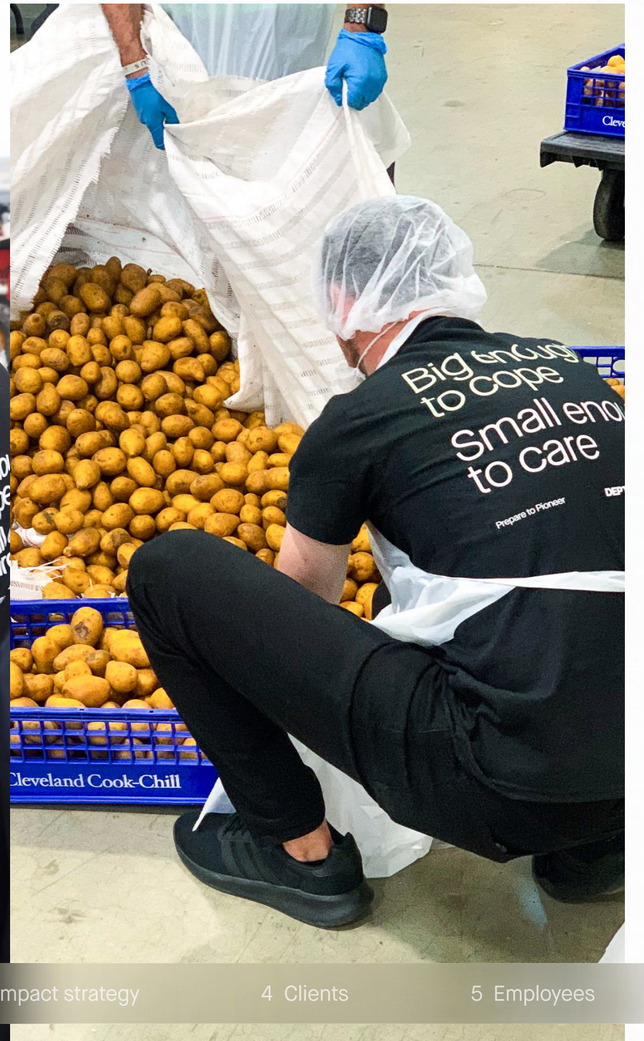
6.1 DEDICATING A MONTH TO DEPT® CARES ACTIVITIES

For several years, our annual DEPT® Cares Day has provided an opportunity for Depsters around the world to step away from their desks and make a hands-on difference in their communities. This day of volunteering has become a beloved tradition across the agency—but as we've grown, we've found that a single day is not enough to capture the full appetite and energy for giving back.

This year, we expanded the initiative with our first ever DEPT® Cares Month. And it's safe to say: The month is here to stay.

Left: DEPT® Cares Day 2023 in Mumbai, INDIA
Right: DEPT® Cares Day 2023 in Chicago, UNITED STATES





Throughout July, we hosted more than 40 events across 34 cities in 13 counties, giving our Depsters the opportunity to connect and volunteer in their local areas. By expanding DEPT® Cares from a single-day to a month-long effort, we saw record participation around the world. Each local office had the flexibility to schedule volunteer days that made the most sense for their employees' schedules and community needs.

Our goal was to increase representation from 7% of team participation in 2022 to 15%, plus all executive team members and country leadership. We were thrilled to surpass our goal with 18% participation, including the executive team and most of our local leadership.

From Portland to Manchester to Melbourne and more than two dozen cities in between, more than 700 Depsters spent 2,775 total hours on projects like:

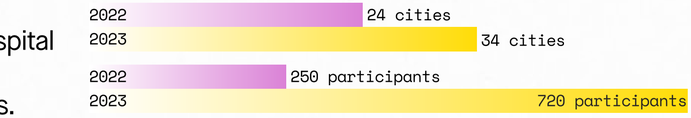
- Collecting +2,000 kg of trash, +9,600 cigarette buds and +3,000 bottle caps from beaches, parks, canals, and streets.
- Writing +150 letters to support kids in the hospital and domestic violence survivors.
- Donating blood and plasma to save +130 lives.
- Sorting +700 kits for organizations that work with children, people in need, and local communities.
- Preparing +2,600 meals; sorting +5,000 lbs of potatoes and +8,000 apples; and baking 600+ cakes for local food banks.

To further incentivize team members to join in the DEPT® Cares initiative, we rewarded three cities whose efforts stood out with €1,000 to donate to a charity of their choosing:

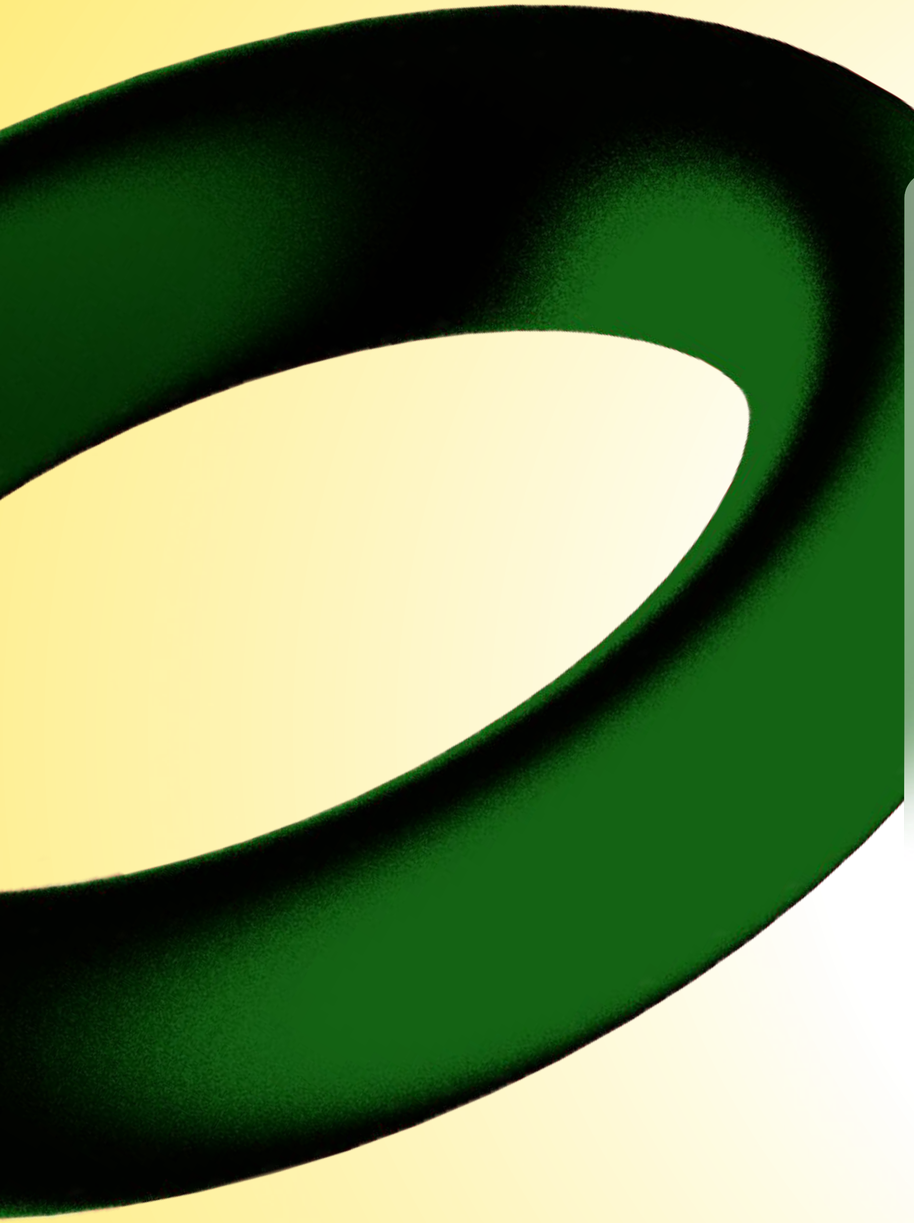
- Highest office participation rate:
  SPLIT — 70% participation
- Largest single group of volunteers:
  MUMBAI — 88 employees
- Largest impact:
  CHICAGO — 2,600 meals assembled

After the success of our first DEPT® Cares Month, we look forward to improving and refining the initiative even further in 2024 with more options and activities for giving back and getting.

DEPT® CARES DAY PARTICIPATION



We saw a 42% increase in the number of cities participating in DEPT® Cares, and a 188% in the number of participants.



6.2 DOING GOOD FOR THE GLOBAL COMMUNITY

A core component of our impact strategy is our 1% for good commitment, which refers to the percentage of our profit we intend to give back to our global community through pro bono work or monetary donations.

In our 2022 edition of this report, we shared that we'd given back 0.96% of our profit. We are proud to share that the value has nearly tripled to 2.8% in 2023, thoroughly exceeding our 1% goal. The 2.8% of profit we gave back was the result of 12,223 hours of pro bono work—about 165% more hours than 2022—and more than €115,250 in donations.

2.8%

PERCENTAGE OF TOTAL REVENUE DONATED
PRO BONO: 12,223 HOURS
MONETARY DONATIONS: 115,259 EUR



Of the 1% of profit we give back, we aim for 75% of the value to come from pro bono work and 25% to be from monetary donations. Our monetary donations go toward non-profits and charities, often supporting causes driven by local interest or global events and crises. Not only do we take action to support our team members directly impacted by geopolitical, environmental, and humanitarian events, but we empower our Depsters to make an impact by matching donations to various causes throughout the year.

For example, in 2023 we matched individual employees' donations toward rescue in recovery efforts in Syria up to €10,000 following a magnitude 7.8 earthquake in February. Additionally, we matched employee donations to the International Committee of the Red Cross in light of the ongoing humanitarian crisis occurring in Palestine. Despite the complexities, nuance, and deep emotions surrounding this conflict, it was critical to ensure all in the organization understand that we condemn violence in all forms.

In India, our team has a structured Corporate Social Responsibility (CSR) Policy in place to govern their giving initiatives. We typically donate to causes that support education, gender equality or hunger, poverty, and health. In 2023, our CSR giving supported the Vision Foundation of India and directly funded 150 eye operations. We also supported employment and education programs for individuals from underrepresented backgrounds in Mumbai.

We take a flexible approach to choosing clients for pro bono work. We begin by ensuring we provide our pro bono services to organizations in need, including:

- Non-profits
- Registered charities
- NGOs
- Government institutions
- B Corps
- Social enterprises
- Local, small, or minority-owned businesses

From there, we empower our Depsters to take on work that inspires them and their teams. This results in our pro bono work being dedicated to a mix of globally recognized organizations and smaller groups making a difference in the communities our individuals are a part of.

In 2023, the majority of our 2.8% profit donated went toward pro bono work for underserved clients, as part of our initiative to make our services available for groups outside our typical client list. Alongside the more than 6,000 hours of work donated toward building an accessible website for Daniel's Music Foundation, some of our other pro bono projects include:

Left: DEPT®/Cares Day in Amsterdam, THE NETHERLANDS

SUMTHING

Left: Sumthing case



We teamed up with Netherlands-based Sumthing, an environmental organization dedicated to nature restoration. We donated more than 1,100 hours to develop a cutting-edge donor platform for real-time impact tracking. This required creating an accessible, engaging, and transparent donation process that defied typical certification-based donations. In just three months, DEPT® successfully transformed Sumthing's prototype into an efficient, scalable platform using MACH architecture, integrating AI, satellite imagery, and drone technology. Since the implementation of the new platform, annual donation volume has increased by 300%.



"I think it's great that we can collaborate with organizations like Sumthing, whose mission is to bring people together to restore nature and follow the progress. I'm pleased to have played a part in a global movement dedicated to improving the world we live in. Together, we can take steps towards a brighter future, one impactful initiative at a time, and be part of nature's comeback story."

Melissa Williams, Visual Designer

GIVEAHAND

Right: GiveAHand article



In 2021, HELLO MONDAY/DEPT® collaborated with the American Society for Deaf Children (ASDC) to launch Fingerspelling.xyz, a hand-tracking experience using machine learning to help learn the sign language alphabet. To further our partnership in 2023, we worked together again to launch GiveAHand.ai, the world's largest open-source image library of hands, fully tagged with data to help build better hand models.



"It's truly magic when we can combine our love for technology with our desire to create a world where everyone has access to the same language tools. Since Fingerspelling.xyz, and seeing the difference that it makes, we are excited to build up this dataset and push AI forward in this respect, so that we can help bridge the communication barrier between the deaf and hearing."

Anders Jessen, CEO and Founder, HELLO MONDAY/DEPT®

HIGH PERFORMANCE

We worked with the High Performance Foundation, a registered charity in England and Wales, to develop a look and feel for their new program, Game Plan. Game Plan provides high-impact resources for teachers to use in their classrooms, helping students aged 11 to 18 develop social and emotional skills. Teachers can access free lesson plans and video content to tackle difficult topics that aren't adequately covered in the mainstream curriculum, helping teens develop the skills they need to thrive.

Left: High Performance foundation





"It's not every day you get the opportunity to give back to the next generation of young people – but working with the High Performance Foundation has given us just that. When the High Performance team approached us about creating a punchy, uplifting brand for a podcast designed to provide free resources and guidance for young people, it was an instant passion project. Being involved in the making of 'Game Plan' has been so fulfilling. The team's commitment to ensuring kids have the tools they need to believe in themselves and make a difference is so inspiring, and the positivity is contagious!"

Lucinda Saufley, Jr. Account Manager

DÓNDE

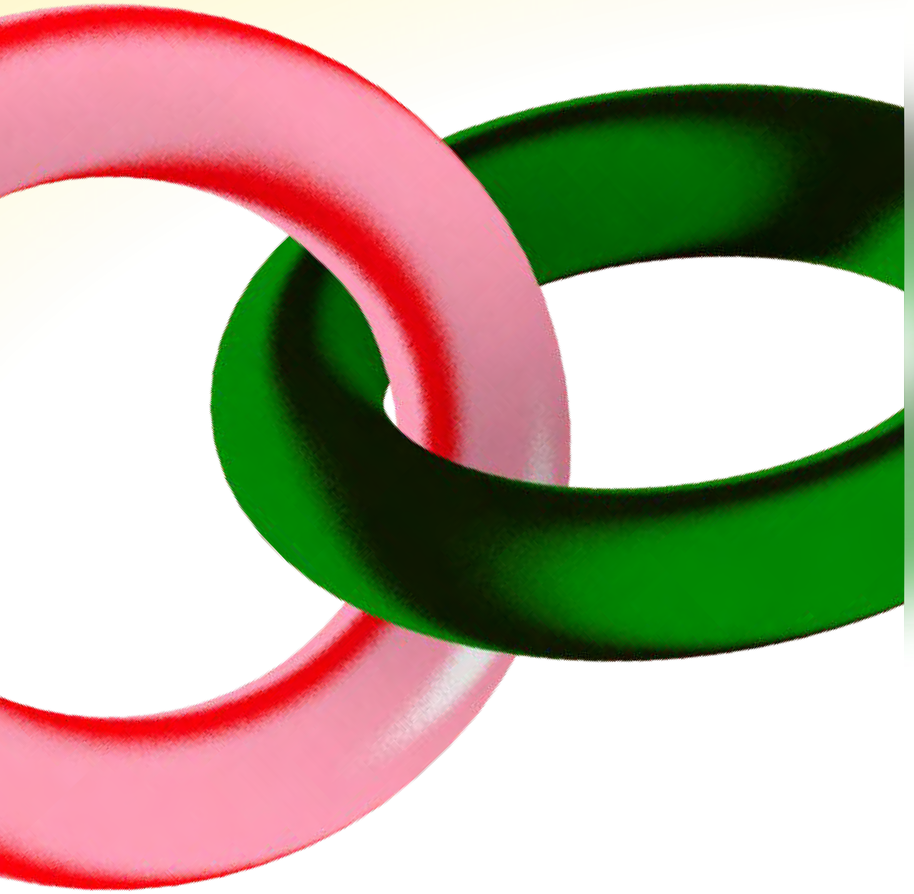
Dónde is a digital platform that allows users to locate sexual and reproductive health and vaccination services. It's owned by Fundación Huésped, a nonprofit foundation in Argentina to fight HIV/AIDS and communicable diseases while supporting sexual and reproductive health. By collaborating with the team at Wingu, a non-profit civic innovation and technology organization, we were able to iterate the Dónde solution and improve its administrative operations.





"Providing accurate information to the general population about their health concerns and helping them find answers to specific problems through the platform has a positive impact on at-risk individuals who rely on their cellphones to access the information quickly. In a country with a huge public health sector, it is sometimes impossible to get straight answers. This platform helps the foundation help people that don't have the time to jump through those hoops."

Santiago Fernandez, Senior QA Automation



6.3 PRIORITIZING GOOD PRACTICES IN OUR SUPPLY CHAIN

We recognize the importance of surrounding ourselves with suppliers that support, rather than hinder, our mission. So, we're committed to managing the social and environmental impacts across our supply chain, encouraging our suppliers to operate sustainably, and making more preferential choices where possible.

In support of this initiative, we're proud to share that we published our first Human Rights and Modern Slavery Policy to acknowledge our commitment to preventing modern slavery and safeguarding human rights throughout our operations and supply chain. We also officially launched our initial Global Sustainable Procurement Process in Q4 of 2023.

MANAGING SUPPLY CHAIN IMPACT



20.9% OF SUPPLIERS SCREENED

19.7% OF SUPPLIERS WHO SIGNED THE SUPPLIER CODE OF CONDUCT

13.8% OF SPEND WITH PREFERENTIAL SUPPLIERS

Our Procurement Process includes a risk analysis of our supply chain and materiality-based screening and supply chain engagement procedures. It seeks to ensure that the services and goods DEPT® acquires are the result of transparent, objective, time and cost-effective decision-making and risk management. We have begun screening for approximately 20% of our supply chain, beginning with our most material purchases.

In 2023, we determined that our largest purchases span the following categories:

- Technology, IT & Telecommunications
- Office-related expenditures (rent, energy, etc.)
- Pension & Benefits Plans
- General professional services (legal, accounting, consulting)
- Travel
- Freelance Talent
- Marketing

Alongside our Sustainable Procurement Process, we are requiring all DEPT® suppliers to commit to our Supplier Code of Conduct. This effort will ensure we work with companies that share our high standards through their operations across topics such as human rights and labor, sustainability, diversity, equity and inclusion, and ethics.

Over the next year, this procurement process will allow us to set quantitative targets for more sustainable and ethical purchasing as we continue to grow—preferring and prioritizing purchasing from local, sustainable, minority-owned, and purpose-driven suppliers.

7 ENVIRONMENT

7.1 Scope 1 & 2 emissions
7.2 Travel
7.3 Suppliers
7.4 Housing

July of 2023 marked the single hottest month on record—and, at DEPT®, we felt it all over the world.

While we recognize that mitigating our impact on the environment represents a journey with no destination, just continual improvement, we remain committed to reducing our carbon footprint year over year as both a B Corp and a Climate Neutral Certified company.

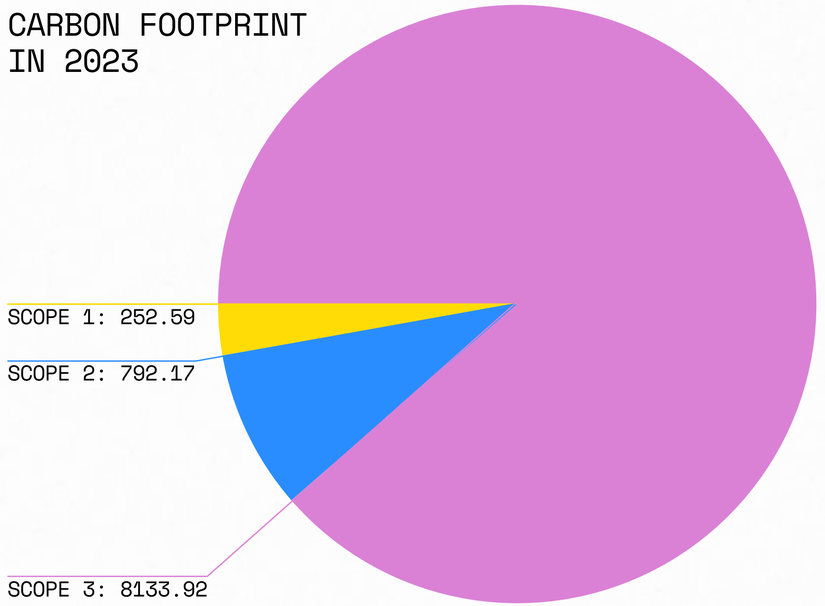
Additionally, as part of our Climate Neutral certification, we remain committed to offsetting 100% of our carbon emissions every year by supporting offsetting projects that meet Verified Carbon Standard requirements. This year, we chose to contribute to the following:

LABREA REDD+, Brazil

In accordance with the REDD+ framework—established as an incentive to reduce deforestation as part of the Paris Agreement—this project aims to avoid over 16 million t/CO2 emissions over thirty years. Additionally, it also serves to preserve a collective 99,035.2 hectares of forest area in the Amazon, protecting biodiversity and creating employment opportunities for local communities.

SIVAS SOLAR, Turkey

This solar power plant's main goal is to generate renewable electricity to supply the Turkish national grid. Current estimates indicate that this plant has produced nearly 16,000 MWh of renewable energy in its lifetime, helping Turkey gain energy independence while preserving the local environment and reducing the amount of toxic pollutants released into the atmosphere as a result of the use of fossil fuels.



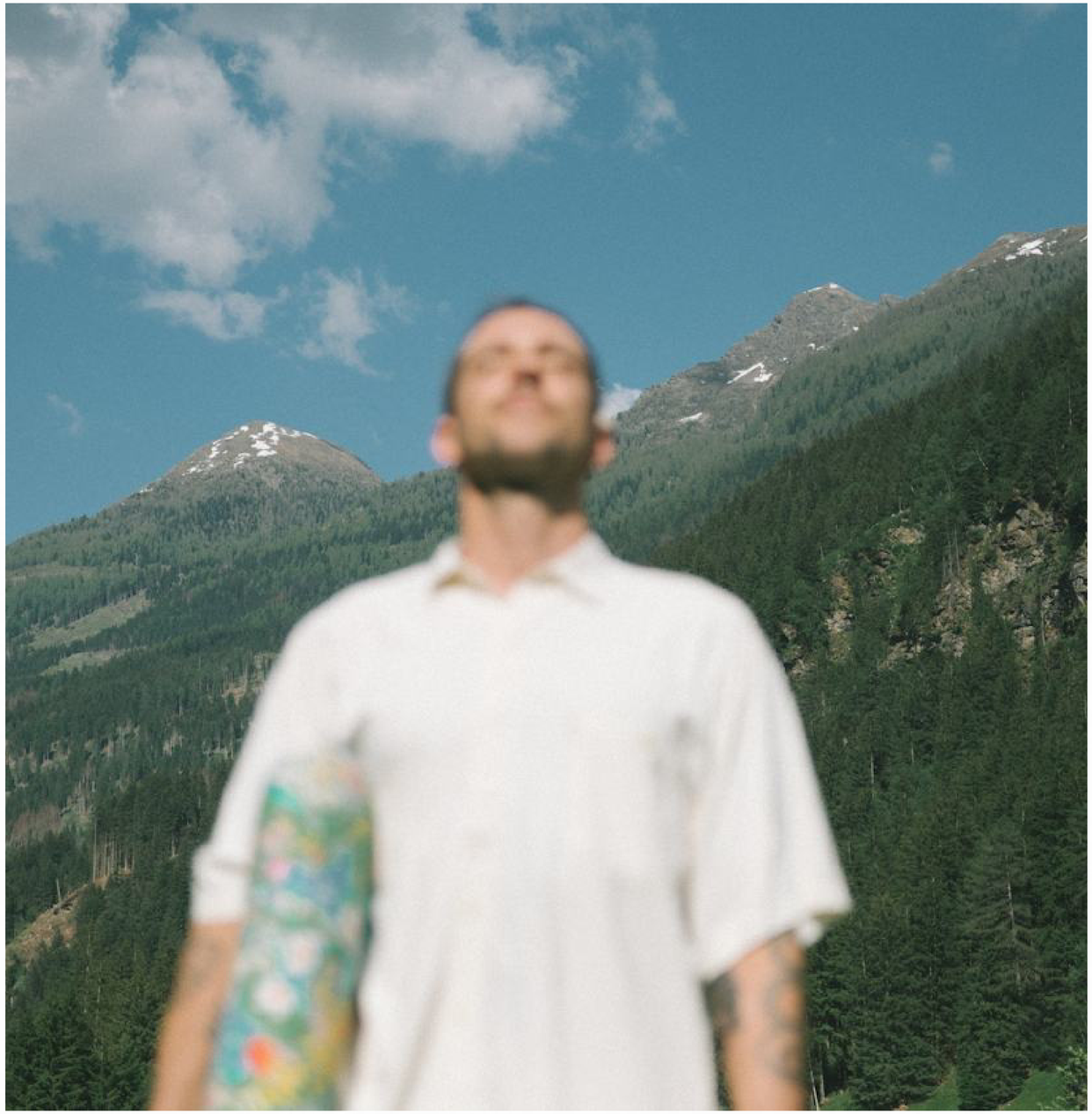
DEPT®'s carbon footprint increased by 6.5% between 2021 and 2022 to a total of 11,113 t/CO2 across all three scopes of carbon emissions. This year, our total carbon footprint measured 9,179 t/CO2 emissions. This not only marks a 17.4% reduction from 2022, but a 12% reduction from 2021. We also reduced our emissions per FTE by 26.46% from 2022 to 2023 and 50.51% between 2021 and 2023, serving as an important signal that we're using resources efficiently.

In 2023, we received our first score, a "B" from the Carbon Disclosure Project – a snapshot of our environmental disclosure and performance – indicating that we're managing its environmental impact well, but have some room to improve.

While our 2023 carbon footprint marked a significant reduction from the year before, these numbers aren't cause for huge celebration. Make no mistake, a reduction in our carbon footprint is hardly a bad thing. In the case of our 2023 data, however, it's the result of two factors:

- 2023 was a year of limited growth in our market, which affected both our employee and supplier base and allowed us to pursue cost savings and efficiencies through our supplier relationships.
- We've found that a year-over-year comparison of our emissions fails to take into account the intermittent schedule of DEPT® Festival. For example, while we did not hold DEPT® Festival in 2023, it did take place in 2022. As a result, we've found that comparing our emissions over an extended time period that includes both DEPT® Fest and non-DEPT® Fest years helps us track our progress more accurately.

Looking ahead, we anticipate both of these factors to change and we're keen to ensure that our footprint continues to reduce over time, regardless of yearly fluctuations. Altogether, our climate strategy continues to focus on reducing our carbon footprint. The following is a list of our reduction objectives, followed by a description of our progress in achieving each of them.



EMISSIONS PER FTE



7.1 SCOPE 1 & 2 EMISSIONS

Objective 1.0 — Reduce our Scope 1 & 2 emissions by 50% by 2030, setting science-based targets for reduction via SBTi.

YEAR	2021	2022	2023
SCOPE 1 (T/CO2)	337.76	224.92	252.59
SCOPE 2 (T/CO2)	337.95	843.71	792.17
COMBINED (T/CO2)	675.71	1068.63	1044.76
SCOPE 1 & 2 T/CO2 PER FTE	0.34	0.31	0.27

Within the context of our carbon footprint, our Scope 1 and 2 emissions represent our direct and indirect emissions, respectively.

Direct emissions refer to the emissions contributed by sources we as an organization control directly, like the fuel for company cars. By contrast, indirect emissions are those that we contribute through an intermediary, such as those generated by the electrical suppliers for our offices.

As shown in the table, we reduced our total Scope 1 and 2 emissions in 2023 by approximately 2.23%—a modest change but one in the right direction. However, our Scope 1 emissions did increase by 12.17% year-over-year.

Overall, it's clear we have definite room for improvement and further work to do to reach our objective by the end of the decade. To do so, we remain committed to powering 90% of offices by renewable energy by the end of 2025 and will be working on other strategies, such as replacing our traditional vehicle fleet with zero-emission electric vehicles. In 2023, we also committed to set near-term company-wide emission reductions in line with climate science with the Science Based Targets Initiative. These targets are due to be validated by the summer of 2025.

7.2 TRAVEL

Objective 2.0 — Reduce travel emissions by 7% year over year per FTE.

YEAR	2021	2022	2023
AVERAGE TRAVEL EMISSIONS PER FTE (T/CO2)	.046	0.57	0.25



Given that DEPT® Fest brings thousands of employees from across the world together to Amsterdam, it's no surprise that our progress in this objective is also highly dependent on whether or not we've held one.

Because there was no DEPT® Fest in 2023, we reduced our travel emissions per FTE by 55.29% to 0.25 t/CO2.

While we're happy to have added a year of progress in this objective to our climate journey, we also remain conscious of the fact that we'll need to continue making an effort to impose our travel guidelines on employees when arranging travel for the next DEPT® Fest, and reducing business travel in other contexts.

To that end, we updated DEPT®'s Global Travel Policy in 2023 to put a renewed emphasis on reducing carbon footprint where we can, e.g. making travel by train versus plane mandatory where possible.

Additionally, we've also set clear limits on when Premium and Business Class travel is allowed under the motto "Eco(nomy) over ego."

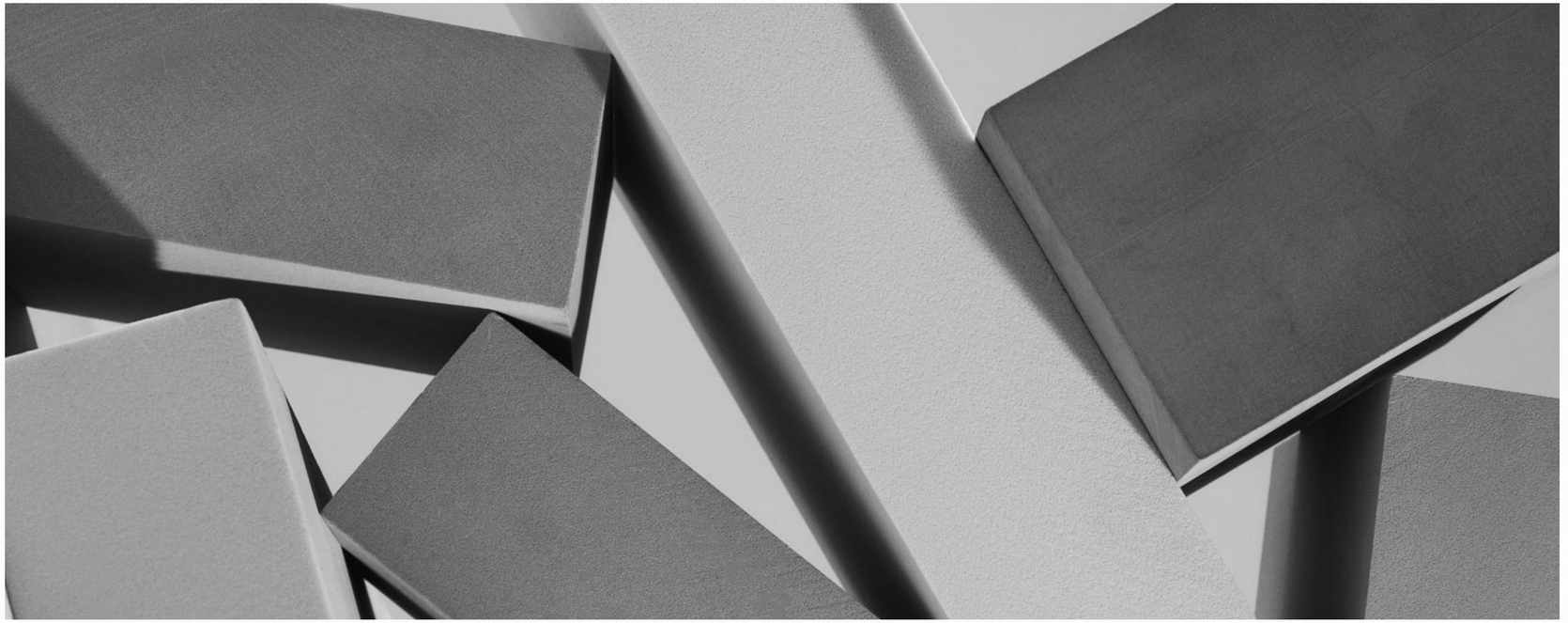
These guidelines include taking into account the projected carbon emissions of an employee's itinerary—as estimated by Egencia, our travel platform—and prioritizing the least impactful option where possible.

7.3 SUPPLIERS



Objective 3.0 — Begin to track emissions in our supply chain through direct supplier engagement.

YEAR	2021	2022	2023
SCOPE 3 (T/CO2)	3,843.22	10043.97	8133.92



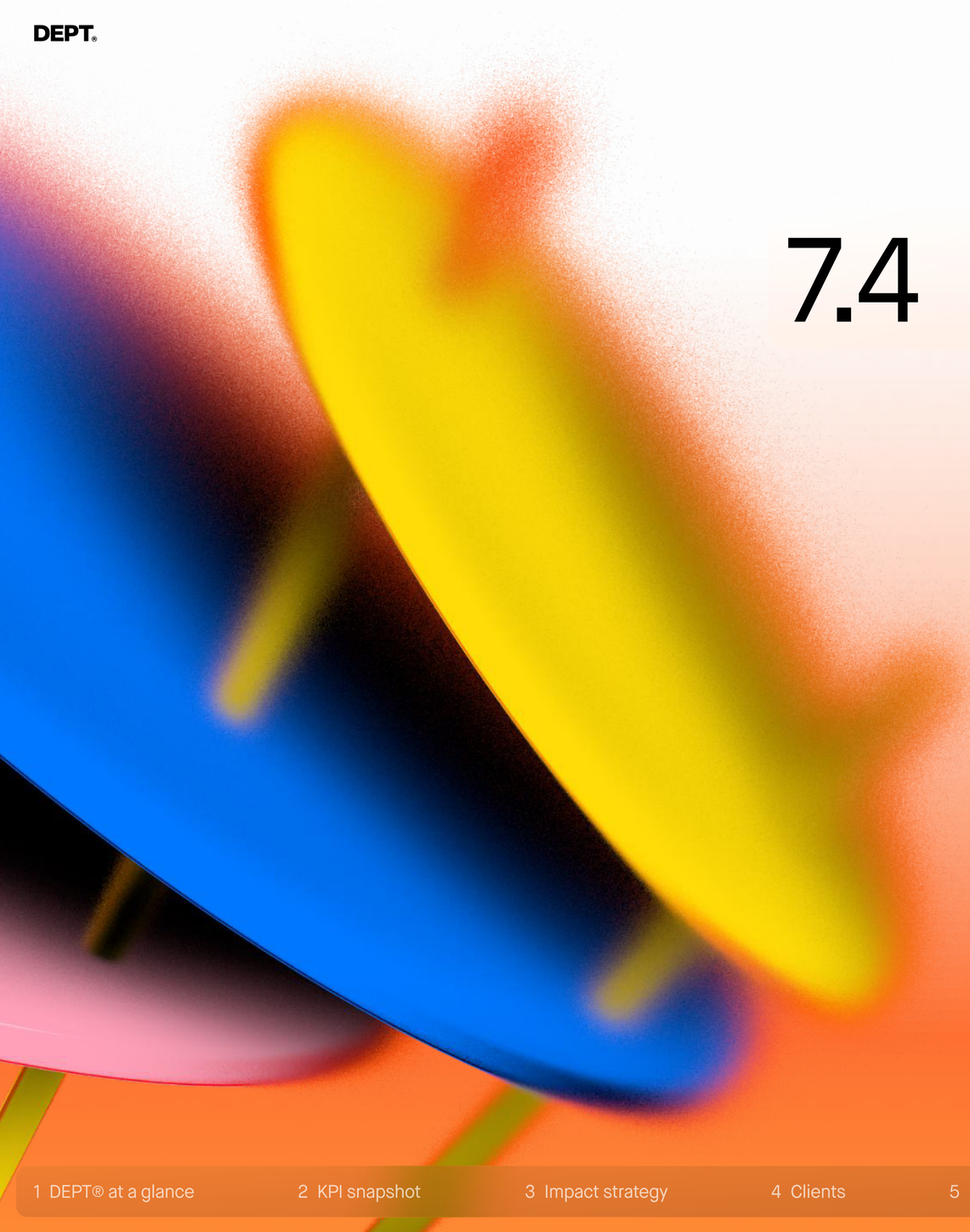
Scope 3 of our carbon footprint comprises supply chain, business travel, and commuting emissions. As with most businesses, especially those of our size and scale, these typically represent the largest portion of our carbon footprint.

This past year, our Scope 3 emissions totaled 8,133.92 t/CO2, marking a 19.02% reduction from 2022 and a 111.64% increase from 2021.

Because supply chain emissions make up the greatest portion of our Scope 3—and overall—emissions, in our previous Impact Report, we promised to double down on putting a codified process into action that would track those emissions and screen suppliers.

Ultimately, the goal of this process is to work with our suppliers to help us reduce our Scope 3 footprint.

We're therefore pleased to report that, as of Q4 of 2023, we've successfully created a new Procurement Process and begun the process of screening approximately 20% of our current supply chain. Through this process, we're committed to working with our suppliers to provide them with support, capacity building, or incentives to help reduce their carbon footprint and increase their positive impact.



7.4 HOUSING

Objective 4.0 — Ensure that 90% of offices are procuring renewable energy by the end of 2025, increasing the percentage of low-impact renewable energy year over year.

YEAR	2021	2022	2023
TOTAL ENERGY CONSUMPTION (KWH)	657,821*	2,280,241	2,460,957
TOTAL NON-RENEWABLE ENERGY (KWH)	160,946	832,973	1,056,095
TOTAL NATURAL GAS (THERMS)	15,260	15,448	16,852
TOTAL RENEWABLE ENERGY (KWH)	496,874	994,640	911,104
TOTAL LOW-IMPACT RENEWABLE ENERGY (KWH)	NO REPORTING	716,745	763,115
ENERGY INTENSITY (KWH PER FTE)	304.27*	667.52	640.67

The past year was a big one for DEPT® offices. With the launch of new hubs in Mumbai and Australia—not to mention plenty of additional upgrades and changes elsewhere—we saw several moves and extensions that changed the landscape of DEPT® housing and created new opportunities to create a positive impact.

In our 2022 Impact Report, we announced the new DEPT® Housing Strategy. This strategy reframed our environmental objectives with our offices to put greater emphasis on renewable energy procurement rather than the pursuit of Green Building Accreditation. That said, we do feel it's worth noting that 37.1% of our existing office space and 34.5% of our new office space is Green Building Accredited.

Our Housing Strategy also reframed our thinking when it came to how Depsters use our office space. Following the pandemic, we noticed that people preferred to do their more focused work remotely, relying less on offices as a default workspace and more on them as a place for social collaboration. As a result, we began focusing on downsizing and combining redundant office spaces into smaller "clubhouse" offices with unique amenities designed to bring people together. These "clubhouse" offices also require fewer utilities and materials, making them more eco-friendly than a larger, more traditionally corporate office.

In 2023, our total energy consumption increased by 7.9%—demonstrating we continue to have ways to go to reduce energy use and ensure we make procuring renewable energy a priority—particularly for our new office spaces.

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

As of the timing of this report, 37.02% of the energy we use comes from renewable sources, down from 44% in 2022.

While much of this is due to the fact that we've added new spaces to our existing network of offices, we've realized that in order to continue to chip away at our reliance on non-renewables we need to think globally and act locally.

The right people for this task are clear: our Office Managers. Not only do these Depsters understand the unique needs of their respective offices, but they're also in an excellent position to work together with landlords to pursue local renewable energy suppliers.

By fostering community between our office managers around the world, we help provide them with the tools, insight, and agency they need to make their offices as beautiful as they are green.



"To continue to chip away at our reliance on non-renewables, we've realized that we need to think globally and act locally."

Tom Lawrence, Global Head of Workplace Design & Experience



A CLOSER LOOK: OUR SYDNEY OFFICE



Upon discovering that the DEPT® Sydney office wasn't covered by our council's waste management services, we took action by partnering with an environmentally friendly alternative.

Sydney Waste is a company boasting multiple Sustainable Certifications—including ISO 9001, ISO 45001, and ISO 14001—and through our collaboration, we now divert over 1830 tonnes of waste from landfills monthly.

In our efforts to reduce CO2 emissions, particularly from climate control units, we've adopted AI-designed and operated climate control units from Sensibo. These units—already implemented successfully in our Melbourne office—are programmed to minimize CO2 emissions, monitor air quality, and, of course, optimize comfort for employees.

Furthermore, we've taken steps to ensure carbon neutrality in our energy consumption. We've selected an electricity plan that guarantees carbon neutrality, offsetting our emissions by purchasing offsets from certified carbon offset projects, both locally and globally. All of our carbon-neutral products are certified by Climate Active, an Australian Government-backed program.



"I'm proud of the progress we've made towards creating a greener and more sustainable workspace. Employees can come into the office knowing they'll be comfortable while also contributing to our sustainability goals—and I'm excited to see the positive impact these initiatives will continue to have."

Nick McCreary, Office Manager/IT Consultant

A CLOSER LOOK: OUR ZÜRICH OFFICE





"Altogether, the updates made to our Zürich office have resulted in a steady increase in office utilization—and we're thrilled to continue making the space an environment where Depsters are excited to meet, work, relax, and accomplish amazing things together."

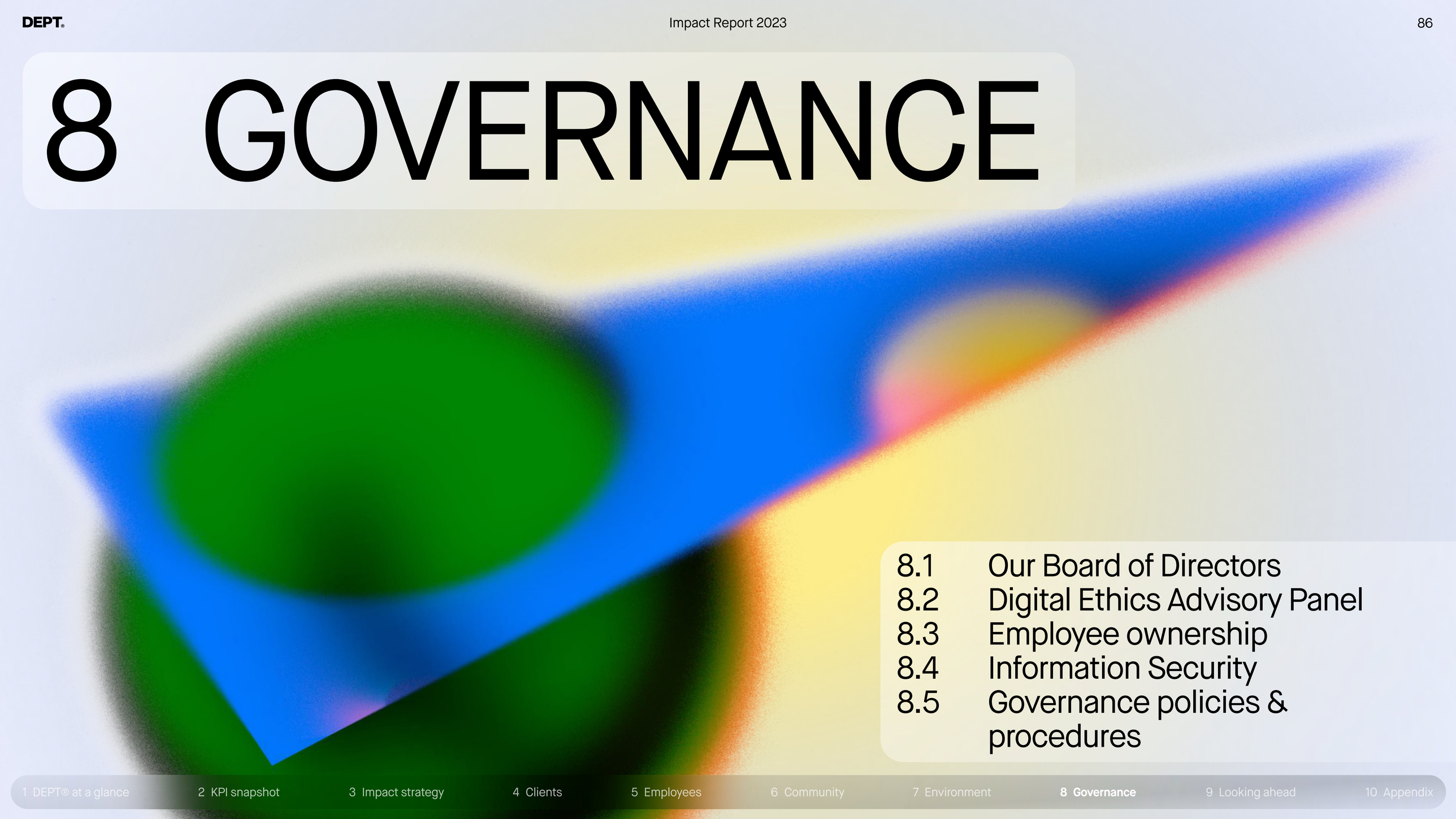
Iva Cerar, Office Manager

Based on our growing understanding of how and where Depsters prefer to work post-pandemic, we knew our Zurich office needed some updates. Knowing that socializing and collaborative work are the main drivers for coming into the office, many of our 2023 updates focused on ensuring the meeting and public spaces of the office are comfortable, open, and welcoming. This involved reusing and upcycling furniture, focusing on local and sustainable suppliers and products while creating more comfy and cozy vibes to support social exchange.

To transform the office into a more enticing and conducive environment for both collaborative, social work and focused, solo work, we divided what was a large open space into separate zones for different activities. By separating the canteen/lounge area—and upgrading it with a more elegant and inviting coffee shop feel—from the working area, our office members now have various spaces to work and socialize based on their needs and preferences. We also increased the capacity of desks, including 20 height-adjustable standing desks for increased ergonomics, and added more phone booths to accommodate rising office attendance.

Alongside the updates and initiatives we've put in place to support and welcome Depsters coming into the office, we're also actively tracking our energy and electricity consumption using the visualization tools from Looker Studio Dashboard. Some of the steps we're taking to make our Zurich office more efficient and environmentally friendly as we see increased in-office activity include reducing food waste and single-use plastics, keeping rooms below 23° C during heating periods, and increasing the usage of our building automation system, which uses motion sensors to automatically dim and turn off lights when people aren't around.

8 GOVERNANCE



8.1 Our Board of Directors
8.2 Digital Ethics Advisory Panel
8.3 Employee ownership
8.4 Information Security
8.5 Governance policies & procedures

8.1 OUR BOARD OF DIRECTORS

DEPT® is a Dutch limited liability company, majority owned by The Carlyle Group, a global private equity company. The Carlyle Group acquired a majority stake in DEPT® in January 2020 and we continue to be governed by a two-tier board of directors, consisting of both a Management Board and a Supervisory Board. Our Board membership has not changed in the last year. However, if the board does change in the future, we believe in promoting gender diversity, while also weighing experience, background, skills, knowledge, and ability.

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

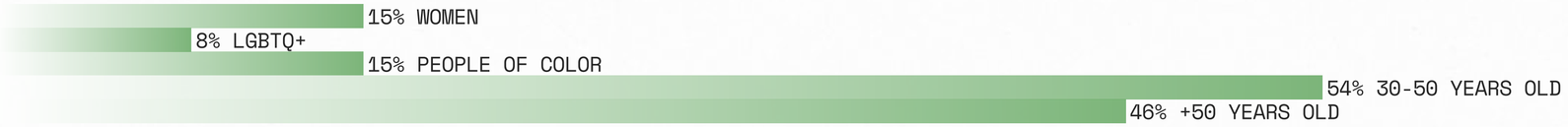
Through this, our board and executive team DEPT® must consider the impacts of our business on all stakeholders. We continue to report at least quarterly on our ESG activities and performance to both the Supervisory and Management Board for relevant feedback, discussion, and intervention.

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

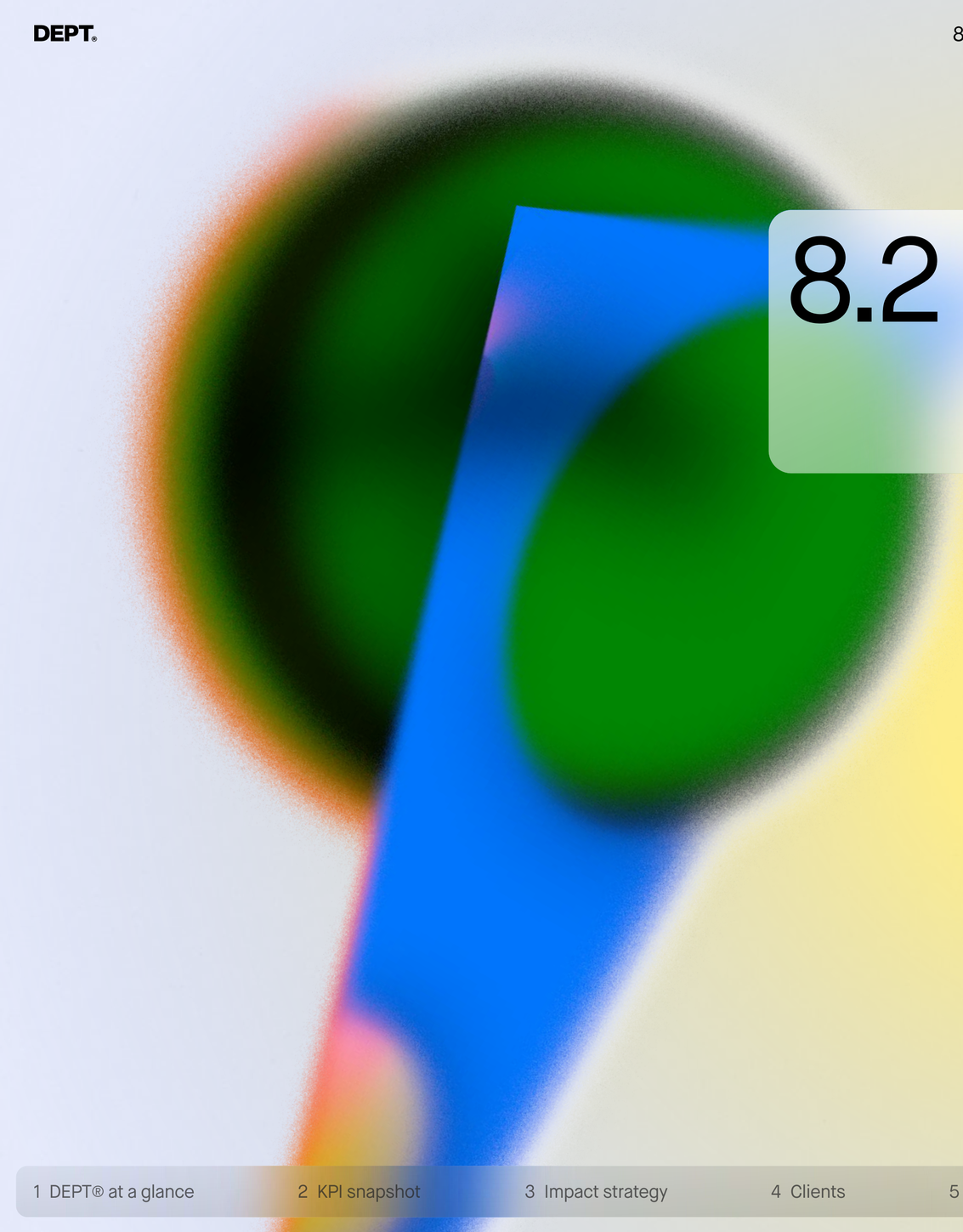
Lastly, executive compensation is overseen by the remuneration committee of the supervisory board. Executives receive a remuneration package, periodically benchmarked by an external party, that includes fixed pay, variable pay, pension/retirement benefits, and equity. Executive job descriptions embed ESG and business targets into fixed and variable pay to ensure alignment between our Impact Strategy and the incentives at the top. The Remuneration Committee determines to what extent these targets have been met and to what extent they should be rewarded.

13 BOARD MEMBERS

Jerry Buhlmann	Paul Manuel / Bart Manuel / Penny Pritzker / Michael Wand / Thibault Thevissen / William Woolsey / Charles Villet / Andrew Tan	Dimi Albers / Frank Schmid / Mickey Kalifa / Missy Foristall*
CHAIR OF SUPERVISORY BOARD	SUPERVISORY BOARD	MANAGEMENT BOARD

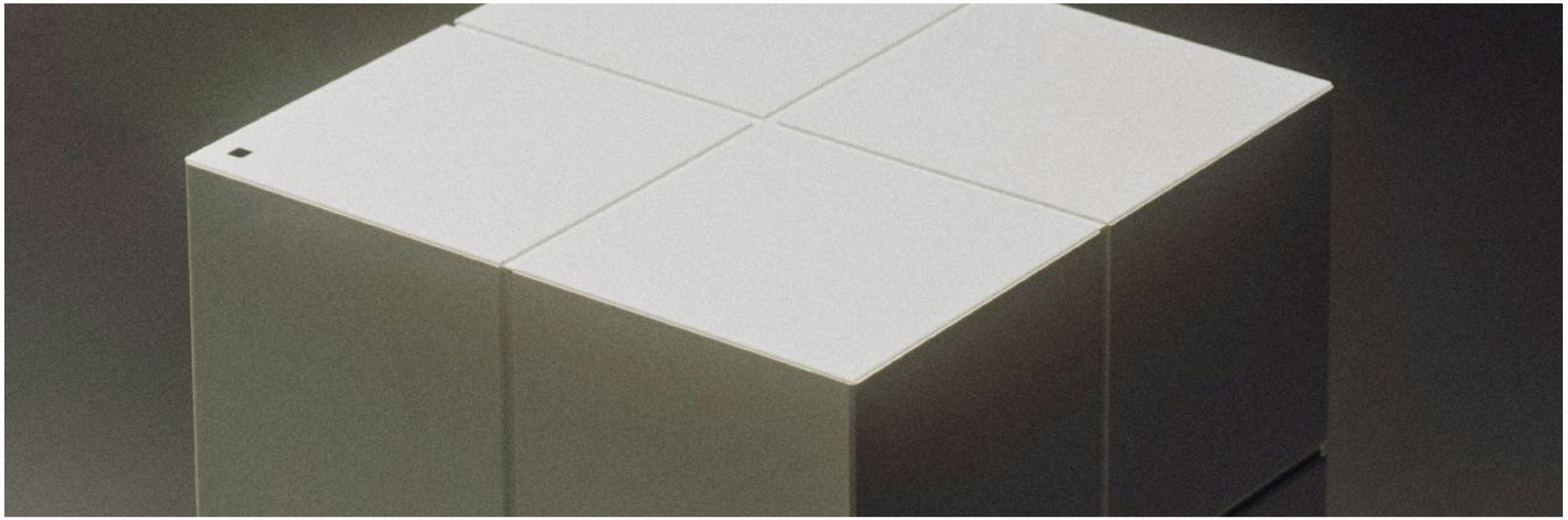


*For avoidance of doubt only Dimi Albers, Chief Executive Officer (CEO); Frank Schmid, Chief Development Officer (CDO) and Mickey Kalifa, Chief Financial Officer (CFO) are statutory directors (the “Statutory Management Board”).



8.2 DIGITAL ETHICS ADVISORY PANEL

Technology is our bread and butter, and we've seen firsthand its ability to make major, positive impacts on individuals, communities, organizations, and society as a whole. But we're also deeply aware of the potential negative effects that unchecked emerging and advancing digital technology can have. This is why we founded our Digital Ethics Advisory Panel (DEAP) in 2023.



With the unprecedented rapid development of AI technology in the last two years, Depsters were eager to establish agency-wide guardrails around our usage and development of digital technologies. With the launch of our advisory board, we now have an established and trusted internal body to offer guidance and recommendations on the ethical considerations and best practices in the development, implementation, and use of digital technology.

The panel deals exclusively with our client work across all four crafts, creating guidelines, checklists, and recommendations around AI and all emerging technology relevant to our evolving industry. All Depsters have access to the DEAP as a resource to discuss ethical questions that arise during a sales pitch or in a project.



"As part of our mission to become the best digital agency not only in the world but for the world, we're proud and excited to have the Advisory Panel in place to provide critical checks ensuring the societal impact of our work is never detrimental."

Joanna Trippett, Managing Director

8.3 EMPLOYEE OWNERSHIP

As of the end of 2023, approximately 31% of economic ownership of DEPT® lies with employees, which is the same as in 2022, while 5.6% of Depsters are co-owners of DEPT®, a decrease from last year's 7%. This is due to natural fluctuations in staff, plus reduced M&A activity in 2023. We continue to prioritize this shared ownership and believe it's essential to delivering on our "big enough to cope, small enough to care" promise, embedding accountability and entrepreneurship into our client relationships.



Right: DEPT® Cares Day 2023 in Amsterdam, THE NETHERLANDS

8.4 INFORMATION SECURITY

We determine the appropriate level of security controls through risk assessment to understand security requirements and identify the probability and impact of information security risks.

In 2022, DEPT® implemented an Information Security Management System (ISMS) to mitigate Information Security risks in an effective and structured manner.

Since July 2023, the Dept Holding BV ISMS has been certified against ISO 27001:2022. This ensures that our controls and processes cover all aspects of Information Security according to leading industry best practices.

To be able to successfully certify against this standard we implemented industry best practice processes and organizational controls (such as incident management and disaster recovery, and supplier management processes), people controls (awareness, security roles, and responsibilities, and contractual requirements), physical controls (office security and acceptable use controls) and technical controls (mobile device management, logging and monitoring, and asset management).





"Maintaining security is always an ongoing process. With our ISO 27001:2022 certification, we can make risk-informed decisions and implement security in a way that meets the needs of our clients and employees, while also being pragmatic about the ways of working at DEPT®. As a result of these procedures, no noteworthy data breaches for DEPT® systems have been identified and recorded in 2023."

Kirsten Zweers, Global Information Security Officer

8.5 GOVERNANCE POLICIES & PROCEDURES



CODE OF CONDUCT

The DEPT® Code of Conduct sets out how we expect staff to behave in the workplace. It covers topics related to employee conduct and expectations and avoiding conflicts of interest. Ultimately, it seeks to ensure that all Depsters create a safe, respectful, and inclusive workplace through accountability, integrity, and fairness.

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

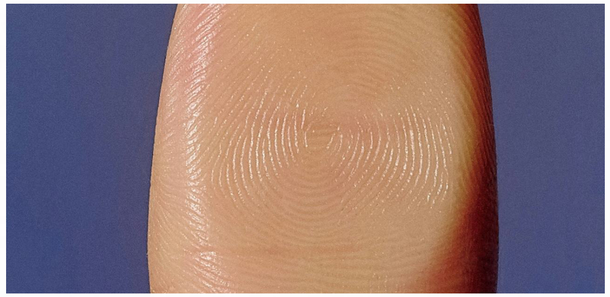
The Code of Conduct is featured transparently in our Global Handbook.



ANTI BRIBERY & ANTI CORRUPTION

DEPT® is committed to conducting its business with the highest standards of integrity, transparency, and ethical behavior. The Global Anti-Bribery and Anti-Corruption Policy outlines our zero-tolerance approach towards bribery, corruption, and unethical practices.

It also consolidates DEPT®'s stance on bribery and corruption, complementing The DEPT® Code of Conduct. We're committed to ensuring all Depsters understand the importance of preventing bribery and corruption.

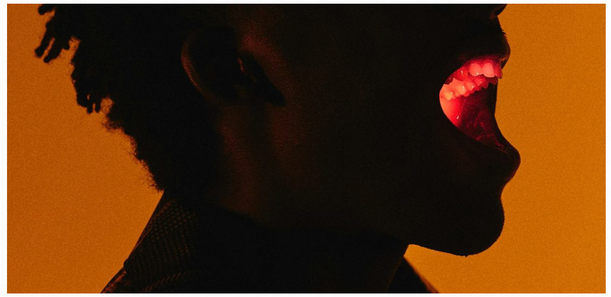


PRIVACY

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

Relatedly, our global Privacy Statement explains how DEPT® processes personal data while in use of our website, www.deptagency.com.

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



SPEAK-UP & GRIEVANCE PROCEDURES

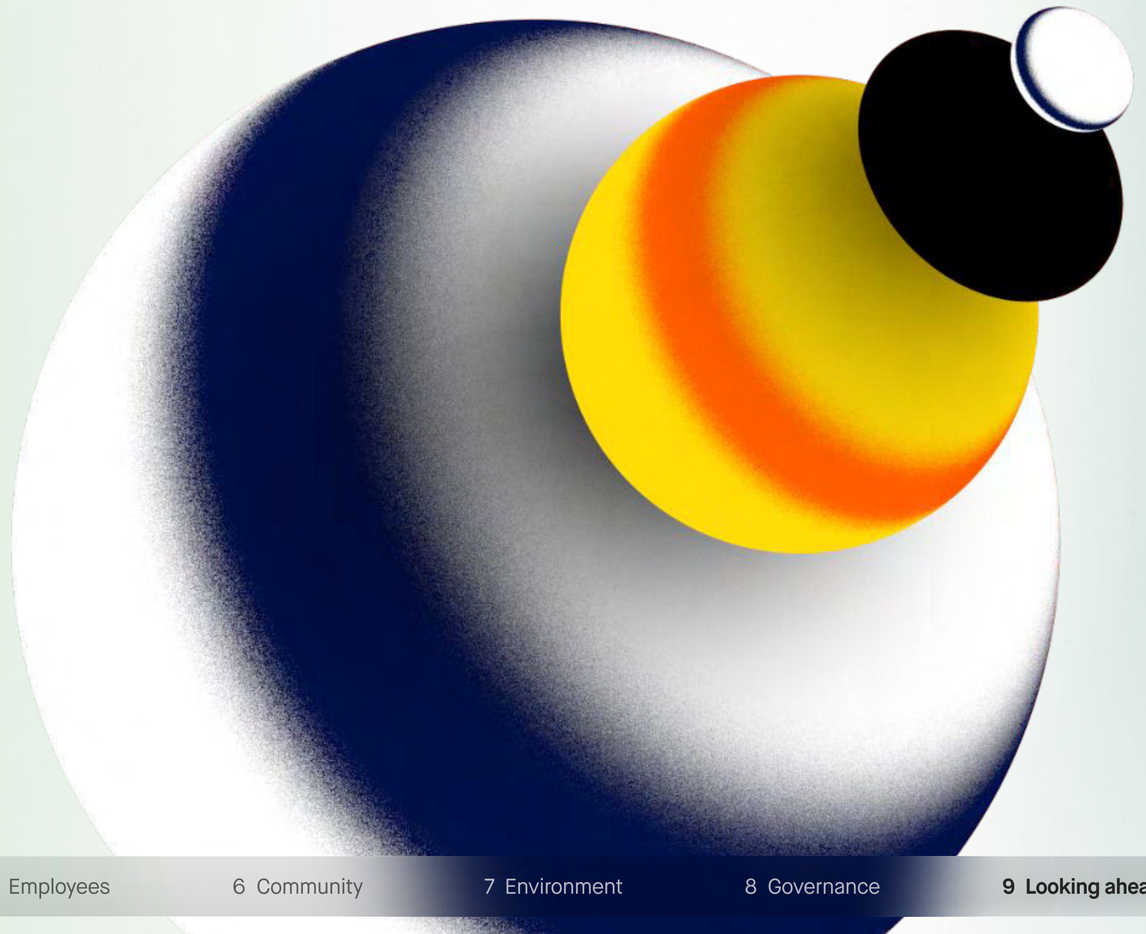
We've adopted two primary global policies to provide Depsters with appropriate and safe recourse to report issues and grievances of concern at the global level. In addition, there are a number of local, country-specific procedures that provide space for employees looking to report concerns or be heard.

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

The Speak Up Policy also assures that no disciplinary measures will be taken against Depsters who submit concerns in good faith.

Our Global Grievance Policy covers work-related issues and disagreements and similarly provides Depsters with options and instructions on how to elevate grievances of concern. Both policies are featured transparently in our Global Handbook. There were 0-5 critical concerns reported in 2023.

9 LOOKING AHEAD



"Reflecting on 2023, we are incredibly grateful to our people, our clients, and our partners, who have all contributed to our most recent achievements in our ongoing journey of being the best global digital agency for the world.

WRITTEN BY FRANK SCHMID,
CHIEF DEVELOPMENT OFFICER



Not only have we seen a solid improvement in our sustainability KPIs, we have also noticed an increasing momentum among our team globally with regards to our DE&I initiatives and DEPT® Cares Month.

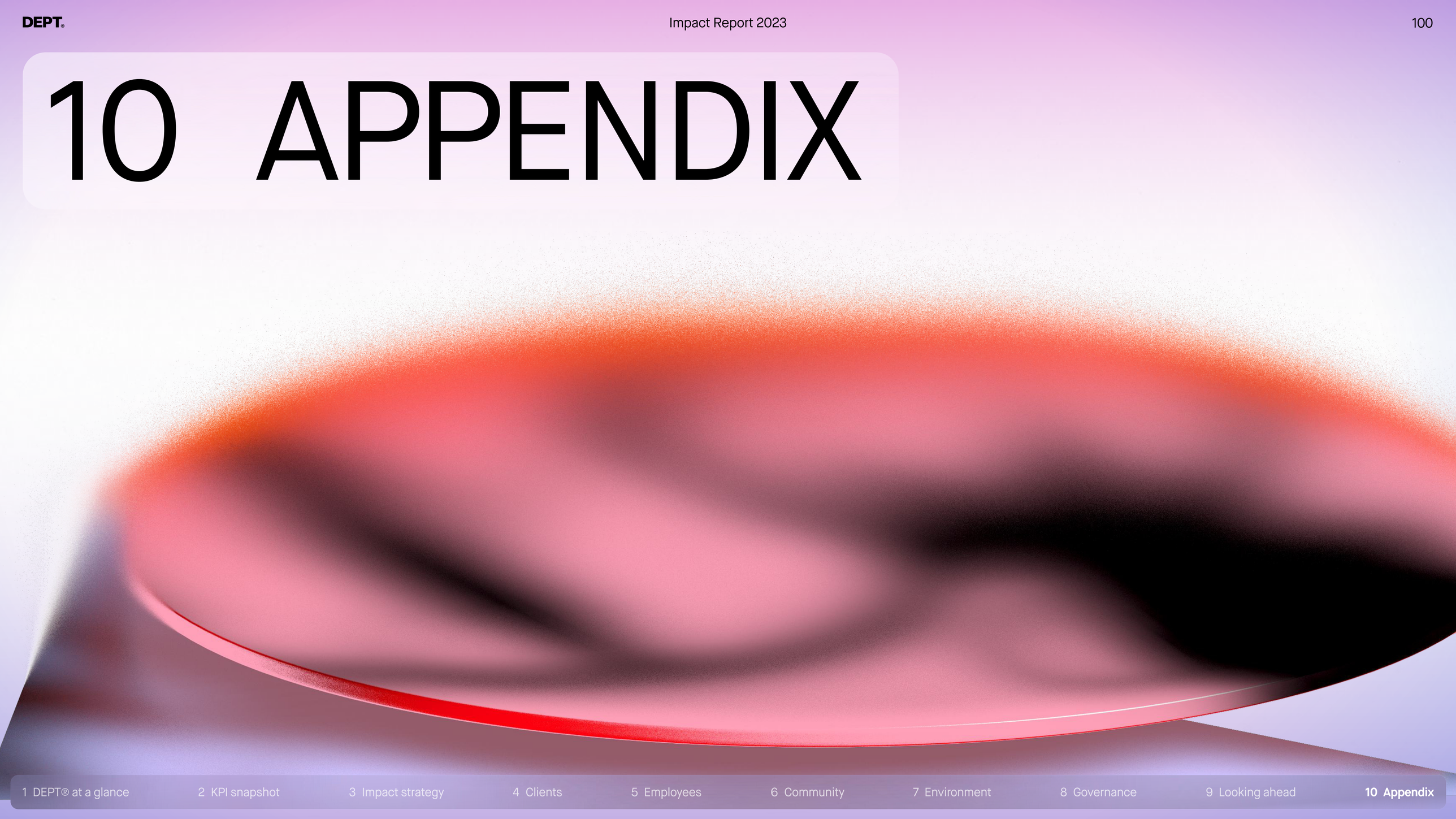
The next year will, of course, come with its own specific set of challenges. Website owners all over the world will feel the growing pressure to meet the updated standards for digital accessibility set by the European Accessibility Act. New and more powerful AI tools will continue to change the way we operate in our increasingly digital world. And in a year when more than half the world will face government elections, geopolitical circumstances will bring a whole set of dynamics to deal with.

In times like these, organizations like DEPT® can—and should—lead the way forward to a better future: doubling down on carbon footprint reduction, caring for employees and the surrounding community, and inspiring clients to pursue pioneering work that sets them apart through the positive impact they create.

In 2024, we are committed to recertifying as a B Corp and doing so for an extended scope. Once again, we've chosen to build upon our goals of the previous year by deliberately setting new, more ambitious targets. And, with that in mind, we look forward to reporting on our progress in the 2024 Impact Report and would like to thank all who have contributed to this year's edition."



10 APPENDIX



GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
2-1	Organizational details	Included	87	-
2-2	Entities included in the organization's sustainability reporting	Included	29	-
2-3	Reporting period, frequency and contact point	Partially included	2; 25-29; 103	-
2-4	Restatements of information	Included	74; 76; 78; 82-83	-
2-5	External assurance	Omitted	-	-
2-6	Activities, value chain and other business relationships	Included	5-6; 8-10; 71	9
2-7	Employees	Included	5-6; 40-63	8
2-8	Workers who are not employees	Omitted	-	-
2-9	Governance structure and composition	Included	87-88	-
2-10	Nomination and selection of the highest governance body	Partially included	87-88	-
2-11	Chair of the highest governance body	Partially included	88	-
2-12	Role of the highest governance body in overseeing the management of impacts	Partially included	88	-
2-13	Delegation of responsibility for managing impacts	Included	88	-
2-14	Role of the highest governance body in sustainability reporting	Partially included	87-88	-
2-15	Conflicts of interest to the board	Omitted	-	-
2-16	Communication of critical concerns to the board	Omitted	-	-
2-17	Collective knowledge of the highest governance body	Omitted	-	-
2-18	Evaluation of the performance of the highest governance body	Omitted	-	-
2-19	Remuneration policies related to the board	Included	88	-
2-20	Process to determine remuneration related to the board	Included	88	-

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
2-21	Annual total compensation ratio	Omitted	-	-
2-22	Statement on sustainable development strategy	Included	2	17
2-23	Policy commitments	Included	96-97	-
2-24	Embedding policy commitments	Omitted	-	-
2-25	Processes to remediate negative impacts related to the board	Omitted	-	-
2-26	Mechanisms for seeking advice and raising concerns	Included	96-97	-
2-27	Compliance with laws and regulations	Omitted	-	-
2-28	Membership associations	Included	16-17	-
2-29	Approach to stakeholder engagement	Included	23	17
2-30	Collective bargaining agreements	Omitted	-	-
3-1	Process to determine material topics	Included	23	-
3-2	List of material topics	Included	23	-
3-3	Management of material topics	Included	25-29	-
302-1	Energy consumption within the organization	Included	10; 82	13
302-2	Energy consumption outside of the organization	Omitted	-	-
302-3	Energy intensity	Included	82	13
302-4	Reduction of energy consumption	Included	73-80	13
302-5	Reductions in energy requirements of products and services	Omitted	-	-
305-1	Direct (Scope 1) GHG emissions	Included	76	13
305-2	Energy indirect (Scope 2) GHG emissions	Included	76	13

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
305-3	Other indirect (Scope 3) GHG emissions	Included	80	13
305-4	GHG emissions intensity	Included	10	13
305-5	Reduction of GHG emissions	Included	73-80	13
305-6	Emissions of ozone-depleting substances (ODS)	Omitted	-	-
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted	-	-
308-1	New suppliers that were screened using environmental criteria	Included	80	-
308-2	Negative environmental impacts in the supply chain and actions taken	Included	80	12
401-1	New employee hires and employee turnover	Partially included	41	8
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Included	50-54	8
401-3	Parental leave	Partially included	50-51	8
404-1	Average hours of training per year per employee	Omitted	-	-
404-2	Programs for upgrading employee skills and transition assistance programs	Included	46-49	-
404-3	Percentage of employees receiving regular performance and career development reviews	Partially included	46-49	4
405-1	Diversity of governance bodies and employees	Included	56-59	4
405-2	Ratio of basic salary and remuneration of women to men	Omitted	-	5,9
414-1	New suppliers that were screened using social criteria	Partially included	80	-
414-2	Negative social impacts in the supply chain and actions taken	Included	70-71	12

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Questions or Feedback? Reach out to Pooja Dindigal, Global Head of Impact.



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