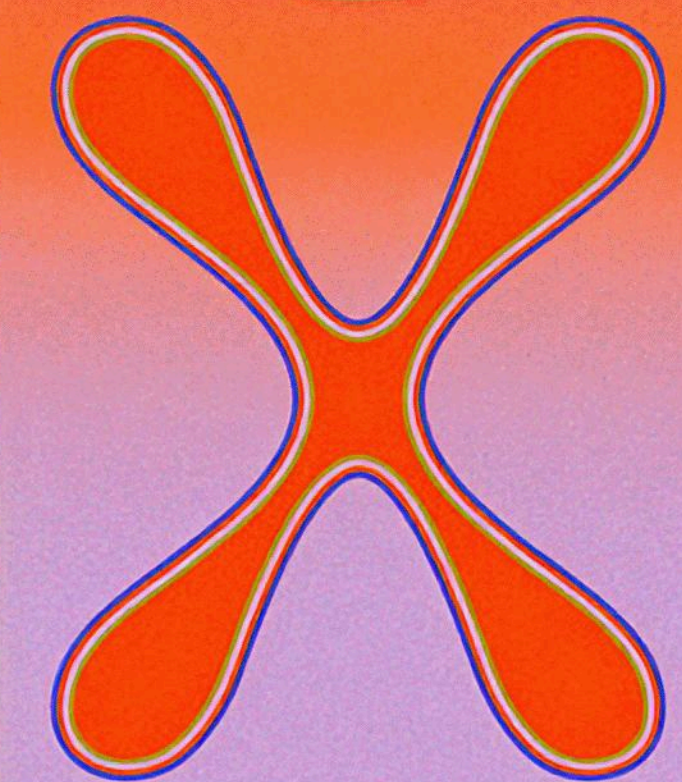
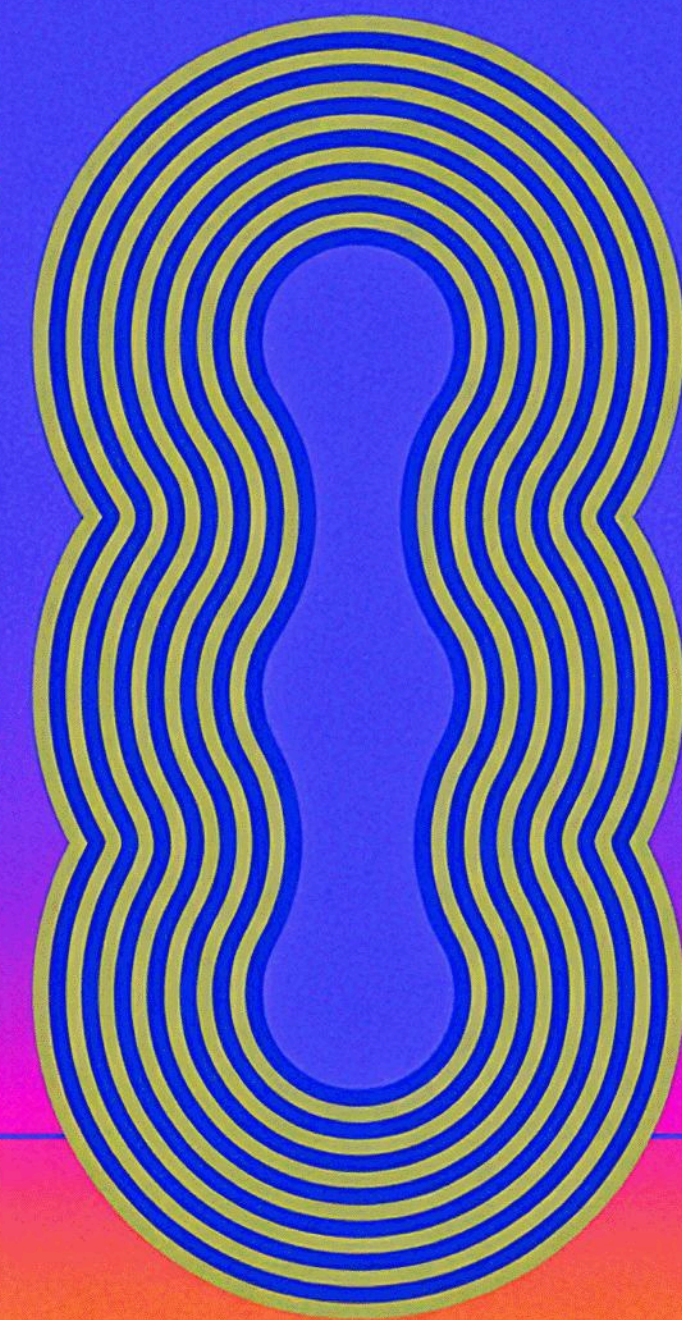


IMPACT REPORT 2025



IMPACT THAT GROWS

In the face of global uncertainty, growth is driven by invention. The companies that create the strongest results find new ways to connect technology, creativity, and data, not only to move faster, but to build businesses that are more resilient, more responsible, and more valuable over time.

That was the opportunity we focused on in 2025. We sharpened our focus on Growth Invention and made it clear that our impact goals can't just sit beside our ambition to help clients grow, but power it.

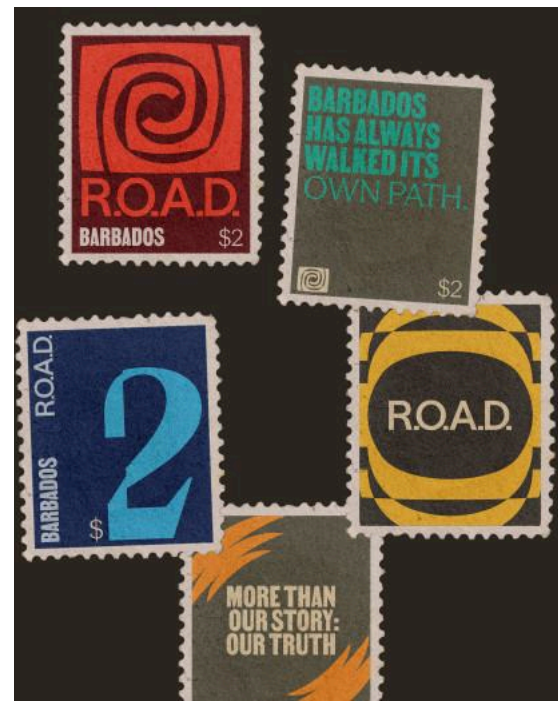
When we help clients build accessible platforms, deploy ethical AI, redesign supply chains, or accelerate sustainable commerce, we are not just "doing impact work." We are building smarter systems, which create bigger outcomes and lead to stronger impact.

Our impact initiatives showed up in the work we delivered with clients. We partnered with the Nyiyaparli community to digitally preserve and share Indigenous language and culture. We developed a proximity-search tool that allows users to quickly locate pharmacies in Ireland offering free Hormone Replacement Therapy (HRT) services in their area. In Barbados, we worked with the R.O.A.D. Programme to build a digital platform focused on the nation's history, culture, and identity. For European online fashion outlet Otrium, we developed a system of AI-generated models to tackle challenges around unsold inventory. And with Talking Portraits, we explored how AI can bring history to life in responsible ways.



**HORMONE REPLACEMENT THERAPY
2025**

**THESE PROJECTS DIFFER IN CONTEXT AND
SCALE, BUT THEY SHARE A COMMON THREAD:
USING DIGITAL CAPABILITY TO HELP CLIENTS
GROW IN WAYS THAT MATTER BEYOND
SHORT-TERM METRICS.**



**R.O.A.D. PROGRAMME
2025**

In early 2025, we also completed our B Corp recertification across 100% of DEPT®, four years after our first certification in 2021. We're the first global agency to recertify, and at a time when companies and governments are backing away from ESG commitments, staying B Corp Certified helps us remain accountable and transparent in our operations. Recertification was a rigorous process and an important reminder that accountability is not a one-time achievement, but an ongoing commitment.

On climate, we made measurable progress. Scope 1 and 2 emissions dropped significantly year over year, keeping us on the path toward our 2030 science-based targets. Our Diversity, Equity & Inclusion work moved forward as well, with stronger representation across our workforce and management, and we strengthened the foundations of our global people processes. DEPT® Cares had its strongest participation yet, with nearly half of our global team taking part.

**AT THE SAME TIME, NOT EVERYTHING
LANDED WHERE WE WANTED IT TO.**

Revenue from impactful work declined, and our pro bono contribution fell short of our 1% ambition. Rather than defend that, we're restructuring how both pillars work and aligning impact more clearly to our commercial strategy while building a stronger regional foundation for pro bono.

**WE'RE TIGHTENING THE SYSTEM, NOT
LOWERING THE AMBITION.**

In 2026, our focus is simple: help clients grow in durable ways, lead responsibly in how we apply AI, continue reducing our environmental footprint, and keep building a company our people are proud to be part of.

The fundamentals haven't changed. But the way we execute continues to evolve.

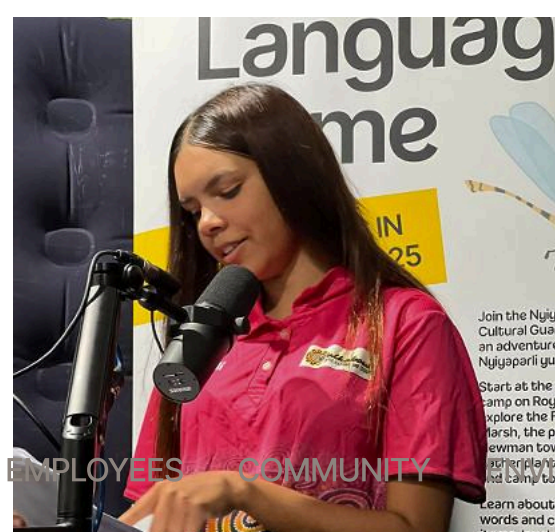
**THAT'S
THE WORK
AHEAD.**



DIMI ALBERS
Global Chief Executive Officer



**TALKING PORTRAITS
2025**



**NYIYAPARLI
2025**

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DEPT® AT A GLANCE

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EMPLOYEES

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COMMUNITY

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LOOKING AHEAD

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APPENDIX

DEPT® AT A GLANCE



DEPT® is a global Growth Invention company built to help the world's most ambitious brands grow faster.

Operating at the intersection of technology and marketing, we drive growth through Brand & Media, Experience, Commerce, CRM, and Technology & Data.

Growth has always been central to our mission. But in 2025, we sharpened our positioning: moving beyond the traditional agency model to focus more clearly on helping clients invent new ways to grow and adapt. Consumers are evolving faster than ever, and brands need more than incremental progress to keep pace. They need new models for growth, and that's what we help create.

DEPT® is a team of approximately 4,000 AI-native specialists in 30+ locations on five continents. Together, we partner with leading brands including Just Eat, Moody's, Netflix, eBay, Red Bull, Audley Travel, and Google to deliver solutions that set the standard for the next era of growth.

WHAT MAKES US DIFFERENT

WE'RE 50/50 TECH AND MARKETING

We are fluent in both technology and marketing, giving a complete 360-view and delivering tangible outcomes faster. We have a deeper multi-disciplinary talent bench and are genuinely global, enabling clients to scale faster.

WE'RE FIRST AND FAST

We pioneer, act first, and move faster than the industry. Our talent, AI, and automation enable unrivalled speed. We are faster, more agile, and less bureaucratic than Hold-Cos.

WE'RE PARTNER-LED

Run by 200 partners with buy-in, we bring entrepreneurial drive to every project. Results matter. We don't just consult; we invent and build.

FULL-TIME EQUIVALENT EMPLOYEES

3517

GENDER

Female

AMERICAS 1192.7

601.6 50.4%

EMEA 1781.7

902.8 50.7%

APAC 543.0

179.5 33.1%

TOTAL 3517.4

1683.9 47.9%

Male

558.1 46.8%

871.7 48.9%

360.3 66.4%

1790.1 50.9%

Non-binary

1.3 0.1%

2.1 0.1%

0.3 0.05%

3.7 0.1%

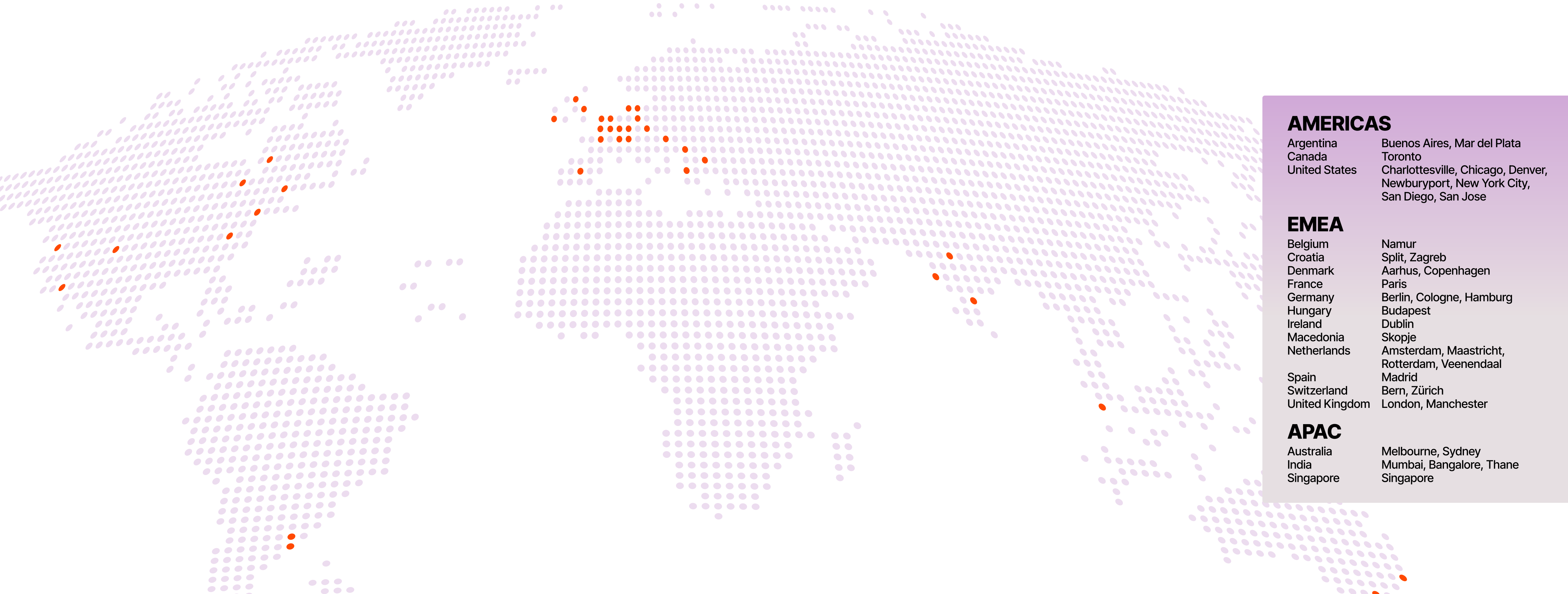
Unknown

31.7 2.7%

5.1 0.6%

2.9 0.5%

39.7 1.1%



AMERICAS

Argentina Buenos Aires, Mar del Plata
 Canada Toronto
 United States Charlottesville, Chicago, Denver, Newburyport, New York City, San Diego, San Jose

EMEA

Belgium Namur
 Croatia Split, Zagreb
 Denmark Aarhus, Copenhagen
 France Paris
 Germany Berlin, Cologne, Hamburg
 Hungary Budapest
 Ireland Dublin
 Macedonia Skopje
 Netherlands Amsterdam, Maastricht, Rotterdam, Veenendaal
 Spain Madrid
 Switzerland Bern, Zürich
 United Kingdom London, Manchester

APAC

Australia Melbourne, Sydney
 India Mumbai, Bangalore, Thane
 Singapore Singapore

GENDER	AMERICAS 1200.7	EMEA 1662.4	APAC 542.6	AMERICAS 19.0	EMEA 235.3	APAC 6.3	AMERICAS 71.5	EMEA 101.7	APAC 10.9
Female	603.4 50.3%	835.5 50.3%	177.3 32.7%	10.2 53.7%	134.2 57%	3.7 58.9%	10.0 14%	21.8 21.4%	0.7 6.1%
Male	561.6 46.8%	820.6 49.4%	360.9 66.5%	8.5 44.6%	96.9 41.2%	1.4 22.6%	31.6 44.2%	49.7 48.8%	4.1 37.6%
Non-binary	1.6 0.1%	2.0 0.1%	0.3 0.05%	0.0 0%	0.3 0.1%	0.0 0%	—	—	—
Unknown	33.1 2.8%	4.3 0.3%	4.1 0.7%	0.3 1.6%	3.9 1.7%	1.2 18.5%	29.9 41.8%	30.2 29.7%	6.1 56.3%
	FULL-TIME EMPLOYEES TOTAL 3405.7			PART-TIME EMPLOYEES TOTAL 260.6			CONTRACTED & FREELANCE EMPLOYEES TOTAL 184.1		



DATA SNAPSHOT

CLIENTS

TOTAL PROJECTS IN 2025

5,250

COMPARED TO
6,180 in 2024

NUMBER OF CLIENTS IN 2025

1,008

COMPARED TO
1,203 in 2024

CLIENT SATISFACTION SCORE IN 2025

8.4/10

COMPARED TO
8.6/10 in 2024

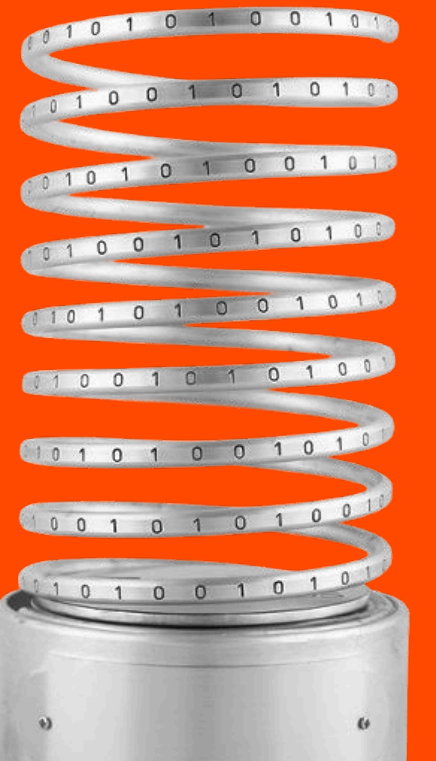
REVENUE FROM IMPACTFUL PROJECTS IN 2025

5.3%

COMPARED TO
9.9% in 2024

KEY AWARD WINS

Network of
the Year



Agency of
the Year



Agency of
the Year



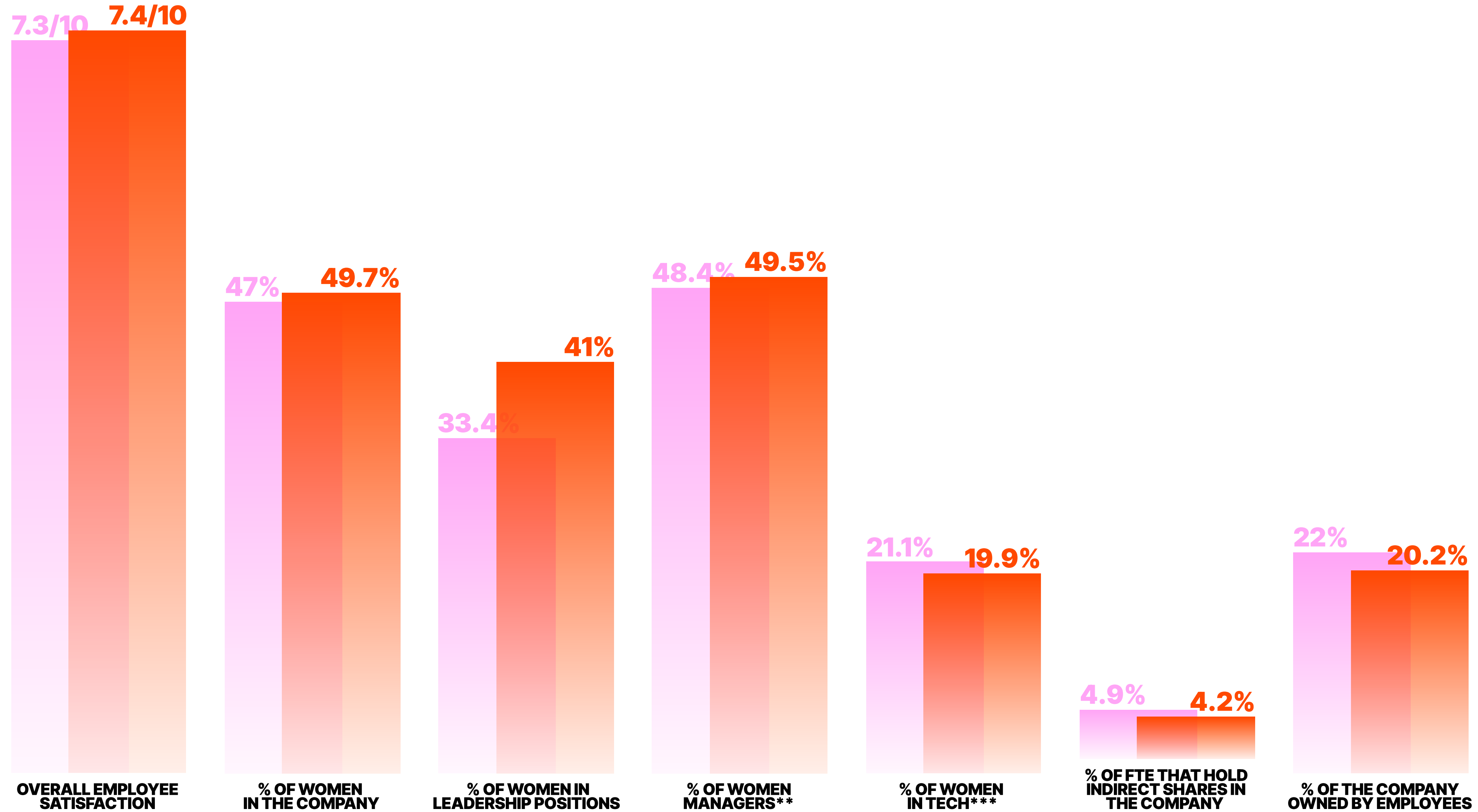
COMMUNITY

11,956.5
PRO BONO HOURS
IN 2024

1.2%
OF TOTAL PROFIT DONATED
IN 2024

6,600
PRO BONO HOURS
IN 2025

0.5%
OF TOTAL PROFIT DONATED
IN 2025



NOTA BENE

*All demographic data is provided voluntarily, with typical response rates between 70-85%

**Managers refer to any individual who has at least one direct report. Our Senior Leadership team definition was updated in 2025 and now consists of our executive, regional and global leads.

***Tech refers to our engineering teams

****We reported an incorrect value in the 2024 Impact Report of 27% due to an inadvertent omission. The correct value is 22%

ENVIRONMENT

YEAR	TOTAL EMISSIONS, SCOPES 1-3	EMISSIONS INTENSITY (EMISSIONS PER FTE)	TOTAL ENERGY CONSUMPTION	% OF RENEWABLE ENERGY CONSUMPTION OF TOTAL	% OF RENEWABLE ELECTRICITY CONSUMPTION OF TOTAL	AVERAGE TRAVEL EMISSIONS PER FTE
2023	9,179 t/CO ₂	2.38 t/CO ₂ per FTE	2,460,957 kWh	37%	46%	0.25 t/CO ₂ per FTE
2024	11,545 t/CO ₂	3.13 t/CO ₂ per FTE	2,738,778 kWh	50.86%	60%	0.73 t/CO ₂ per FTE
2025	10,293 t/CO ₂	2.93 t/CO ₂ per FTE	1,852,101 kWh	37%	61%	1.04 t/CO ₂ per FTE



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REFLECTIONS & VISION

If 2024 was about reaffirming our commitments to impact, sustainability, and inclusion, 2025 was about testing the strength and connectivity of those commitments to our business and to our people. When change is constant, we must take care to consistently adapt and respond to those changes, regularly assessing how global trends and disruptions, from tariffs to AI acceleration, impact our business and the relevance of our goals.

In 2025, we took the time to ask ourselves some tough questions:

- **How has the rapidly evolving digital industry changed which environmental, social, and governance issues are most relevant for our business to address?**
- **What do our employees care most about in a world continuously shaped by environmental and political crises?**
- **And most importantly, what role can we play to leverage our passions and skills for impact that grows?**

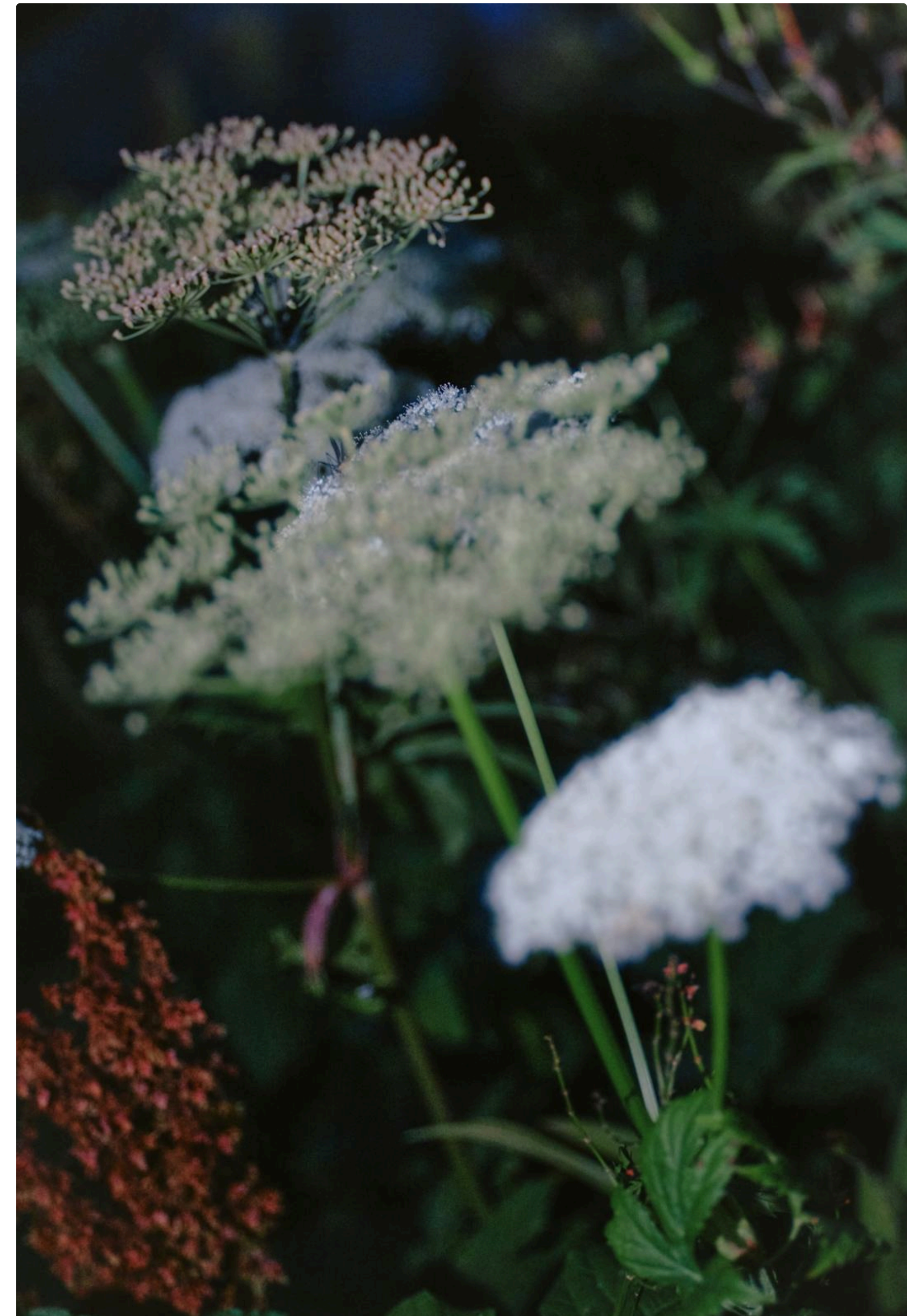
While the answers to these questions are ever-evolving, we are entering 2026 with a clear point of view and a plan. That perspective is grounded in deep stakeholder engagement and informed by a new Corporate Sustainability Reporting Directive (CSRD) compliant Double Materiality Assessment, along with extensive internal and external research, focus groups, and feedback.

We've closely aligned our goals with the business strategy, bringing clarity to the inherent value of each initiative. Some may deliver key commercial or strategic value, some may help mitigate risk, and some may help to engage and motivate employees. Not all are created equal, but each plays a contributing role in the overall shape of our impact ambitions. If that is not the case, we've deprioritized to focus and deliver value.

As a part of this, in 2025, we grappled with topics that may appear to be in dissonance with one another: AI adoption and climate action, overconsumption and economic growth, and others. We admit there is tension to work through across each topic. We chose not to shy away from that, but rather seek to leverage that dissonance and find solutions to operate responsibly in some of the stickiest and most complex areas of our work. That's why in 2026, for example, we'll develop an AI Ethics & Sustainability Playbook.

“Alongside all of this, we have continued the hard work to make sure that our initiatives have clear owners with shared accountability across the business. Each of us is guided by shared principles and driven by pragmatic progress.”

POOJA DINDIGAL
Global Head of Impact
& Inclusion



CERTIFICATIONS & MEMBERSHIPS

B CORP CERTIFICATION

Certified B Corps are companies verified as meeting standards for social and environmental performance, transparency, and accountability.

As a B Corp, we embed our purpose and plans for positive impact in our company DNA, and join a community of companies working together for change to advocate for a global economy that benefits people and the planet. DEPT® has been B Corp Certified since 2021, and recertified in early 2025 as the first global agency to do so.



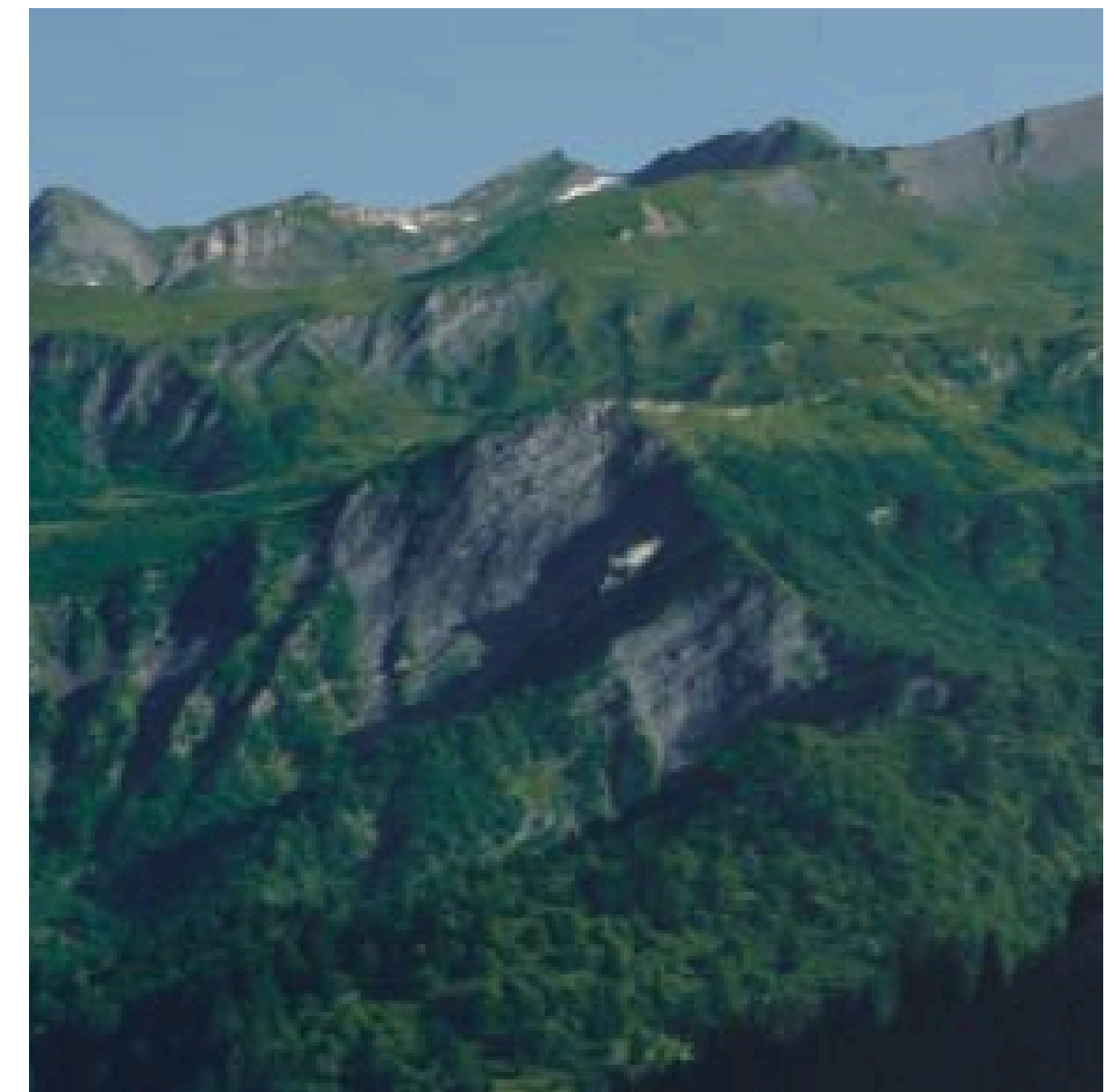
THE CLIMATE LABEL

The Climate Label Certified companies (formerly "Climate Neutral") measure and report their greenhouse gas emissions, plan to decarbonize, track their carbon reduction plans, fund projects that mitigate carbon emissions, and advocate and educate for climate action. DEPT® has been The Climate Label certified since 2021.



ECOVADIS

Ecovadis provides a sustainability rating to participating companies on 21 sustainability criteria across four key themes- Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. DEPT® is asked to complete an Ecovadis rating each year by several clients, and in 2025 received a Bronze rating.



SCIENCE-BASED TARGETS INITIATIVE

The Science Based Targets initiative (SBTi) is a global body enabling businesses to set ambitious greenhouse gas reduction targets in line with climate science, primarily limiting global warming to 1.5°C. DEPT®'s climate targets were approved and verified as Science-Based Targets in 2025*.



CDP

The Carbon Disclosure Project (CDP) runs the world's leading environmental disclosure system for companies, cities, and governments, enabling entities to measure and disclose their climate risks, emissions, and environmental impact annually. DEPT® is asked to complete a CDP assessment each year and received a "B" rating on the Climate module in 2025.



NOTA BENE

*Targets can be found under the name "Digital Agency Subholding B.V."

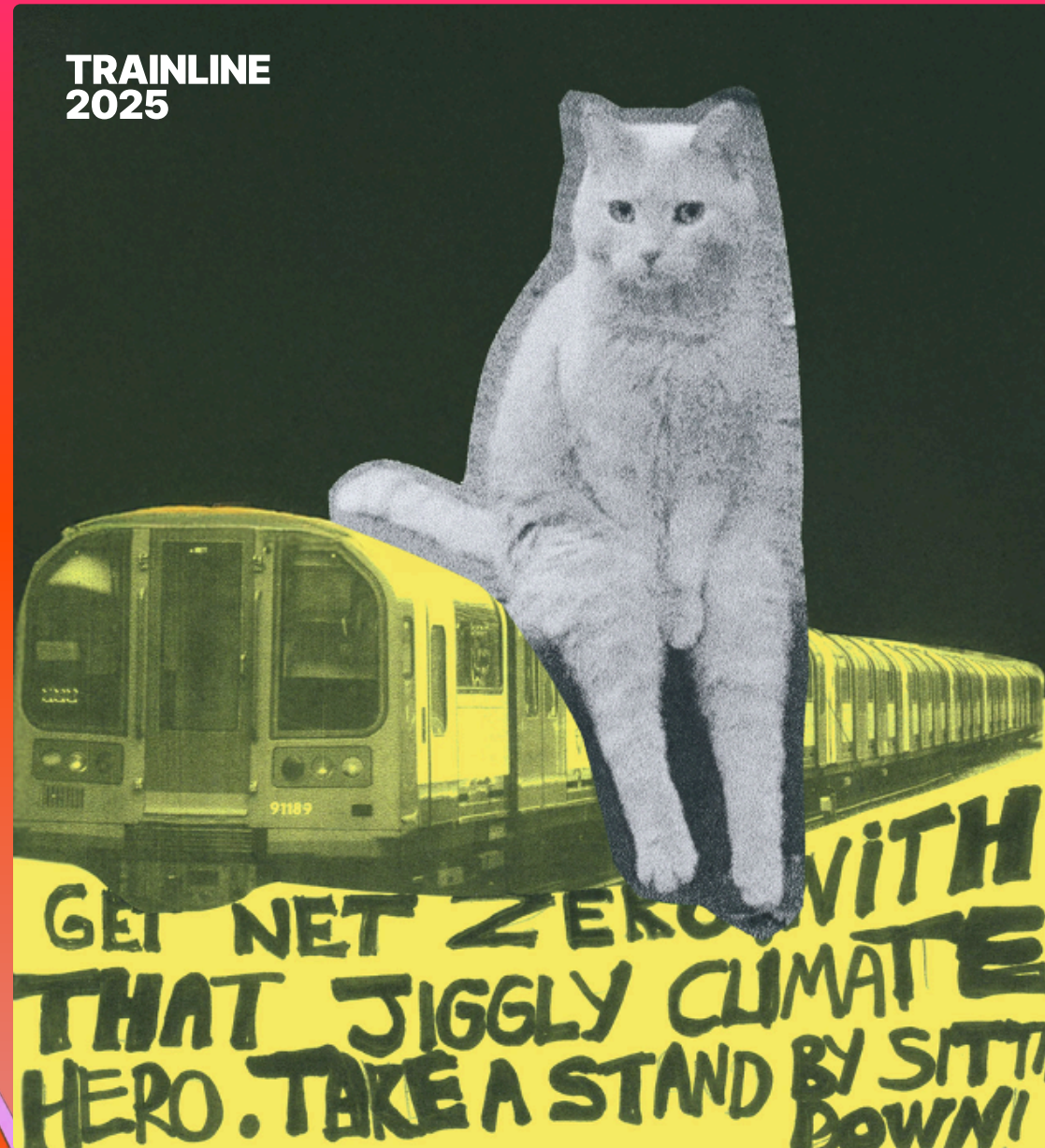
TALKING PORTRAITS
2025



ANTHEM AWARDS



TRAINLINE
2025



WEBBY AWARDS



LOVIE AWARDS



AWARDS WE'RE PROUD OF

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

Talking Portraits brings static images to life through emotionally aware, generative AI. Using computer vision and natural-language capabilities, DOGSTUDIO/DEPT® created digital portraits that can hold conversations in real time—reacting to questions, context, and tone. It's an experiment in how emerging technology can deepen our relationship with art and storytelling, transforming viewers into active participants and opening up new possibilities for museums, galleries, and cultural institutions.

Trainline and DEPT® flipped the sustainability narrative on its rear end with "Get Your Bum On Board." Instead of guilt-driven messaging, the campaign uses humor, bold visuals, and a cheeky rallying cry to reframe low-carbon travel as an easy, everyday choice: just put your bum on a train seat. Rolled out across film and digital, the work drove a measurable lift in ad recall and millions of views, proving climate communication can be both effective and fun.

MATERIALITY AND STAKEHOLDER ENGAGEMENT

In 2025, DEPT® completed a robust Double Materiality Assessment (DMA) to both prepare for upcoming regulatory requirements and as part of our three-year materiality update cycle. The assessment covers Impact Materiality—how our operations and value chain affect people and the environment (actual or potential positive and negative impacts)—and Financial Materiality—how sustainability topics create financial risks and business opportunities for DEPT®.

The DMA process was completed by a core, cross-functional team of individuals from the Impact team, Finance team, and Executive team, and supported by an external advisor:

Established organizational context and stakeholders

1. We defined DEPT®'s organizational context, which included the organizational structure, business model, value chain, business relationships, and regulatory landscape.
2. Using the organizational context and value chain map, we defined relevant stakeholder groups and an engagement plan.

Identified relevant ESG topics via research and interviews

1. We conducted desk research across internal policies, reports, organizational data, and industry peer analysis to surface ESG topics, including insights from previous materiality cycles and our global impact strategy.
2. We then interviewed internal subject matter experts and stakeholder representatives across key pillars to identify potential impacts, risks, and opportunities (IROs). These stakeholder groups included: clients and end-consumers, society, suppliers, investors, nature, employees, business partners, regulators, and certifiers.

Assessed a long list of topics for materiality

1. Experts evaluated topics from both financial and impact perspectives to generate a draft material topic list.
2. In alignment with ESRS principles, topics measured impact materiality by the scale, scope, and irremediability of effects, as well as the likelihood of occurrence. Financial materiality was scored based on the magnitude of the financial effect and the likelihood.

Review, validation, and finalization

1. The core team complemented expert scores with research to ensure completeness and determined the materiality threshold. We also conducted further research and stakeholder engagement on specific topics, which raised further discussion amongst the core team.
2. IRO scores were further refined through this process, and we mapped topics to both DEPT®'s 2026 business strategy and organizational risk register.
3. Final outcomes were signed off by the Management & Supervisory Board with material topics mapped to the ESRS disclosure requirements

It is important to note that this report does not include disclosure against the ESRS. Under the current regulation, DEPT® will be required to comply with CSRD in 2028, based on the 2027 fiscal year. The DMA and the resulting material IROs are subject to change, as this is intended to be a living and iterative process that is responsive to evolutions in business and industry realities.





DAVID NEAL
Global Chief Financial Officer

“Double Materiality is a helpful exercise that brings important focus to our impact initiatives and to our reporting. That focus is key if we want to make a real impact, mitigate risk, and put our best effort forward.”

EMPLOYEE WELLBEING

Enhancing the experience of our people through a culture of holistic wellbeing with robust work-life benefits, comprehensive leave, professional mental health services, flexible working and experiences that foster a sense of purpose.

Positive impact

Own operations/Downstream

DIVERSITY, EQUITY & INCLUSION

Fostering a safe, inclusive, and diverse workplace. By embracing the full spectrum of diversity, we empower our people, drive competitive advantage, and ensure a culture of mutual respect.

Negative and positive impact

Own operations

TALENT MANAGEMENT & DEVELOPMENT

Fostering a pioneering workplace culture and future-proofing our talent through training, career advancement, mentorship, and specialized upskilling.

Positive impact and opportunity

Own operations

DATA PRIVACY & CYBER SECURITY

Protecting personal, confidential, and proprietary data across all stakeholders and locations, mitigating risks arising from incidents, ensuring responsible data processing, and maintaining compliance with evolving global data protection and security laws to avoid legal and reputational harm.

Negative impact and risk

Own operations/Downstream

ETHICAL AI

Developing and deploying ethical AI solutions that protect creators' IP, promote societal well-being and fairness, and ensure regulatory compliance with evolving AI laws for every client engagement.

Negative impact, opportunity, and risk

Own operations

CLIMATE ACTION

Reducing Scope 1, 2, and 3 GHG emissions across the value chain, actively mitigating climate-related risks to the business and environment, while ensuring a low-carbon transition and maintaining full compliance with climate reporting standards.

Negative Impact

Upstream/Own operations/Downstream

DIGITAL IMPACT

Driving strategic growth and positive change by partnering with clients to deliver accessible, inclusive digital solutions, embedding diverse representation and responsible consumption into our core services.

Negative and positive impact, opportunity

Own operations/Downstream

BUSINESS ETHICS

Developing and maintaining high ethical standards across all business activities, managing the risk of reputational damage and loss of stakeholder trust due to improper conduct.

Risk and opportunity

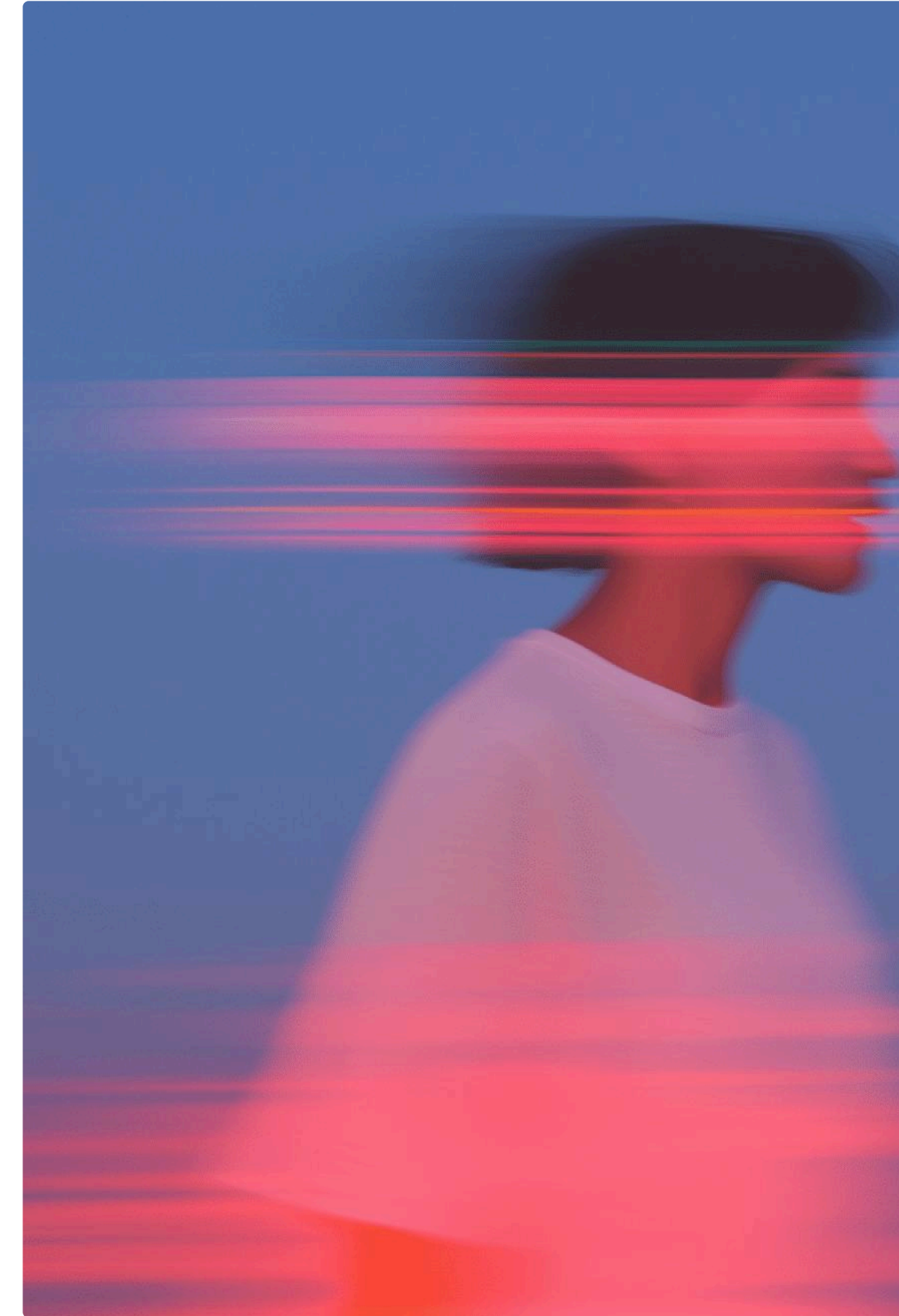
Own operations

STAKEHOLDER ENGAGEMENT

Outside of the formal DMA process, we regularly engage with stakeholders across our business to understand their views. We ensure stakeholders have plenty of opportunities to give feedback on our business, culture, and sustainability and impact initiatives.

To gather feedback and refine our approach, we conducted approximately 20 focus group sessions centered on the four pillars of our Impact Strategy. This was supported by our regular engagement cadence, including roundtable discussions with the Supervisory Board, all-staff AMAs, and Regional Town Halls, alongside targeted Q&A sessions and our biannual employee and client satisfaction surveys.

We also continue to engage our broader audience on critical topics related to impact and sustainability. In 2025, we published nearly 25 articles, generating over 14,000 views on our impact-focused case studies and blog posts—complemented by more than 150,000 impressions on social posts dedicated to our Impact Strategy and client work.



IMPACT STRATEGY

IMPACTFUL WORK

STRATEGY & GOALS

We still believe that we can have the biggest impact on the world by using our skills to work with like-minded partners and equipping them to solve, or help solve alongside them, the biggest issues affecting people, planet, and business in our time.

After several years of trying to meet specific revenue targets from "impact clients," we've noted two key challenges: first, consistent progress is difficult to maintain and track in a volatile market; and second, the focus on revenue fails to articulate our core theory of change—that impact should be integrated into the way we do all of our work.

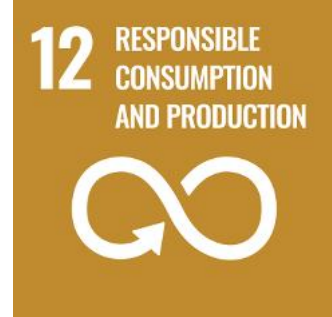
In response to this, we are scrapping the revenue goal in favor of two initiatives:

- Integrating impact into our existing sales processes, focusing on the size and industries we already work best with, and targeting the "impact leaders" within them.
- Develop best practices, toolkits, and playbooks at the intersections of impact topics and our craft. From production to creative to engineering, we believe there is an opportunity to do all of our work with impact in mind. In 2026, we plan to start with AI Ethics & Sustainability.

PROGRESS, 2025

% of revenue from impact work **5.3%**

SUSTAINABLE DEVELOPMENT GOALS



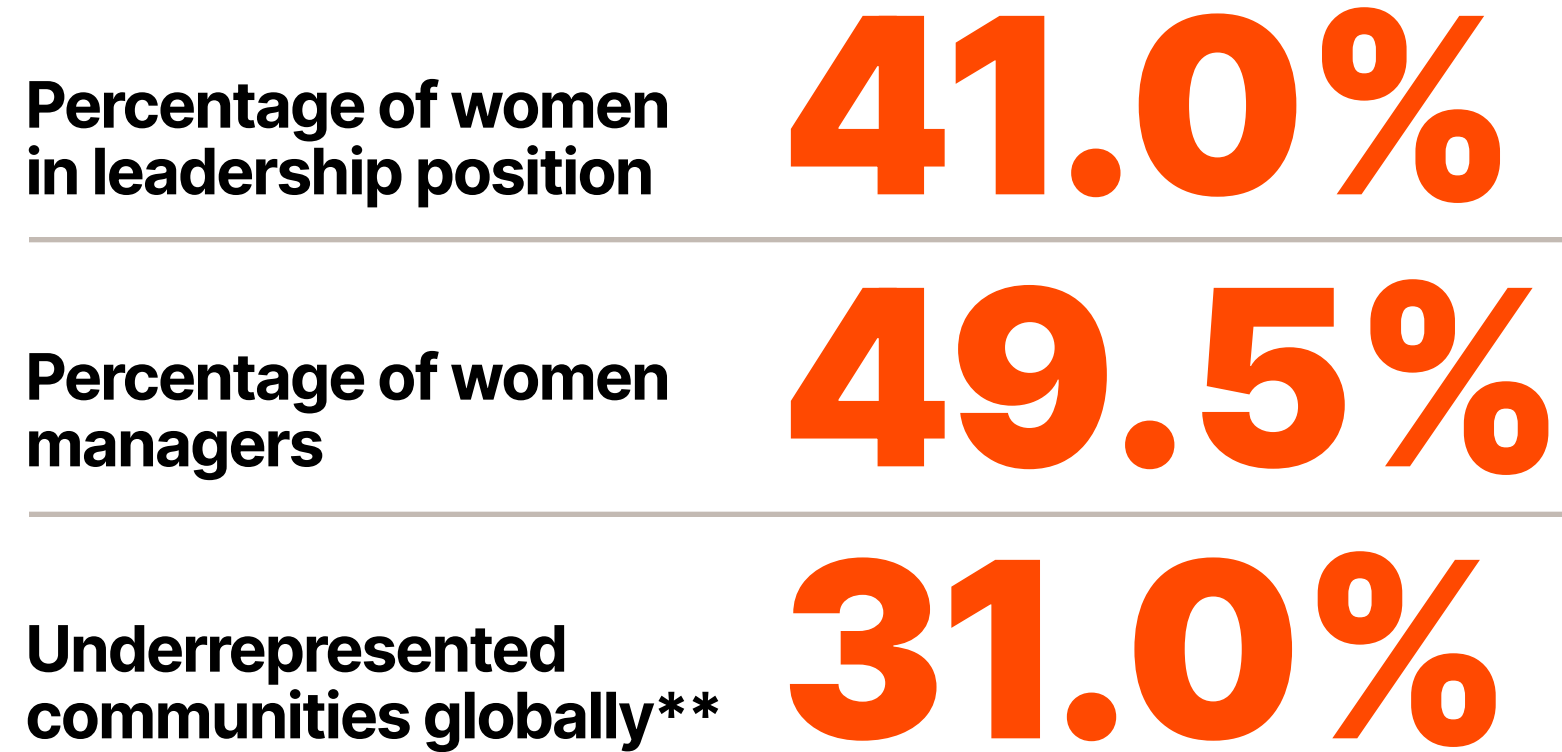
DIVERSITY, EQUITY, AND INCLUSION

STRATEGY & GOALS

Building a cross-cultural and diverse workforce empowered to innovate with inclusion in mind is key to the success of our business. As such, we intend to:

- Maintain ~50% of our workforce & managers are made up of women and non-binary individuals. While we can never likely hit exactly 50.0% with no fluctuations, we're happy to report we've effectively achieved this goal and aim to maintain it.
- 45% of leadership to comprise women and non-binary leaders by 2027. With changes to our leadership team, we're on track to achieve this goal.
- Increase underrepresented/historically minoritized ethnic and racial groups in leadership by 25% by 2027.
- Increase underrepresented groups by 20% by 2027, including people with disabilities, ethnic minorities, and LGBTQ+ communities.
- Upskill our team in cross-cultural competency and DEI literacy, as a global business.
- Support and strengthen our ERGs.

PROGRESS, 2025



SUSTAINABLE DEVELOPMENT GOALS



NOTA BENE

**Excludes India

CLIMATE

STRATEGY & GOALS

Our verified Science-Based Targets help to ensure we play our part in the ecosystem and organizations mitigating the impacts of climate change.

Each goal is based on our 2023 footprint:

- Reduce Scope 1+2 Emissions by 42% by 2030.
- 100% of offices are powered by renewable energy by 2030.
- Reduce Business Travel and Employee Commuting emissions 61.1% per FTE by 2033.
- 77% of suppliers by emissions covering Purchased Goods & Services & Capital Goods categories, will have science-based targets by 2029.
- By 2050, reduce Scope 1, 2, and 3 emissions by 90%.

PROGRESS, 2025

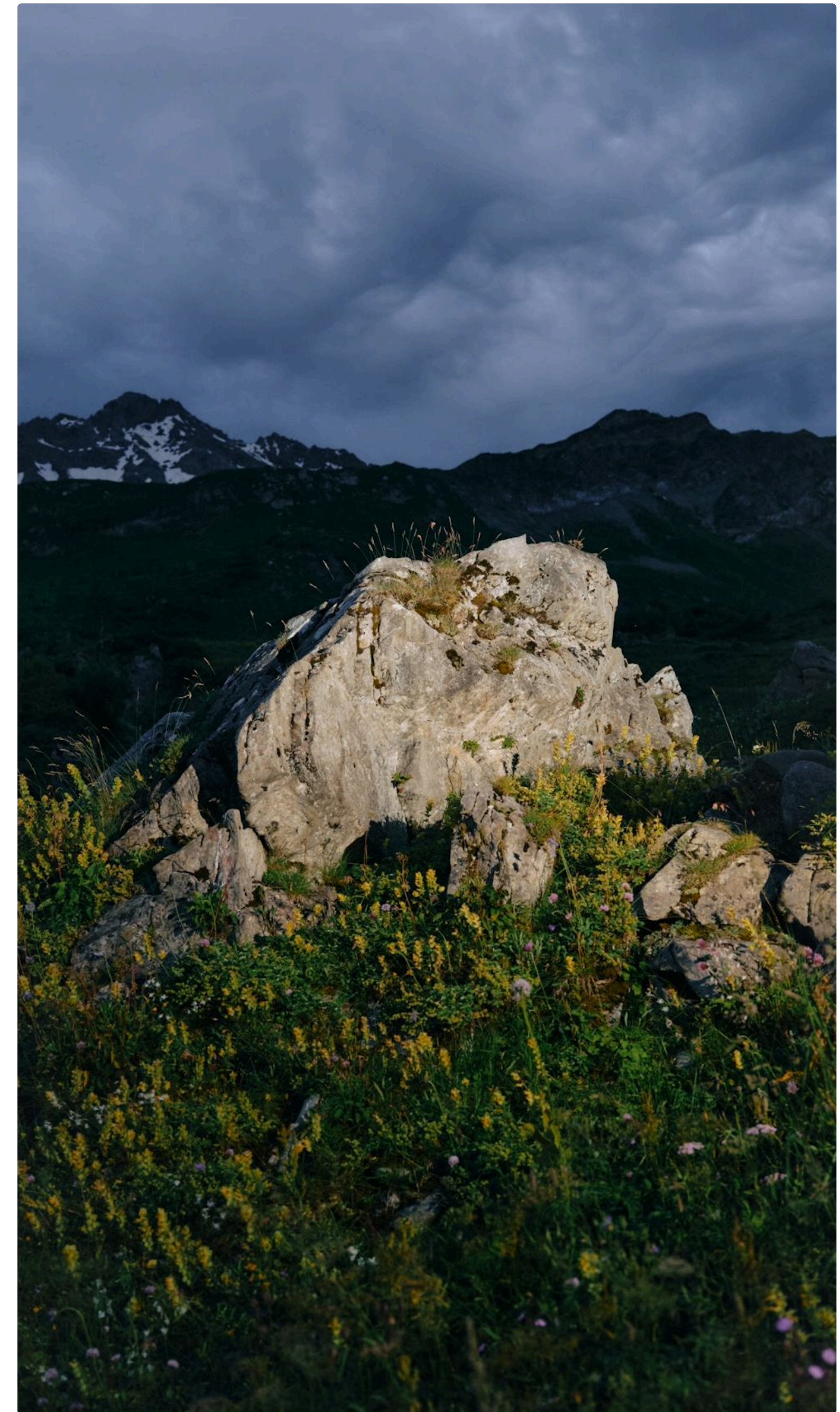
Total emissions, scopes 1-3 **10,292.83** t/CO₂

Percentage of renewable energy consumption of total **47.41%**

Travel emissions per FTE **1.04** t/Co2 per FTE

Scope 3 emissions **9,676.30** t/CO₂

SUSTAINABLE DEVELOPMENT GOALS



COMMUNITY

STRATEGY & GOALS

Within our community pillar, we aim to deliver pioneering, high-impact projects to deserving causes and empower our teams to engage in local community actions for global impact. We do this through:

- Donate at least 1% of our profits to pro bono work and charitable donations. We have not been able to achieve this goal consistently each year, and so in 2026, we set out to build the underlying operational processes to bring this to life.
- We also continue to host DEPT® Cares activities with 25% of staff and all leadership participating. This year, we're focused on introducing more skills-based volunteering initiatives.

PROGRESS, 2025

Percentage of profit donated

0.47%

Percentage of staff participated in DEPT® Cares Month

48%

SUSTAINABLE DEVELOPMENT GOALS



PROGRESS, 2025

GOALS	2024	2025
Happy clients Client satisfaction	>8.3 8.6	8.4
Happy Depsters Employee satisfaction	>8.2 7.3	7.4
Happy Depsters Voluntary attrition	<20% 15.7%	17.9%

SUSTAINABLE DEVELOPMENT GOALS



DEPT® uses the Global Reporting Initiative (GRI- see page 100 for our GRI table), B Impact Assessment (BIA), and Sustainable Development Goals (SDGs) to guide the indicators included in this report. Our 2025 Impact Report looks back on our progress through the 2025 calendar and fiscal year and includes all entities controlled by DEPT® at the time*.

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.

As part of our global commitment to transparency and diversity, DEPT® annually reports to the Dutch Government (Dutch Social and Economic Council) on gender representation in the board and senior leadership as required under Dutch law. This obligation, which applies to large companies in the Netherlands, is designed to promote balanced gender composition at the top and sub-top levels of organizations. This legal requirement also reflects our broader ambition to foster inclusive leadership across all regions in which we operate.



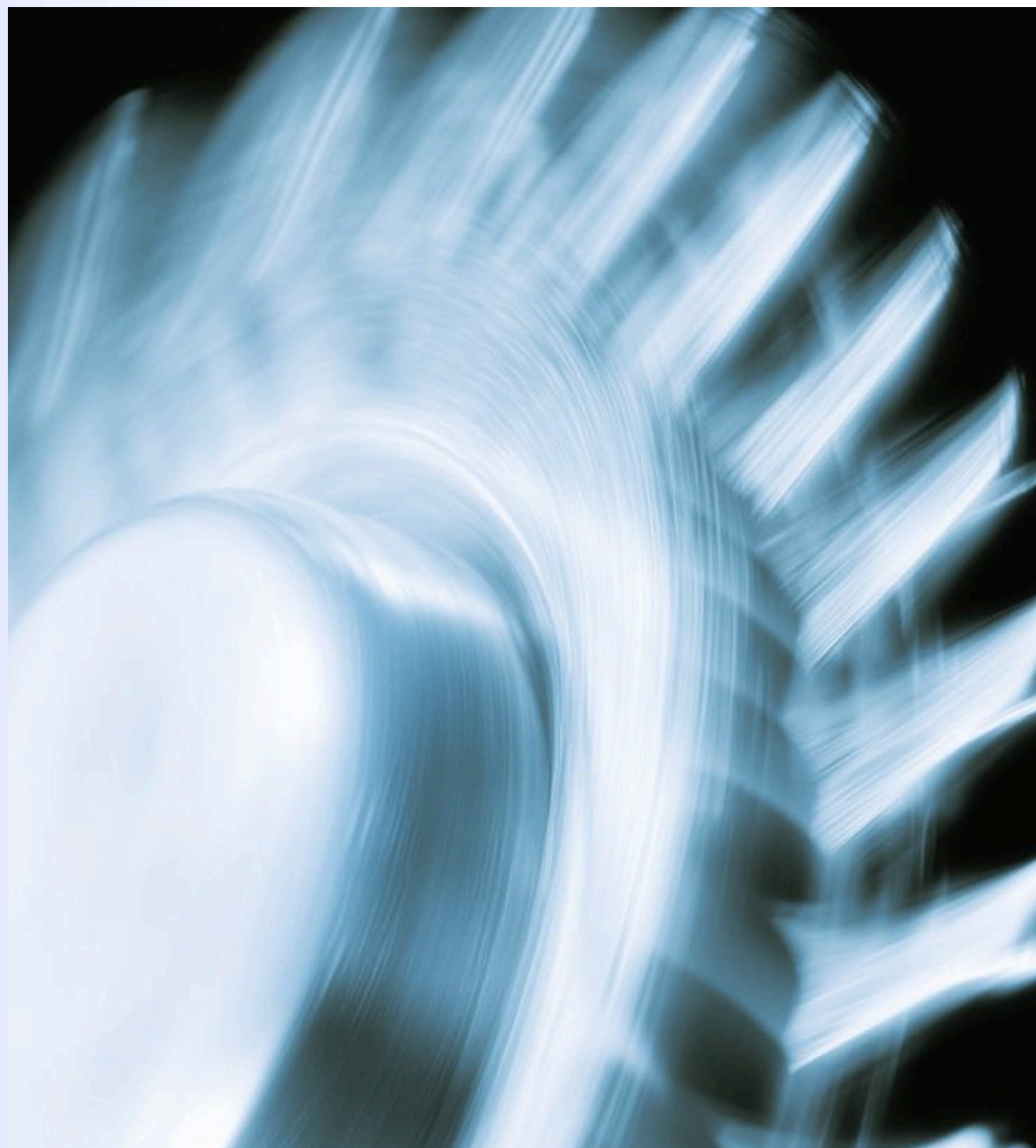
NOTA BENE

*Digital Agency Holding BV, Digital Agency Subholding B.V., Dept Holding B.V., Dept NL Holding B.V., Dept Creative & Media B.V., Dept Professionals B.V., Dept Design & Technology B.V., Dept Technology Macedonia Ltd, Stitching DEMO, Dept Aus Holding Pty Ltd, Dept Aus Subholding Pty Ltd, Dept Digital Products Holdings Pty Ltd, Dept Technology & Marketing Private Limited, Dept Denmark Holding ApS, Dept Digital Marketing ApS, Dept Design & Technology ApS, Hello Monday ApS, Dept Digital Ltd, Dept Technology d.o.o., Dept Digital Marketing Ag, Dept Design & Technology AG, Dept Uruguay SA, Dept Agency Singapore Pte Ltd, Digital Product and Design Services S.A., Dogstudio S.A, Heisenberg UK BidCo Ltd, Dept UK Holding Ltd, Dept Design & Tech. Ltd, Dept Marketing Technology Ltd, Dept Design and Technology Spain, SL, Dept Marketing Technology London Ltd, Dept Personalised Content Group Ltd, Dept Personalised Content SAS, Dept Personalised Content Ltd, Dept Personalised Content GmbH, Dept Personalised Content Canada Limited, Dept Personalised Content, Inc, Heisenberg BidCo GmbH, Dept Germany Marketing Holding GmbH, Dept Marketing GmbH, Dept Design & Technology GmbH, Heisenberg BidCo USA Inc, Dept US Holding Inc, Sirius Merger Sub Inc, Dept Data & Engineering, Inc., Dept Growth Marketing Holding, Inc, Dept Commerce LLC, Dept Growth Marketing, Inc, Dept Digital Products, Inc, Dept Marketing Creative, Inc, Thinkbasic Inc, Hello Monday LLC.

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Technology is fundamentally changing how businesses operate and, more importantly, how they grow.



The challenge organizations face today is no longer simply how to digitize existing ways of working. It's reinventing growth itself: how to innovate, build trust, use emerging technologies responsibly, and create new forms of value as markets, customer expectations, and competitive pressures continue to shift.

At the same time, expectations around the role businesses play in society continue to rise. Customers, employees, boards, regulators, and investors increasingly expect organizations to consider the broader impact of their decisions, from sustainability and accessibility to responsible AI and ethical data use.

FOR US, THESE FACTORS ARE INSEPARABLE.

Our approach to client work is grounded in the belief that growth and impact are not competing priorities. Businesses today cannot rely on optimizing yesterday's model. They need to invent what comes next.

This is where Growth Invention matters most: not simply using technology to do the same things faster, but helping clients create, test, and scale entirely new forms of value at the intersection of marketing, technology, data, and creativity. Through our work, we help clients harness these capabilities in ways that drive business growth while also helping them operate more responsibly, reach more people, reduce friction and waste, and address meaningful societal and environmental challenges.

Equally important is how that growth is created. As artificial intelligence and other emerging technologies become embedded in products, services, and marketing at unprecedented speed, organizations are facing new questions around ethics, governance, transparency, inclusion, and accountability.

We believe these considerations cannot be treated as an afterthought or a separate workstream. Speed and efficiency alone aren't enough. Lasting growth depends on building these capabilities responsibly from the start. By leading with our values, we work alongside clients to help ensure their growth ambitions are supported by responsible technology, thoughtful governance, and a long-term view of the role business can play in society.

Since launching our impact strategy, we have measured progress toward our ambitions through revenue-based goals. In 2025, we proposed an objective to increase the amount of impactful work we do each year by 1% from a 2024 baseline. This change reflected an important step in how we think about progress: Rather than treating impact as a standalone revenue category, we sought to focus more directly on growing the volume of work that delivers meaningful outcomes.

During 2025, however, we undertook a broader assessment of our impact strategy. That process reaffirmed our commitment to helping clients use digital to address important societal and environmental challenges, while also making clear that revenue-based goals alone cannot fully capture the breadth of that work. Beginning in 2026, we are moving away from revenue-based goals and toward a model that better reflects how impact is embedded across our business strategy, client work, and responsible use of technology.





ANDREW DIMITRIOU
Global Chief Client
& Growth Officer

"Growth Invention is about creating new paths to growth, not just optimizing what already exists. Increasingly, that means helping clients build in a way that's responsible from the start. Instead of choosing between growth and impact, the companies that will lead are designing for both."



DIGITAL ETHICS & AI GOVERNANCE

Established in 2023, the DEPT® Digital Ethics & AI Governance Panel serves as an always-on resource for Depsters navigating the rapidly evolving digital landscape. The Panel offers clear guidance and practical suggestions on ethical considerations and best practices in developing, implementing, and using digital technology.

Through this work, the Panel helps teams stay informed, ask questions, and bring forward real-world cases for discussion as new technologies emerge.

In a year when artificial intelligence continued to reshape the industry, AI remained the Panel's primary area of focus.

Throughout 2025, the Panel supported Depsters through a range of practical resources and educational initiatives. These included a masterclass on how to discuss AI and ethics with clients, as well as guidance and educational materials on topics such as AI-powered meeting transcription, the environmental impact of AI systems, and responsible approaches to AI attribution.

The Panel also plays an important role in supporting DEPT®'s internal AI governance and workflows. Our teams follow defined policies and procedures when evaluating and selecting digital and AI tools used across the business, applying core principles of privacy and security, inclusion, autonomy, and transparency to the technologies we implement internally and in client work.

Beyond internal governance, the Panel has helped develop guidance that supports responsible client work, including guardrails for social media audience targeting and frameworks for designing AI-powered products intended for families. DEPT®'s ethical responsibility also extends to the types of organizations we choose to work with.

The DEPT® Controversial Clients Policy, updated in 2025, guides our teams on industries and territories that require additional scrutiny or should be avoided unless there is a clear positive reason to take on the work. The update incorporated the latest sanctions lists and territory restrictions, clarified industries that require a more cautious approach to due diligence, and expanded the concept of adverse impact as a key factor in evaluating potential engagements.



CARLOS DOMINGUEZ
Senior Director, Innovation
& Client Services

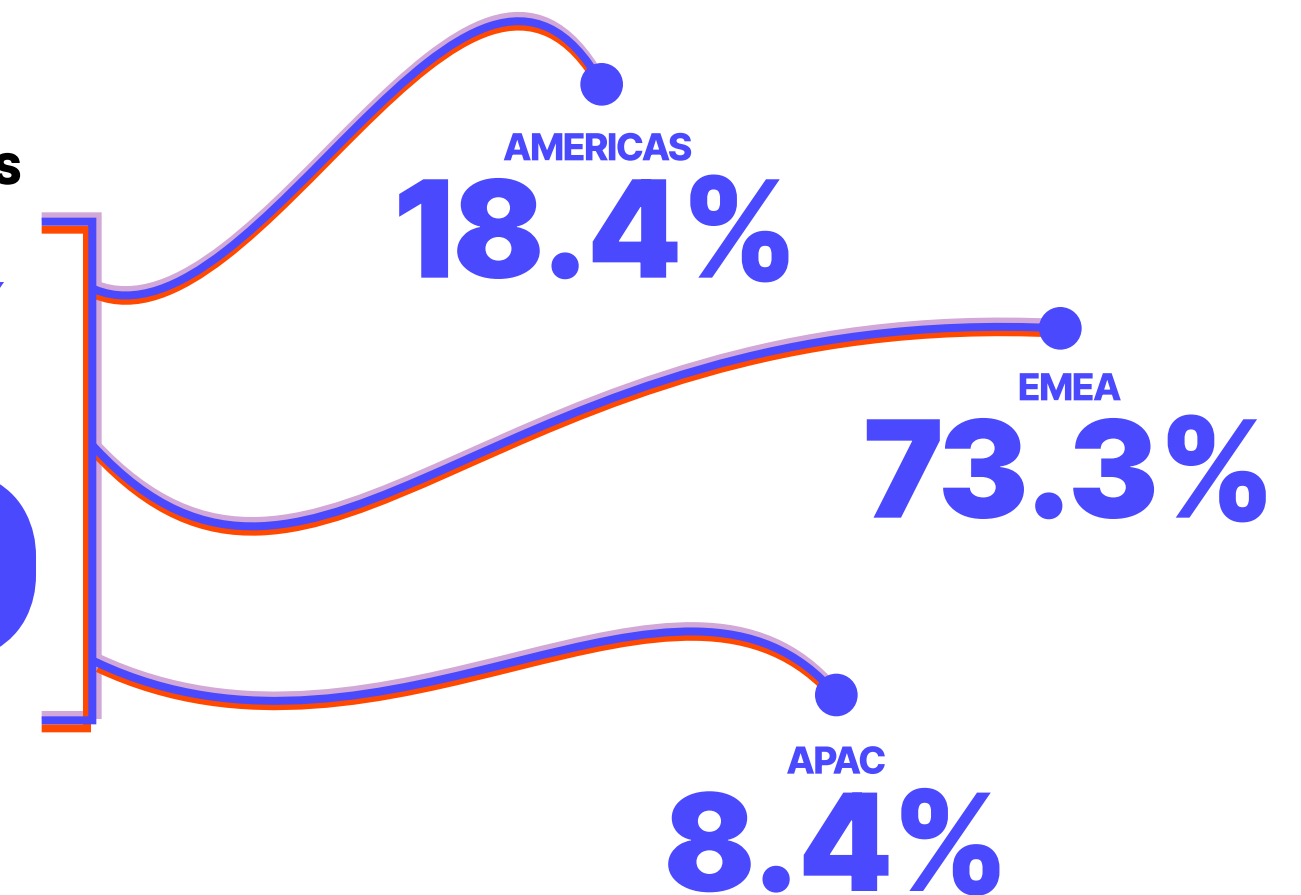
“In a year shaped by AI’s transformative power, we focused on enabling Depsters to lead responsibly, guiding ethical client conversations while deepening awareness of the environmental and societal impact of the systems we build.”

IMPACT IN ACTION

PERCENTAGE OF REVENUE FROM IMPACTFUL PROJECTS

5.3%

TOTAL NUMBER OF IMPACTFUL PROJECTS 103



"Impact is most meaningful when it's visible in the work itself. These projects show how it can be built into real experiences in a practical, tangible, and lasting way."



CARRYN QUIBELL
CEO, DEPT® Americas

PROJECT: NYIYAPARLI WIDI

DEPT® partnered with the Nyiyaparli community in Western Australia to develop Nyiyaparli Widi, an educational mobile game designed to help preserve and share the 41,000-year-old Nyiyaparli language and culture with younger generations.

The project was built through close collaboration with community members, including the Nyiyaparli Rangers, the Nyiyaparli Living Language Project (NLLP) Cultural Working Group, and senior language speakers. Together, the team designed a game experience rooted in real places and traditions from Nyiyaparli country. Players explore landscapes such as the Fortescue Marsh and the Chichester Ranges while learning cultural knowledge through gameplay.

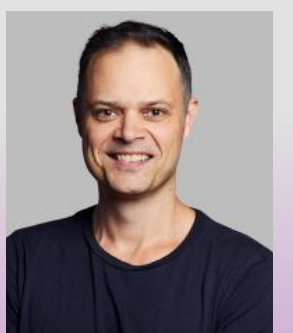
Community members also recorded voice acting for the game, capturing nearly 90 Nyiyaparli words to ensure the language's rhythm and pronunciation were authentically preserved. By combining storytelling, language learning, and culturally grounded gameplay, Nyiyaparli Widi creates a digital pathway for young people to connect with their heritage. The project demonstrates how technology can support Indigenous communities when developed collaboratively and with cultural protocols at its core.

Preserving language and culture through the Nyiyaparli Widi mobile game



"This project shows that when technology serves culture rather than consuming it, innovation can breathe new life into critically endangered languages. Technology becomes truly transformative when it's guided by community wisdom and authentic collaboration. Working with the NLLP team and Nyiyaparli community taught us that the most meaningful digital experiences come from genuine partnership."

EVAN DAVEY
Head of Australia & New Zealand



Reclaiming the narrative and forging the future of Barbados

PROJECT: R.O.A.D.

In 2025, Barbados marked 400 years since the arrival of the first British ship to the island, a milestone that prompted national reflection on the legacy of colonialism and the transatlantic slave trade. In response, the Government of Barbados launched the R.O.A.D. (Reclaiming Our Atlantic Destiny) Programme, a wide-ranging cultural initiative designed to preserve historical records, confront difficult truths, and shape a future grounded in dignity, identity, and self-determination.

DEPT® partnered with the government to help bring this vision to life by developing the program's brand identity and digital platform. The work was designed as a long-term cultural framework capable of supporting memorials, educational initiatives, artistic expression, and public dialogue across the country and global community.

A key component of the initiative includes digitizing and safeguarding archival records related to the transatlantic slave trade, many of which have never before been publicly accessible. By combining digital storytelling, cultural preservation, and national identity-building, the R.O.A.D. Programme aims to empower Barbadians to reclaim their history while ensuring future generations can engage with and shape the narrative of their nation.



“Partnering with the Government of Barbados allowed us to use technology for its highest purpose: cultural preservation. We designed a long-term framework that transforms 'difficult truths' into a living platform for education, artistic expression, and global dialogue. And we did so together, shining a light on DEPT®'s diversity and collaboration, with team members from Europe, Australia and Barbados.”

HADIYA HARRIS
Account Manager



PROJECT: HSE

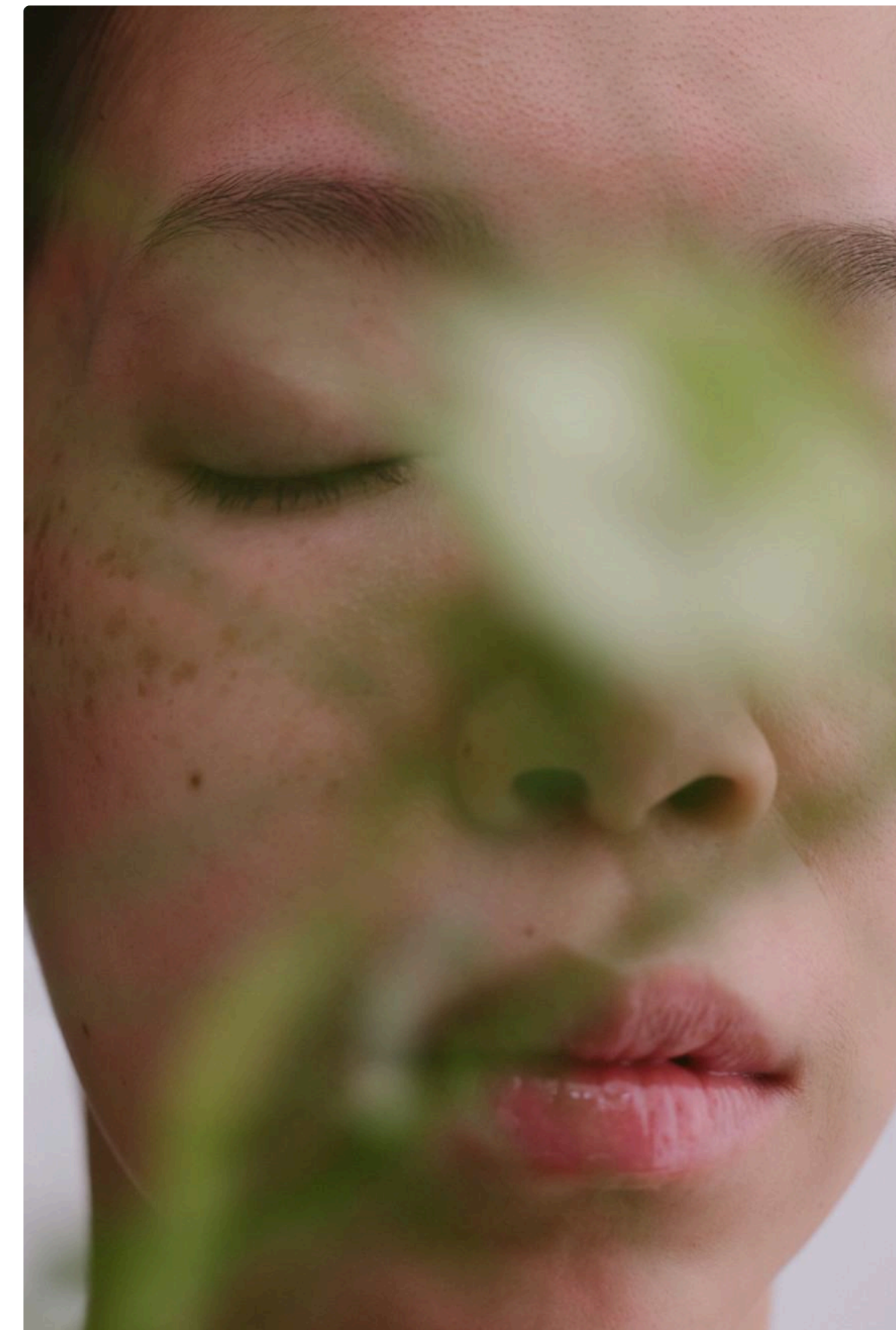
The Health Service Executive (HSE) is Ireland's public healthcare organization, responsible for delivering services to people across the country. Since 2017, DEPT® has partnered with HSE to improve how Irish citizens access healthcare services online, helping evolve its digital platforms into a more accessible, user-focused ecosystem.

In 2025, this partnership played a role in supporting a major milestone for women's health: the reclassification of Hormone Replacement Therapy (HRT) as a free service nationwide. While the policy represented an important step forward in addressing long-standing gaps in women's healthcare, its success depended on whether people could easily find participating providers.

To support the rollout, DEPT® developed a proximity-search tool that allows users to quickly locate pharmacies offering the free HRT service in their area. Because not all pharmacies could immediately participate, the tool helped bridge the gap between national policy and local access, ensuring people could find available services in real time.

By combining digital infrastructure with thoughtful user experience design, this work helped ensure that a major healthcare policy change translated into practical, accessible support for people across Ireland.

Improving access to women's healthcare in Ireland



"Amid the stigma and silence around menopause, this project turned constraint into impact, delivering a thoughtful solution that sparked real conversations and meaningful support for people in everyday life."



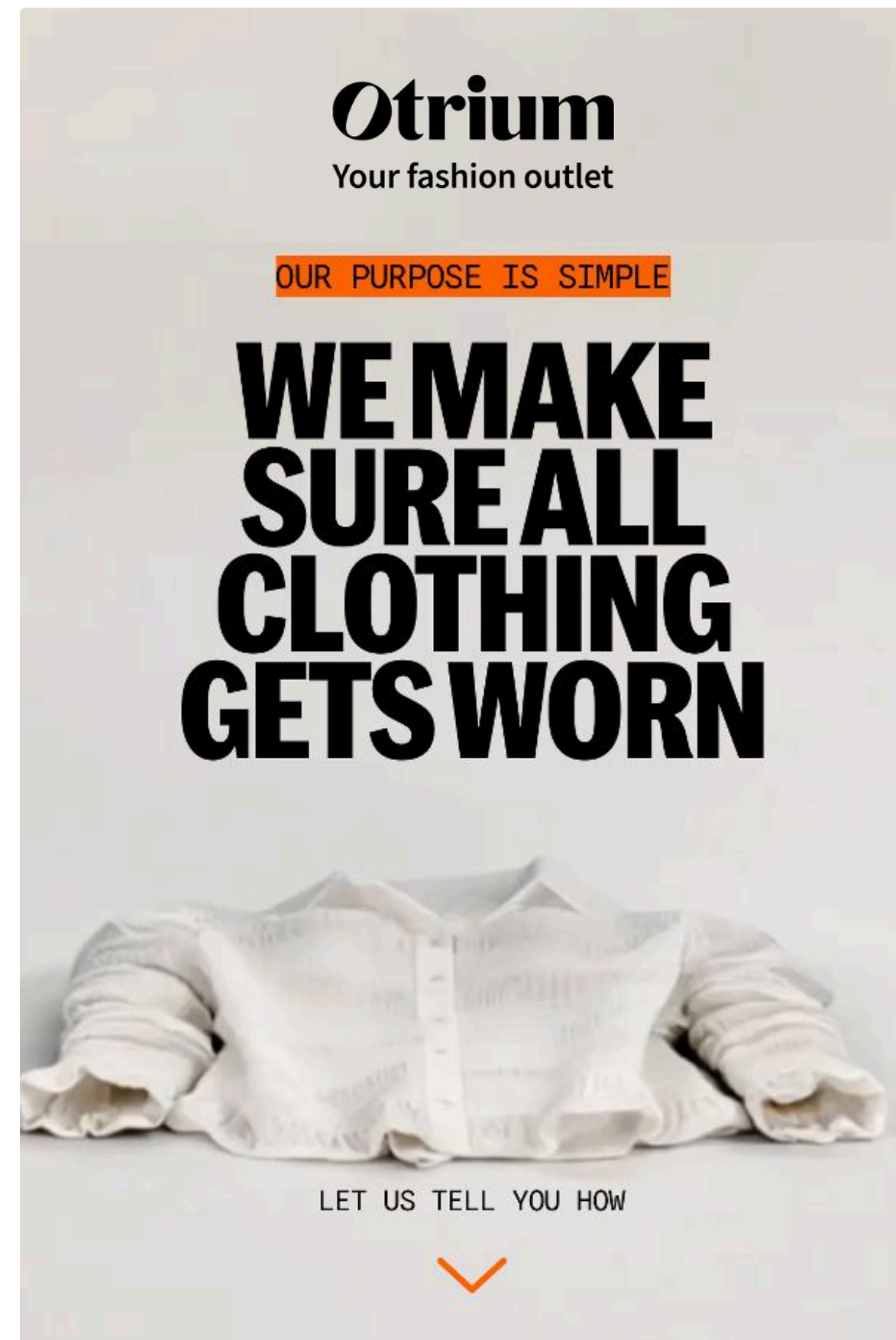
KIRSTY HILLIARD
Lead Project Manager

Extending the life of fashion inventory with AI



"This project represents the future of fashion technology —where data, design, and technology converge. It's a perfect example of how AI can solve business challenges and support positive change."

LUCAS NUTBEY
Senior Vice President of Strategy, EMEA



PROJECT: R.O.A.D.

Otrium, a European online fashion outlet, is tackling one of the industry's biggest challenges: unsold inventory that often lacks the assets needed to be effectively marketed. Many of these overstock items never receive full model photography, limiting their visibility and likelihood of being purchased.

To address this, Otrium partnered with DEPT® to develop a system of AI-generated models, called Oavatars, that can showcase garments using existing product imagery. By combining in-house photography with AI, items that previously had only basic images can now be presented across product pages, lookbooks, and even animated campaigns, giving each piece a greater chance to be discovered and sold.

The impact is both commercial and environmental. Conversion rates are expected to increase by up to 50%, while model photography costs have been reduced by around 40%, making high-quality visuals more scalable. Beyond efficiency gains, the approach supports a more circular model of fashion, helping ensure that every item has the opportunity to be worn, rather than discarded.

PROJECT: BROOKFIELD ZOO CHICAGO

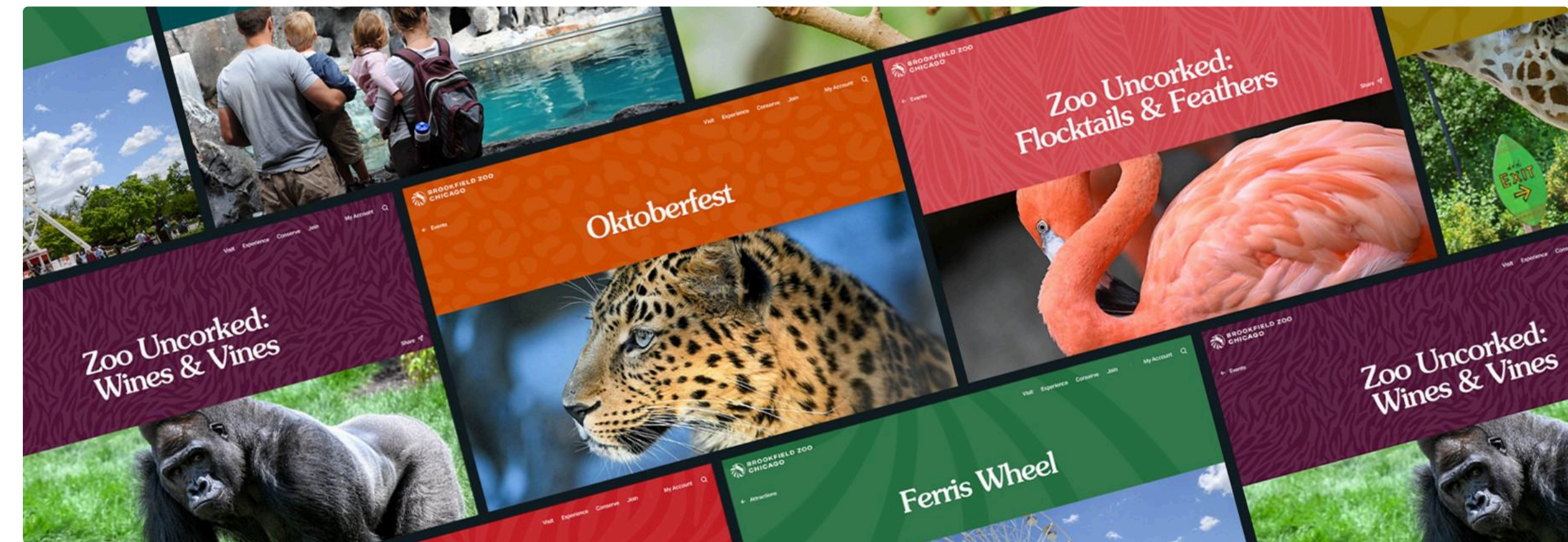
Brookfield Zoo Chicago partnered with DEPT® to reimagine its digital experience from a traditional, information-led website into a dynamic platform that connects audiences to the Zoo's mission before, during, and after their visit.

Rather than focusing solely on logistics like hours and ticketing, the new platform is designed as a true digital front door. Built around the full visitor journey, it blends immersive storytelling, seamless commerce, and intuitive navigation to inspire exploration, simplify planning, and deepen engagement. Content is organized across four key pillars—Visit, Explore, Conserve, and Support—guiding users from discovery to meaningful participation.

DEPT® led the work across strategy, design, and development, creating a scalable, mobile-first, and accessibility-forward platform. Enhancements include streamlined ticketing, personalized daily schedules, and richer storytelling around animals, habitats, and conservation efforts.

The result is an engine for sustained visitor relationships and impact. By making it easier for visitors to engage, donate, and support conservation initiatives, the platform helps translate curiosity into action, strengthening the Zoo's ability to inspire and advance conservation at scale.

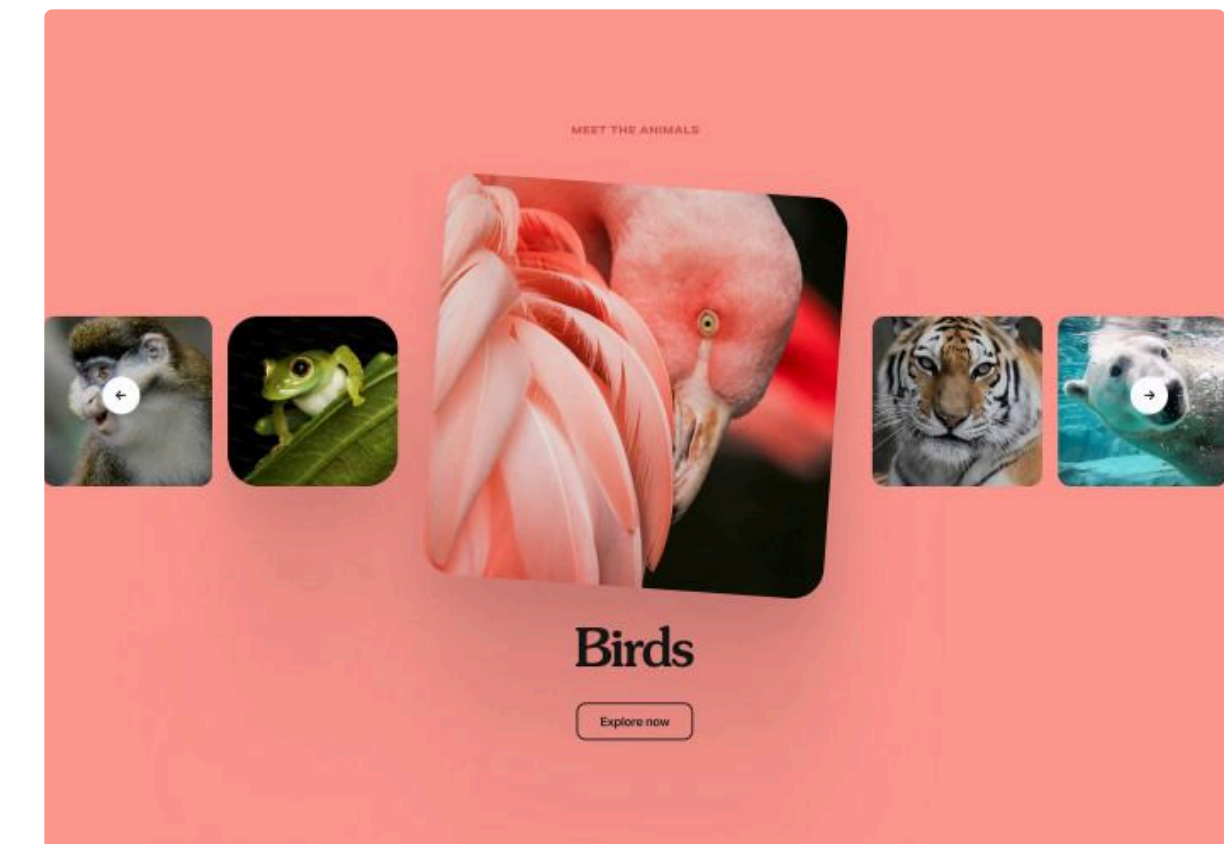
Connecting zoo patrons with conservation through digital



"As expectations around mobile performance, accessibility, and personalization continue to rise, we saw an opportunity to rethink how our mission to inspire conservation leadership comes to life online. Together with DEPT®, the new website makes buying tickets easier, planning visits simpler, learning about animals more immersive, and supporting conservation more accessible than ever."

KATIE BACK

Associate Vice President of Marketing at Brookfield Zoo Chicago.



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2025 marked a defining moment for DEPT® as we celebrated our 10th anniversary and took a unifying step forward in how we operate as one global company.

Building on the One DEPT® foundation established in 2024, we reached a new level of alignment across regions, teams, and capabilities. Several years of integration came together in a coordinated global moment: DEPT®/NEXT10. For the first time since 2022, Depsters around the world came together on the same day—gathering locally but connected globally—for a shared celebration of who we are, what we've accomplished, and, above all, what comes next.

Across continents, NEXT10 came to life with volunteering initiatives, inspiring talks, and celebrations infused with local culture. And as many teams and peers met IRL for the first time, everyone got a taste of what a real DEPT® get-together looks like, complete with decade-sized surprise: the launch of our new Growth Invention company positioning and refreshed brand and visual identity.

Together, these moments signaled a shift from integration to acceleration, bringing DEPT® closer as one company, and setting the tone for the next decade of growth, innovation, and impact.



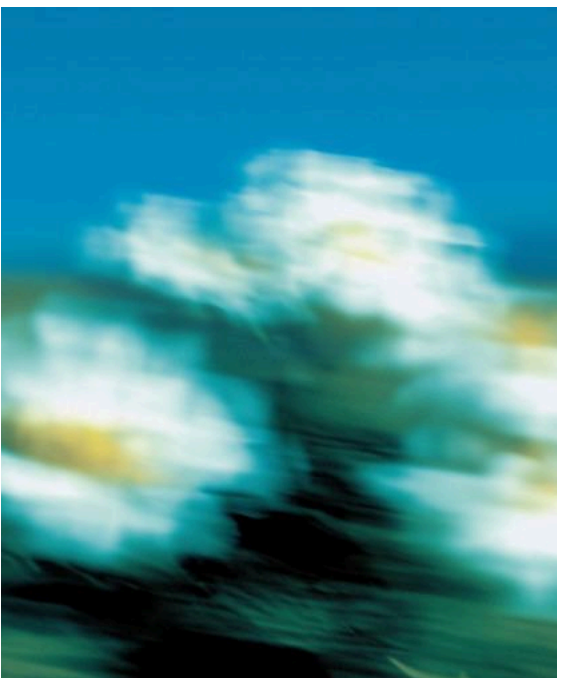


SARAH STEELE
Global Chief People Officer

“Over the past decade, we’ve built something incredibly special: a company defined not just by what we do, but by how we do it together. NEXT10 was a powerful reminder that while our teams may span different countries, cultures, and disciplines, we are united by a shared ambition and shared belief in what DEPT® can become. As we enter our next chapter, our focus is on creating an environment where every Depster can grow, contribute, and help shape the future of our company.”

DEPT® CULTURE

DEPT®'s culture is anchored in three core values: better together, relentlessly curious, and get sh*t done. They're not posters on a wall. They show up in how Depsters connect, experiment, and step up when it matters. And while culture is shaped every day in small, local ways, a few moments from across our regions capture what that looks like in practice.



BETTER TOGETHER



RELENTLESSLY CURIOUS



GET SH*T DONE.

BETTER TOGETHER IN APAC

Across APAC, teams created space to connect outside of day-to-day work, from building out “Funzone” areas in India to hosting team outings and celebrations in Australia. Whether it’s a quick game, a shared meal, or a full office event, these moments strengthen the relationships that make great work possible.

RELENTLESSLY CURIOUS IN EMEA

In the UK&I region, Depsters partnered with Central Foundation Boys’ School to host students for hands-on workshops across AI, branding, production, and DE&I. It was a two-way exchange, giving students exposure to new career paths and allowing Depsters to step outside their day-to-day to share, connect, and see their work through a different lens. A reminder that curiosity doesn’t just fuel our work, but it’s something we actively pass on.

GETTING SH*T DONE IN AMER

In the U.S., two Depsters responded to rising food insecurity by kicking off a grassroots donation campaign, starting with a scrappy, 90s-style “email” chain (reborn on Slack). Momentum built fast, and the response was so strong that DEPT® raised \$27,468 in a matter of days, proof of what happens when people see a problem and take initiative to solve it, backed by company support.

“This grassroots surge of generosity secured tens of thousands of meals for families facing sudden uncertainty.”

ADAM FRASER
Architect, Software Engineering
AARON WEISSMAN
Director, Software Engineering



“What made the workshops worthwhile was that they did not feel one-directional. The students were getting exposure to parts of the industry they may not have seen before, and we were being pushed to look at our own work with fresher eyes.”



KRIS STIRNA
Senior Data Scientist and AI Engineer

MEASURING EMPLOYEE ENGAGEMENT

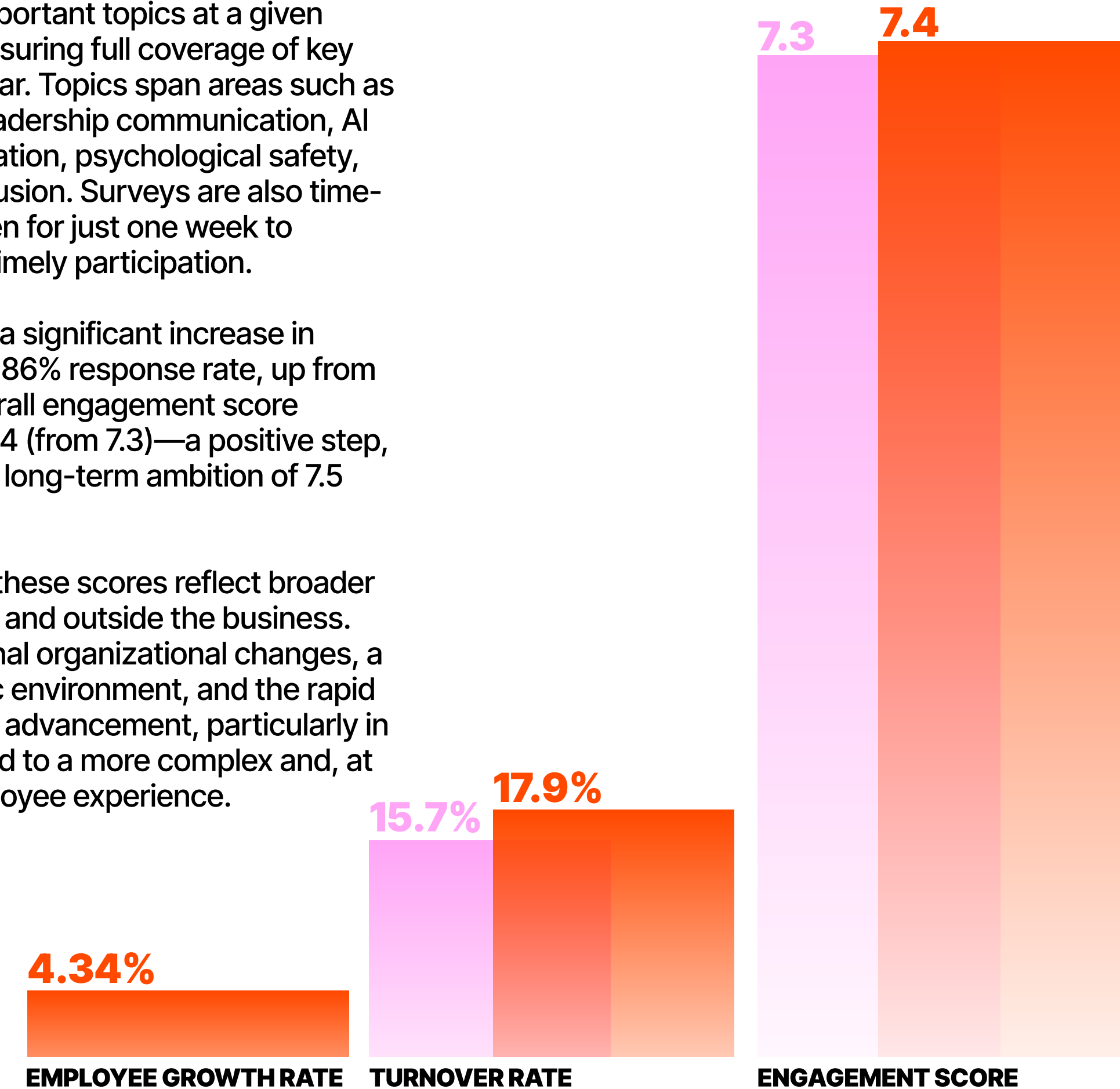
We continue to use the employee engagement platform Peakon to understand how Depsters feel about working at DEPT®. More importantly, we leverage this anonymous feedback to directly inform how we evolve as an organization. In 2025, we overhauled our questionnaire approach to make the process faster, more relevant, and more actionable.

Surveys are now shorter (always under 20 questions), more frequent (every four months), and more adaptable. This allows us to tailor questions to reflect the most important topics at a given moment, while still ensuring full coverage of key themes across the year. Topics span areas such as company strategy, leadership communication, AI enablement, collaboration, psychological safety, and diversity and inclusion. Surveys are also time-bound, remaining open for just one week to encourage focused, timely participation.

These updates led to a significant increase in engagement, with an 86% response rate, up from 70% in 2024. Our overall engagement score improved slightly to 7.4 (from 7.3)—a positive step, though still below our long-term ambition of 7.5 and prior peak levels.

As in previous years, these scores reflect broader dynamics both within and outside the business. Factors such as internal organizational changes, a challenging economic environment, and the rapid pace of technological advancement, particularly in AI, have all contributed to a more complex and, at times, uncertain employee experience.

What matters most is how we respond. Peakon results are shared transparently in regional town halls, creating a clear feedback loop between teams and leadership. This creates accountability and helps ensure action, grounded in what Depsters have shared, is taken. For example, in the UK&I region, feedback around workload, career development, and strategy led to targeted hiring, expanded training investment, and clearer communication around team structure and progression.





SUPPORTING WELLBEING ACROSS DEPT®

Supporting our people means building systems and programs that actually show up in day-to-day life, not just as policies on paper. Across all regions, we aim to provide clear and equitable access to benefits while accounting for local regulations and employment structures.

In general, full-time employees are eligible for the full suite of benefits, with part-time eligibility varying by region. For example, in the U.S., employees working 20+ hours per week can access medical plans at the employee-only tier. In APAC, benefits are applied consistently across employment types, with no differentiation in access. Eligible dependents such as spouses, domestic partners, and children are also covered under many plans to ensure support extends beyond the individual employee.

In 2025, we made targeted updates in each market to better support how Depsters live, work, and take care of themselves and their families.

PARENTAL LEAVE & FAMILY SUPPORT

We continued to strengthen and formalize family-focused policies across regions. In EMEA, we further aligned family policies, with improvements to parental leave processes and enhanced bereavement support, including untaxed payments in some markets.

In the Americas, paid parental leave was formally introduced and expanded, alongside new standardized leave policies such as paid sick leave (56 hours annually) and bereavement leave. In India, inclusive parental leave policies remained consistent, with up to six months of paid leave for primary caregivers and two weeks for secondary caregivers—applicable regardless of gender.



MARLENA EDWARDS
Senior Vice President of People

"We've worked hard this year to ensure our regional policies reflect a consistent global standard of care. By formalizing benefits like standardized sick leave and inclusive parental support, we're removing the guesswork for our teams. These updates are a commitment to making sure our growth as a company never outpaces our ability to take care of the people who drive it."

GENDER-RESPONSIVE HEALTHCARE

We took more concrete steps to support gender-specific health needs. The UK&I region introduced a new menopause policy to better support employees through the physical and emotional impacts of this life stage. We also welcomed ZAOWOMAN founder Judith Spruzs to host a global masterclass demystifying and destigmatizing menopause for all Depsters.

At our Mumbai office, we launched a “Ladies Special” women-only gym session designed to remove barriers to participation and create a more inclusive space for physical wellbeing. In the U.S., bereavement leave policies were expanded to explicitly include pregnancy loss, ensuring more comprehensive support during difficult moments.

MENTAL HEALTH & PHYSICAL WELLBEING

Across regions, we continued to scale access to wellbeing support. In EMEA, OpenUp provided on-demand coaching, courses, and health support. Nearly 900 coaching sessions were delivered across countries, including the Netherlands, UK, and Germany, consistently achieving satisfaction scores of 9.8–10/10.

In the Americas, flexible PTO was formalized as an unlimited benefit, supported by a \$600 annual stipend that employees can use for wellness, WiFi, or even pet care. In APAC, new on-site infrastructure—including a gym and play zones in Mumbai—paired with regional wellness challenges helped integrate wellbeing into the everyday work environment.



“Our office improvements this year have been about more than just aesthetics; they’re about integrating health into our daily rhythm. Between the new gym and the regional wellness challenges, there’s a collective energy in the Mumbai office that is amplified. It’s much easier to stay future-ready when your physical workspace is actually designed to help you recharge and stay balanced.”

ANDY BHATWADEKAR
Head of People, India



“The progress this year was less about introducing one single solution and more about building support into different parts of the employee experience. Coaching, flexibility, and regional wellbeing initiatives each played a role in making support feel more available and more normal to use.”

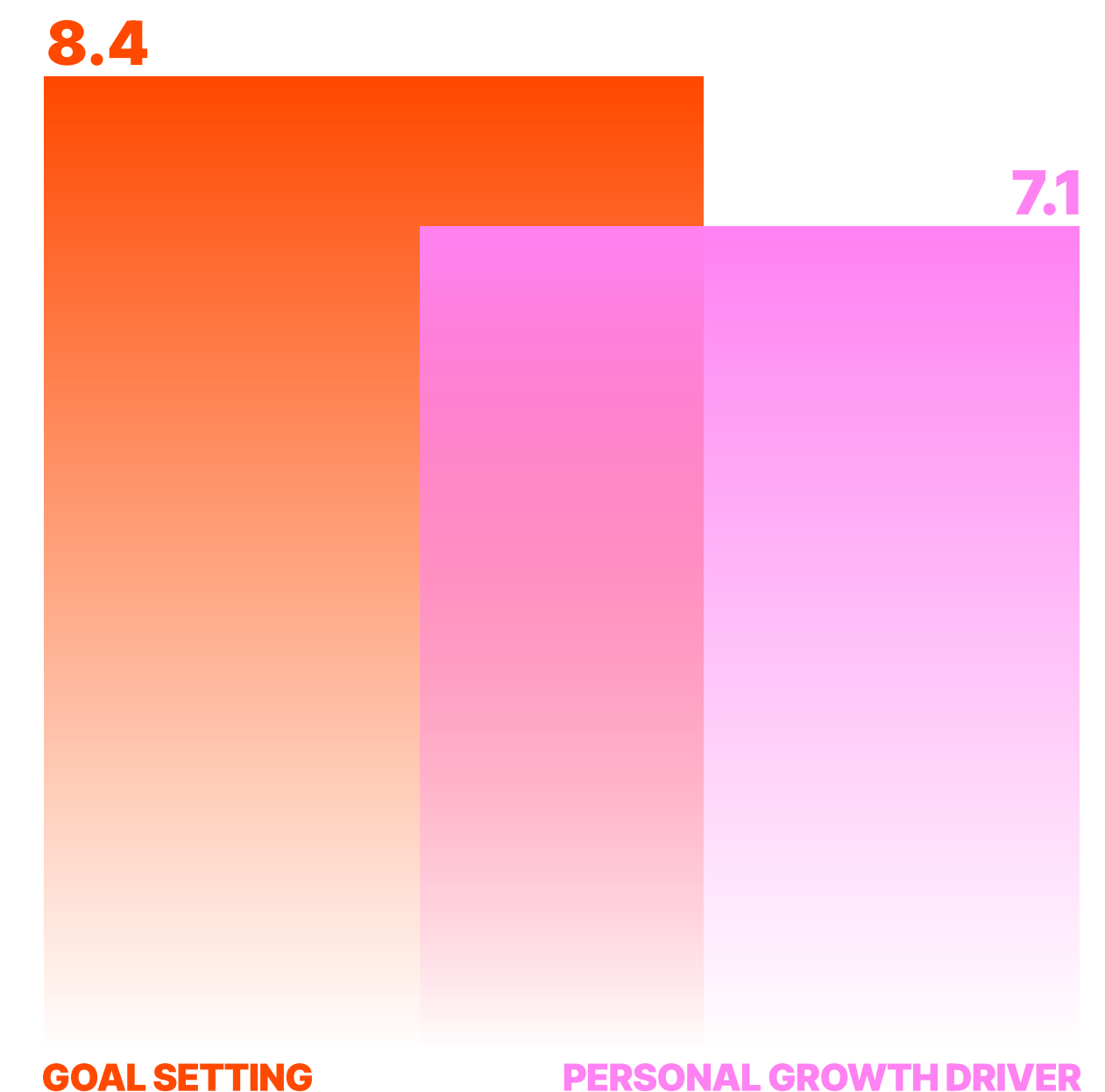
MARJAN SMIT
SVP of People, EMEA

DEVELOPING THE WORKFORCE OF THE FUTURE

In a business defined by constant change across technology, client needs, and how we work, career development isn't a nice-to-have. It's core to how we grow as a company and live up to our promise to **pioneer customer growth faster**. In 2025, we focused on making career growth at DEPT® more structured, transparent, and actionable across every region.

This meant aligning how we define roles, evaluate performance, and support development, while ensuring flexibility for regional and craft-specific needs. The goal is simple: Every Depster should understand how they grow here, what's expected of them, and how their work connects to the broader direction of the company.

PEAKON DRIVER SCORES



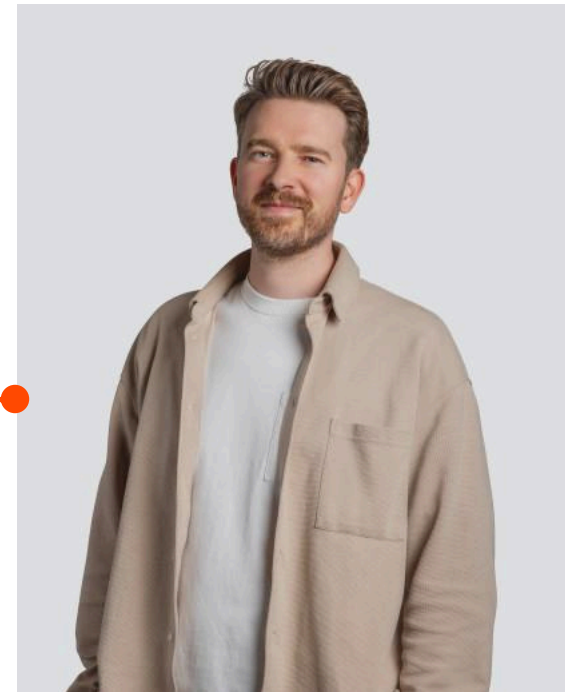
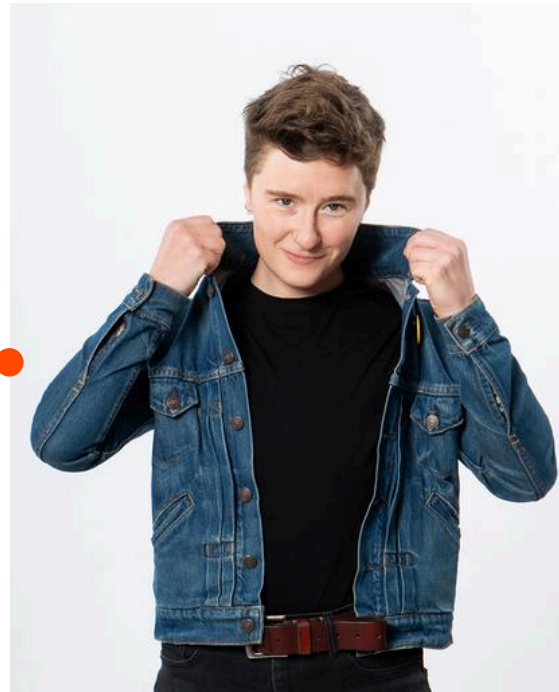
GLOBAL

In 2025, we scaled learning opportunities that are accessible to all Depsters. Nearly half of our global workforce (49%) participated in at least one of our weekly masterclasses, a Depster-led series of interactive presentations. The sessions covered topics such as emerging technologies, leadership, storytelling, and craft-specific skills, with a few notable sessions including:

- How to Give and Receive Feedback by **KATIE LONG**
- Gu(Ru): The Marketing Genius of RuPaul's Drag Race by **IMOGENE ROBINSON**
- Mastering Large-Scale Team Onboarding by **FRANKLIN SCHAMHART**
- The Future of Research with Moody's GenAI Assistant by **KATE FLYNN**

These sessions remain a core part of how knowledge is shared across the business and are designed to balance depth of expertise with broad accessibility—and some individual flair, too.

We also continued embedding key training into the employee lifecycle, including onboarding and performance processes, ensuring learning and development aren't one-off moments but an ongoing element of how we operate.



“DEPT® Masterclasses cover a range of topics and interests from sports and kindness to AI basics. The beauty of it is learning from your colleagues and empowering people to take the lead and share their knowledge. I was honored to give two masterclasses this year, both of which were share-outs of learnings from conferences I attended. When we share what we learned and observed at a conference, we’re ensuring that not just a handful of people benefit from going—we all have a responsibility to ‘share the wealth’ ”

BRIDGET FAHRLAND
Vice President, Applied AI

EMEA

In EMEA, we focused on consistency and clarity at scale. Talent conversations were unified across the region under a single framework and calibration process, ensuring a more consistent and equitable approach to performance and progression.

Alongside this, training opportunities remained broad and accessible—from leadership and lateral leadership programs to language development and dedicated learning budgets available to all employees post-probation. These programs are designed to support both immediate skill development and long-term career growth.

As a result, 100% of employees in EMEA participated in at least one performance review, with most receiving multiple touchpoints throughout the year.

“Our focus for 2025 was on creating a level playing field across EMEA. By unifying our calibration framework, we’ve ensured that performance is measured with the same consistency and fairness, regardless of which office an employee calls home.”



LUZIE BAYER-EYNCK
Senior People Business Partner, DACH

APAC

In APAC, the focus was on future-readiness and equipping teams with the skills needed to keep pace with evolving client demands and emerging technologies.

In India, we held 34 training sessions across topics including generative AI, prompt engineering, enterprise agility, and platform-specific expertise. These programs reflect a deliberate investment in building technical depth and preparing teams for the next wave of digital transformation.

Performance management also remains closely tied to compensation and progression, reinforcing transparency and accountability in career development. Across the region, 100% of employees participated in structured performance and development reviews.

AMERICAS

In the Americas, 2025 was about building a more structured and scalable approach to development. This included harmonizing job titles, leveling, and performance management frameworks to create clearer and more consistent career pathways.

Training programs expanded significantly, with more than 700 employees (~59% of the region) participating in learning and development initiatives. Programs ranged from foundational management training to advanced topics like executive presence, storytelling, and change leadership.

We also introduced the “Manager Essentials” program: a structured, multi-part training series designed to equip current and future leaders with the skills needed to lead effectively in a fast-changing environment.

“Our people are our greatest asset, and they deserve a clear view of their future. By streamlining our leveling and performance frameworks, we’ve created a more equitable environment where everyone has the same map to guide their growth.”



IAN LAM
Human Resources Generalist



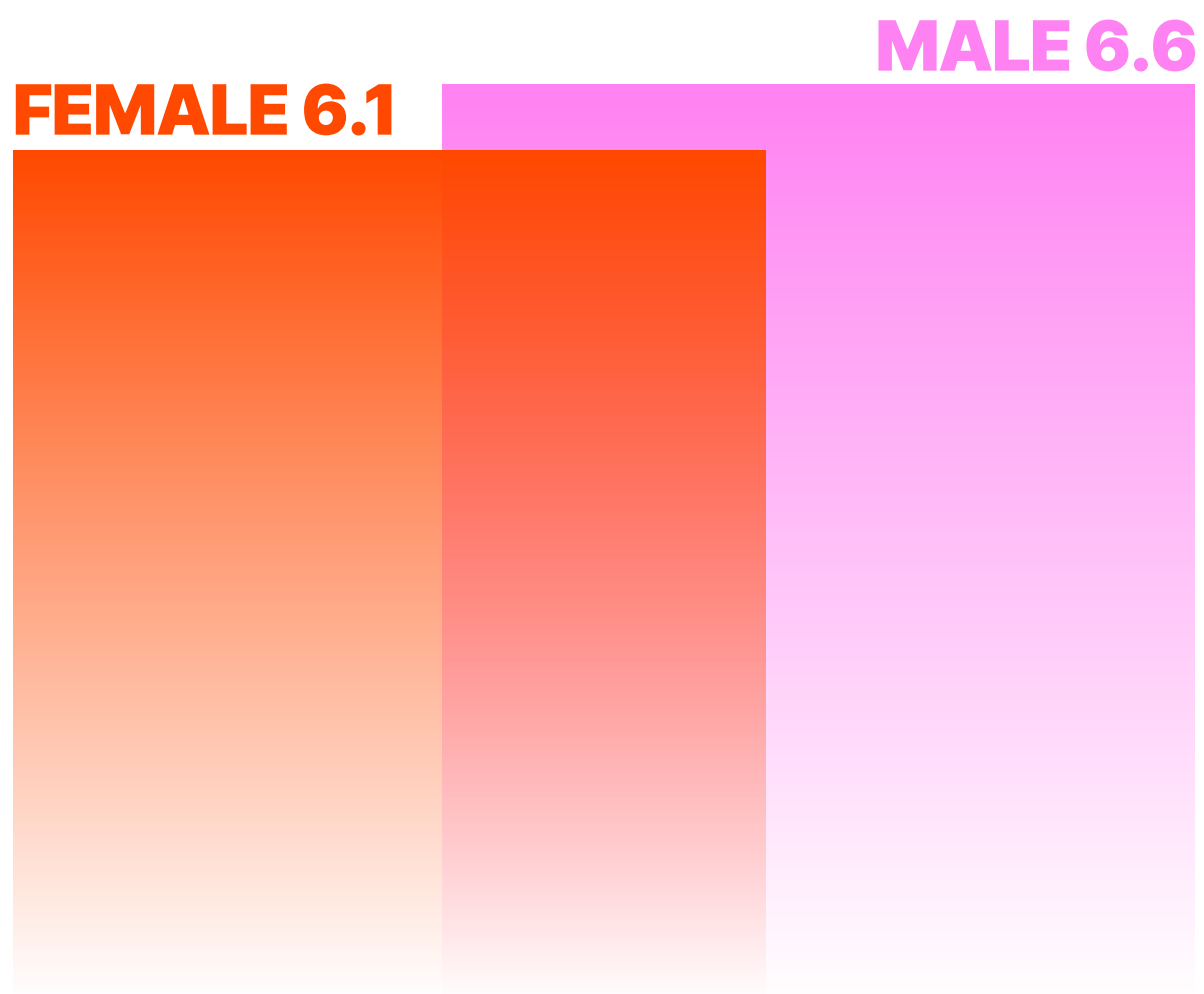
STRENGTHENING FINANCIAL SECURITY FOR OUR PEOPLE

We believe financial security is foundational to a fair and sustainable employee experience. In 2025, we maintained our commitment to paying 100% of Depsters at or above the local living wage, while continuing to monitor wage levels against inflation and rising costs of living across our markets.

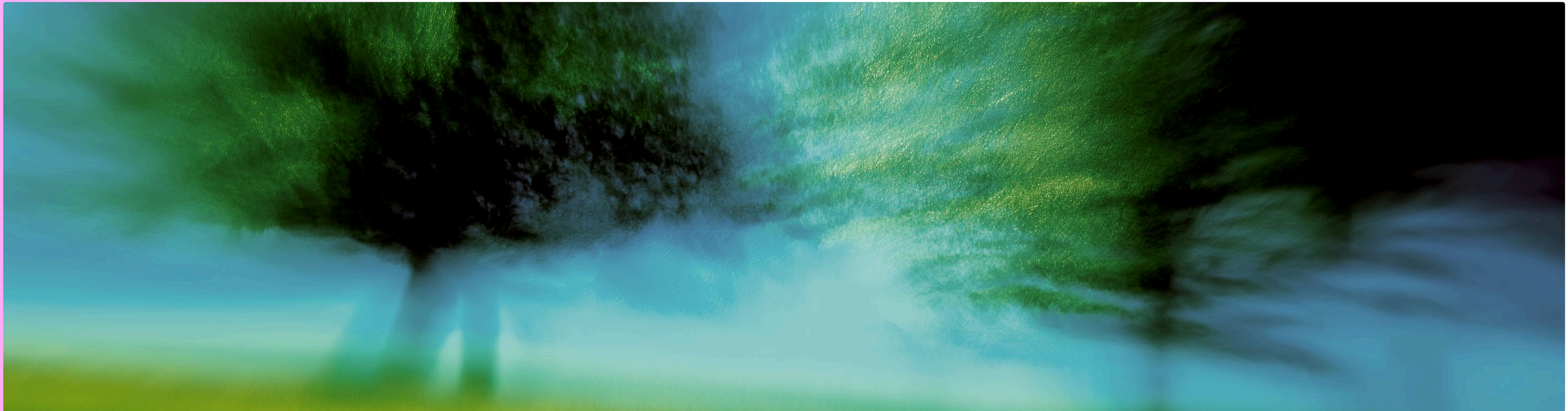
Following the global harmonization of job levels and roles completed in 2024, we are now better positioned to assess compensation more consistently across the organization. This work enables more accurate and transparent analysis of pay equity, including our Binary Gender Pay Gap, and supports ongoing efforts to ensure fairness in how we structure and evaluate compensation.

While there is still progress to be made, our **Peakon reward driver scores by gender** provide a directional view of how compensation is perceived across the business:

We will continue to build on this foundation, using both data and employee feedback, to improve transparency, consistency, and equity in how we reward our people.



REGION	AVERAGE % ABOVE LOCAL MINIMUM WAGE	MEDIAN % ABOVE LOCAL MINIMUM WAGE	AVERAGE OF % ABOVE INDIVIDUAL LIVING WAGE	MEDIAN OF % ABOVE INDIVIDUAL LIVING WAGE
OVERALL	472%	181%	339%	111%
AMERICAS	492%	55%	248%	23%
EMEA	160%	10%	126%	0%
APAC	1608%	71%	1415%	0%





DIVERSITY, EQUITY, AND INCLUSION

In 2024, we outlined priority areas to strengthen diversity, equity, and inclusion across DEPT®. In 2025, the focus shifted from defining ambition to embedding it, and translating those priorities into more structured programs, clearer accountability, and better data to guide decision-making.

Our global diversity aspirations remain unchanged, with continued progress toward representation goals across gender, leadership, and underrepresented groups including people with disabilities, ethnic minorities, and LGBTQ+ communities. Where and how we measure these groups reflects the legal and cultural context of each country we operate in.

To better understand where we are (and where we need to improve), we expanded how we collect and analyze demographic insights, leveraging tools like Peakon and Bamboo to capture a more complete view of our workforce. This includes deeper visibility into gender identity, race and ethnicity, sexual orientation, and employees who are D/deaf, disabled, and/or neurodivergent.

At the same time, we continued to invest in the systems that shape the everyday employee experience. This includes strengthening equitable

pathways to leadership through more structured progression planning, embedding DE&I training into onboarding, and launching inclusive leadership programs across regions. We also began working more closely with Workplace Experience teams to design accessibility into our offices and ways of working from the outset.

Progress isn't always linear. For example, in 2024, we saw several of our representation metrics move in the wrong direction as broader business changes, organizational shifts, and hiring patterns impacted the composition of our workforce. Rather than moving away from our ambitions, this reinforced the need for a more structured and accountable approach.

In 2025, we responded by entering a more mature phase of this work: strengthening how we collect and analyze data, embedding DE&I more consistently into hiring, progression, and leadership development, and creating clearer ownership across the business. While some targets will take time to achieve, we are seeing encouraging signs of progress and have built a stronger foundation to support more sustainable, long-term change.

EXPANDING ACCESS TO DIVERSE TALENT

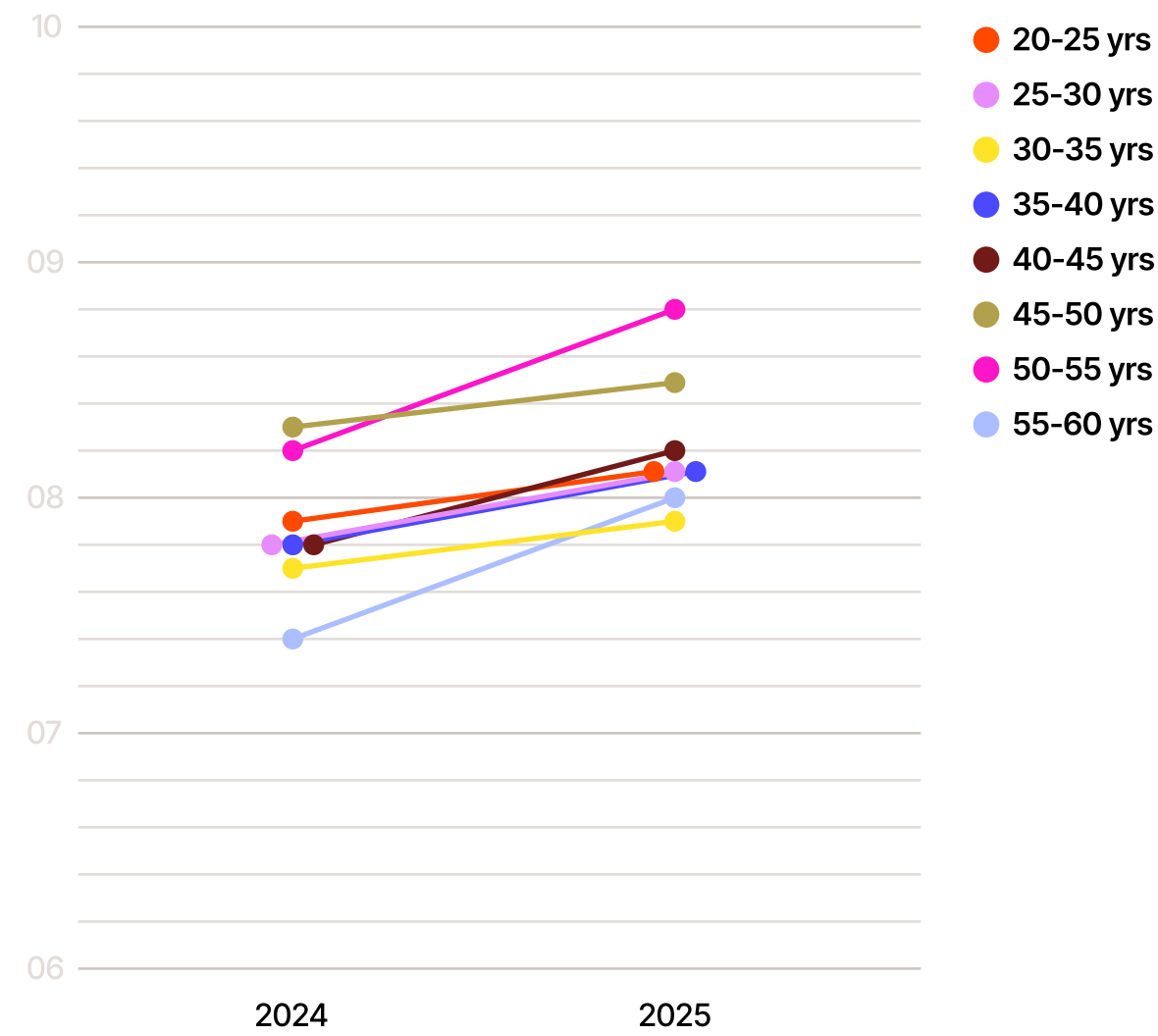
In 2025, we continued to focus on reaching more diverse talent pools while improving consistency and fairness across our hiring processes. This included ongoing partnerships with organizations such as Ignite, 10,000 Black Interns, and The King's Trust, helping us connect with candidates from underrepresented backgrounds and expand access to opportunities at DEPT®.

We also began leveraging AI to support more structured and inclusive recruitment practices across EMEA and the Americas. Tools like Metaview help standardize interview notes and generate clearer, more inclusive job descriptions, while AI-assisted outreach through platforms like LinkedIn supports more personalized and effective candidate engagement.

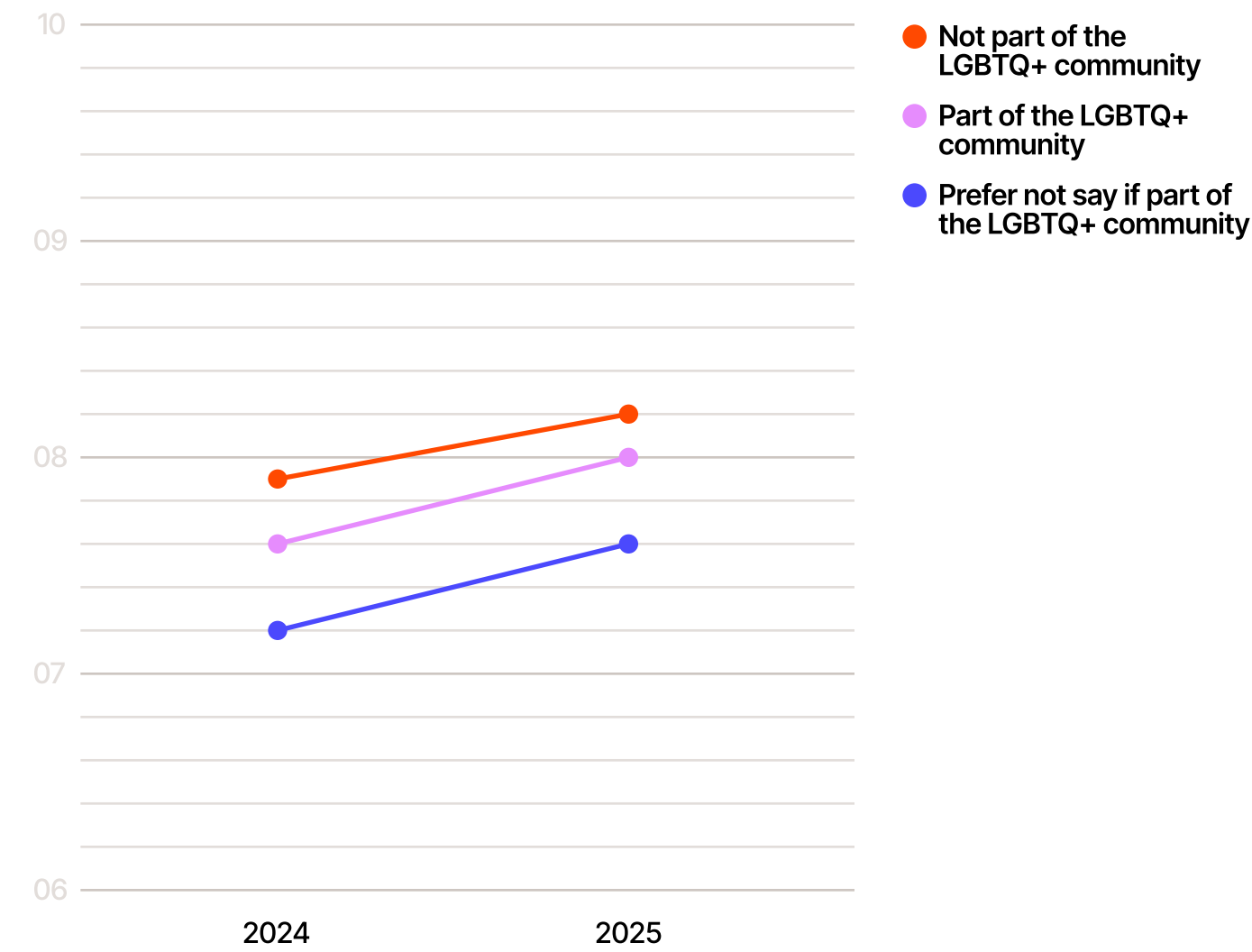
While these tools improve efficiency, they are applied with human oversight, care and are guided by our broader principles around fairness, transparency, and responsible use of technology. Together, these efforts help ensure we are not only widening access to talent but also creating a more consistent and equitable hiring experience.



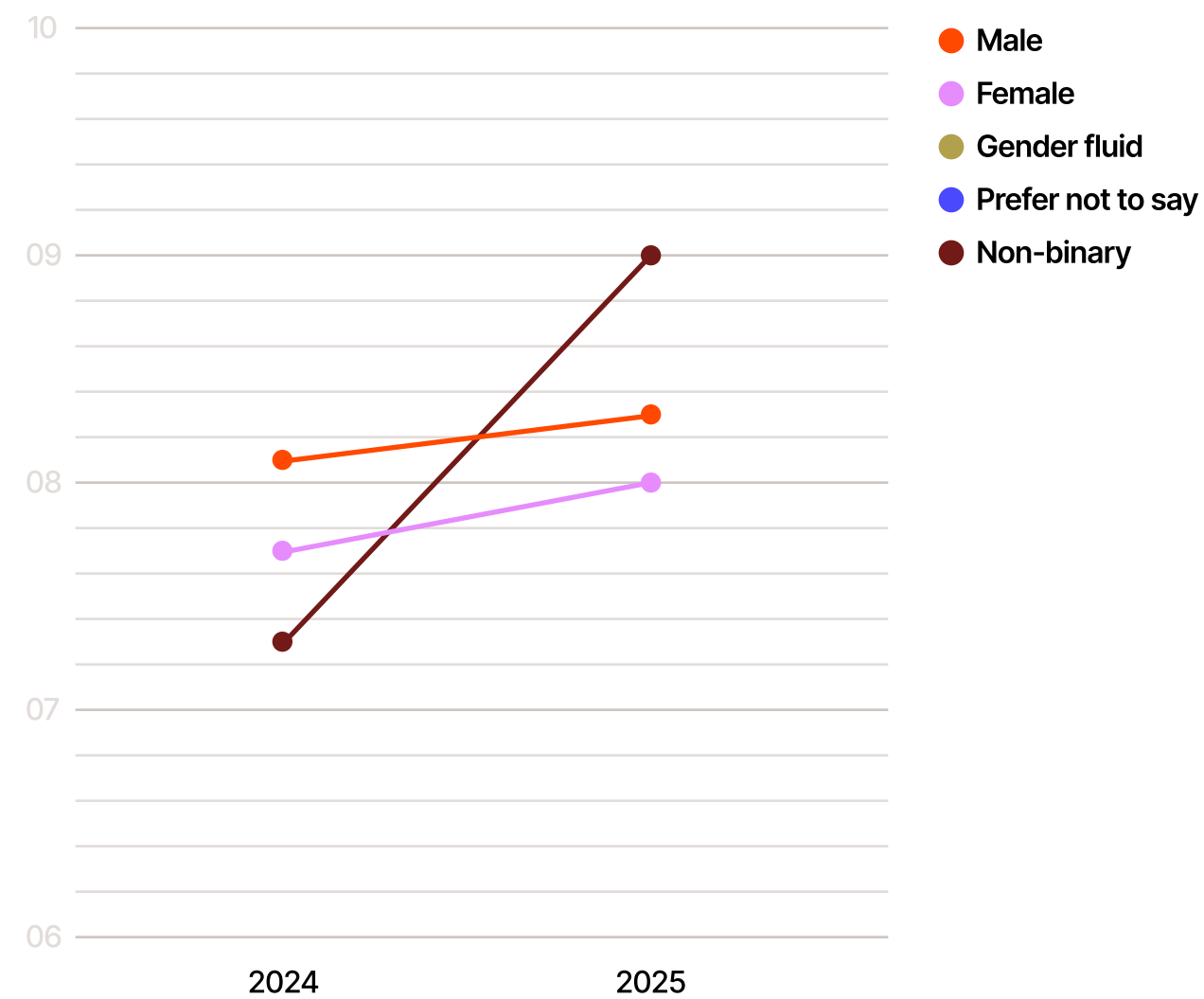
DIVERSITY DRIVER BY AGE



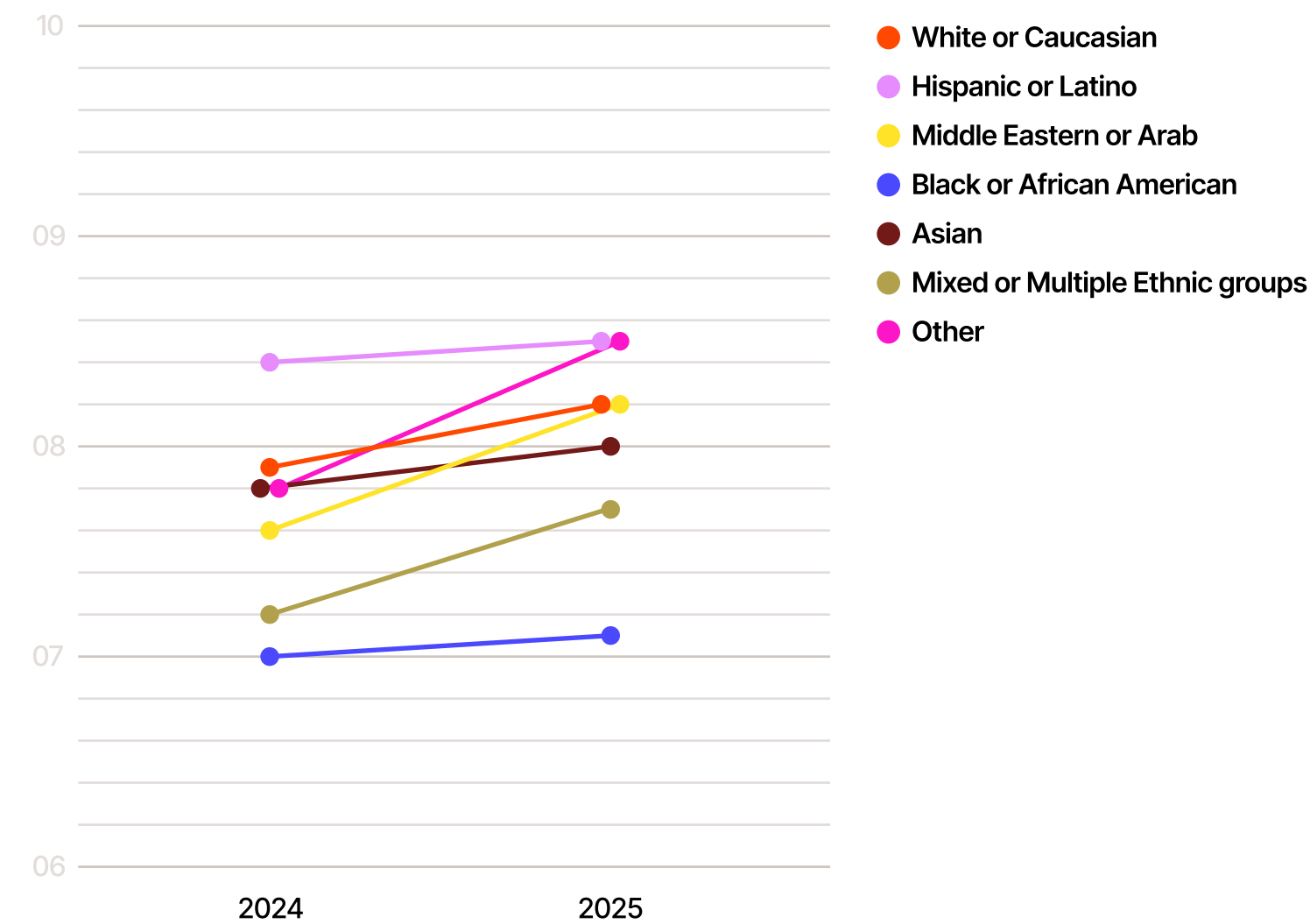
DIVERSITY DRIVER BY SEXUAL ORIENTATION



DIVERSITY DRIVER BY GENDER



DIVERSITY DRIVER BY ETHNICITY





STEVE BROWN
Group Director,
Talent Acquisition,
Americas

“Inclusive recruitment is not one decision, but a series of choices made throughout the hiring process. From partnerships that expand our reach to tools that support more structured interviews and clearer job descriptions, the aim is to remove avoidable barriers and create a more consistent experience for candidates.”

EMPLOYEE RESOURCE GROUPS

Our global network of Employee Resource Groups (ERGs) is central to our mission of building a cross-cultural and diverse workplace. These communities create space for connection, shared learning, and advocacy, while also helping inform how we build a more inclusive employee experience across regions.

In 2025, our global ERGs expanded in both scale and depth of impact, moving beyond community-building into more structured programs, mentorship, and cultural exchange.

This past year, we also gained a clearer understanding of what enables and limits participation in these initiatives. While many Depsters value ERGs, we heard that participation is not always equally accessible across all teams and roles. We are addressing this directly by building clearer structure and support around each group, strengthening the connection between global and regional ERGs, and embedding this work more intentionally into how DEPT® operates day-to-day.



DEPT®/WOMEN continued to scale its global mentorship program, supporting career development, skill-building, and peer guidance across regions. This was complemented by local initiatives such as open-format discussion sessions in Skopje and International Women’s Day (IWD) office celebrations around the world. DEPT®/WOMEN also organized a month-long IWD campaign with activations including a series of masterclass takeovers and AMA presentations, networking sessions, and internal peer recognition opportunities.

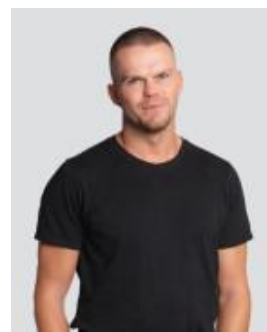
“The energy behind DEPT®/Women just keeps growing. In 2025, we took the momentum from our early mentorship cycles and scaled them across regions, proving that peer guidance and skill-building are universal languages. From the high-energy IWD masterclass takeovers to the more intimate, open-format discussions, we’ve created a consistent heartbeat of support. As we look ahead, we’re committed to expanding our mentorship reach even further, making sure that every voice—regardless of background or location—is heard, valued, and elevated.”



SARAH WUBBEN
Global Vice President of Operations and DEPT® Women Chair

DEPT®/PRIDE brought together education, community, and advocacy through a series of global and local Pride Month activations. These included fundraising efforts for LGBTQIA+ organization IGLYO, educational masterclasses, and cultural events—from creative workshops and trivia sessions to historical learning experiences and Pride-themed karaoke parties.

“In 2025, DEPT® Pride was all about bridging the gap between global solidarity and local impact. Whether we were connecting through remote masterclasses or gathering for Pride-themed karaoke and creative sessions, the goal remained the same: visibility and support. This year’s fundraising for IGLYO was a standout moment, proving that our collective effort can make a real-world difference. Moving forward, the mission is to make sure PRIDE isn't just a signal we send once a year; it’s a constant resource—a safe harbor for LGBTQIA+ Depsters to feel seen, and an open door for allies who want to learn how to show up better.”



DUDLEY WILD
Global Vice President of People Operations and DEPT® PRIDE Chair

DEPT®/MOSAIC focused on expanding access to opportunity and strengthening cross-cultural understanding through both internal and external initiatives. A standout program in 2025 was its partnership with Blue Road Academy in the Netherlands, supporting newcomers as they navigate entry into the workforce.

Through a structured mentorship program, DEPT® employees were matched 1:1 with participants for three months of career guidance, skill-building, and professional development. At the end of the program, participants reported increased confidence in professional settings, stronger networking and communication skills, and a deeper understanding of how to navigate the Dutch job market. Mentors also gained greater awareness of the challenges newcomers face, helping build a more empathetic and inclusive internal culture.

Beyond the mentorship program, MOSAIC continued to foster cultural connections across DEPT® through initiatives like Taste of the World, a global recipe-sharing campaign, and local activations such as International Day for Cultural Diversity in the UK.

“Reflecting on the past year, MOSAIC has truly matured into a global engine for cross-cultural understanding. We’ve shifted our focus towards actively guiding others into the workforce through our partnership with Blue Road Academy. When you pair that professional development with the joy of initiatives like our global recipe-sharing and local cultural activations, you get a culture that is as inclusive as it is motivated. As we progress, we are focused on scaling these successes, ensuring every culture is celebrated and every voice has a clear path to success.”

MAKENZIE BEARD
Program Manager, DEPT® MOSAIC Chair and BLA3Q Chair



Onyx EMEA

Onyx is committed to celebrating the richness of Black culture and focuses on removing barriers that Black communities face in the workplace.

¡Adelante! AMERICAS

¡Adelante!, is a community for those who identify as Hispanic or Latin, or are supporting allies. Our goal is to celebrate our cultural similarities and differences to bring us closer to one another.

BLA3Q AMERICAS

BLA3Q is a community that provides a learning and safe space for Black employees and allies. Our main goal is to generate awareness, invoke introspection, provide support, and foster a culture of inclusiveness.

“BLA3Q was re-ignited with a bolder flame, driven by the tenacity of Black Depsters and a wave of employees seeking connection beyond their screens. We created a vital safe space for shared culture and belonging– through cultural dialogue and shared joy through trivia”



SKY WILLIS-TIBBS
Project Manager

AAPI AMERICAS

We foster a strong AAPI community through education, dialogue, and cultural events—creating space for connection, advocacy, and greater inclusion across DEPT®.

Allies for Action AMERICAS

Allies for Action's mission is to act for the greater good by leveraging our unique DEPT® skillset to enhance the growth and exposure of non-profit organizations in line with our core values.

Parents AMERICAS

The Parents' Club ERG exists to help DEPT® parents thrive at work and beyond by creating a more inclusive and supportive community environment for all parents.

“In 2025, we strengthened the ‘village’ needed to balance family and career. Through monthly check-ins and flexible policy advocacy, we’ve built a culture where parents lead through their home realities rather than hiding them.”

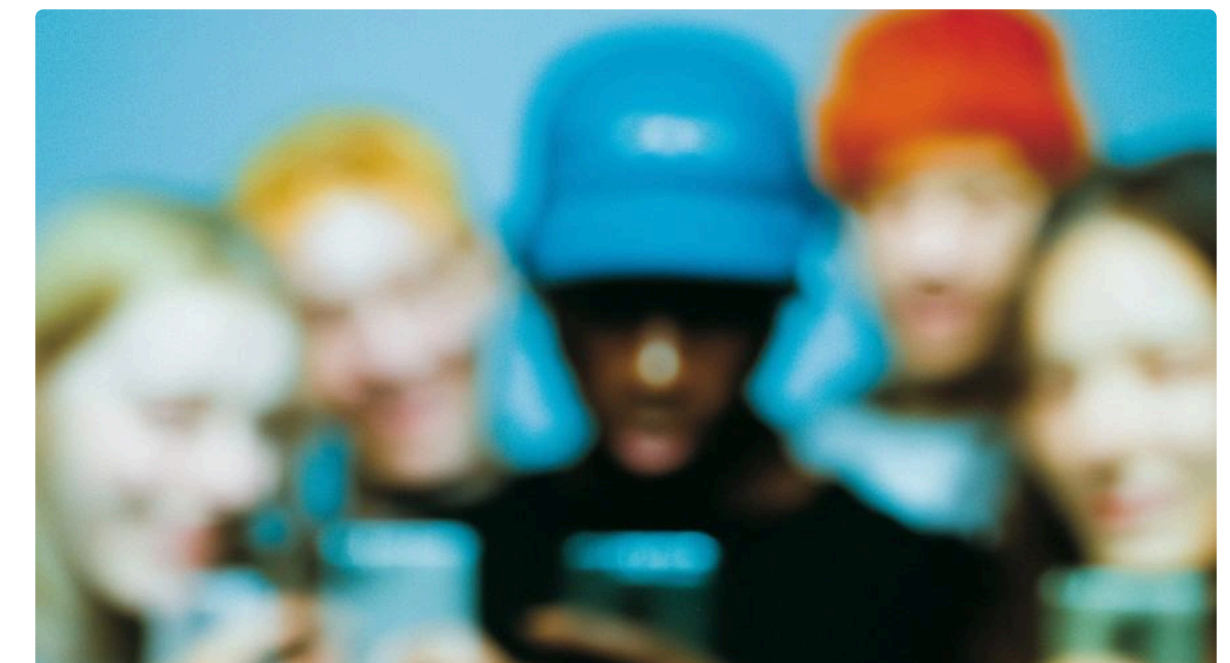


KATHERINE KIZER
Group Director

D/deaf, disabled, and neurodivergent inclusion and accessibility

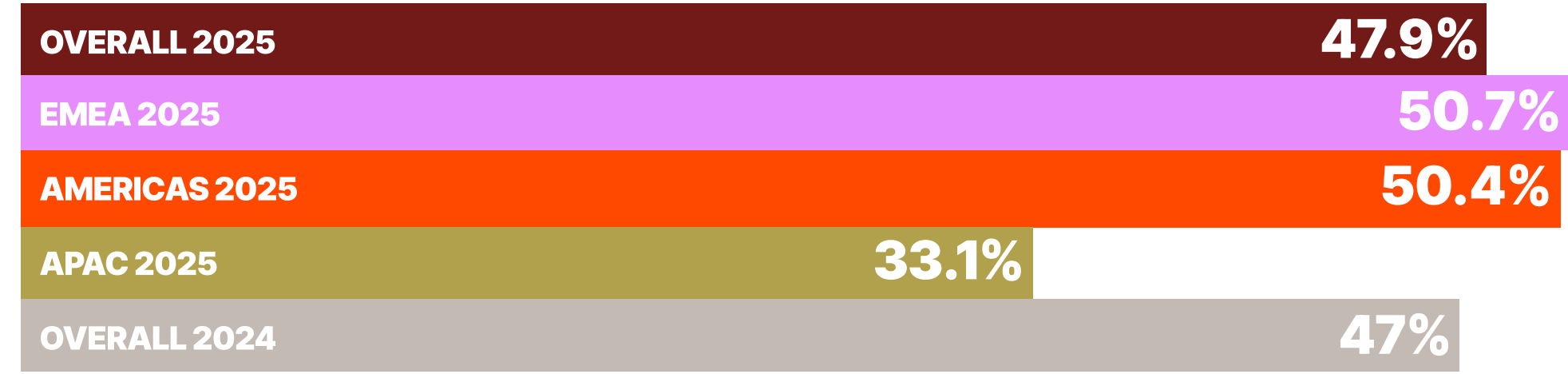
We continue to embed accessibility more intentionally into how we design our workplaces and ways of working, in close collaboration with our Workplace Experience teams. In 2025, this included a physical mobility assessment at our Amsterdam office, alongside regional learning initiatives, such as neurodiversity-focused sessions in the UK and DACH, aimed at building awareness and supporting different ways of thinking at work.

As part of our Workplace Action Plan (discussed further on page 86), in 2025, we also developed the SereniKit to test new ways of supporting accessibility and wellbeing in the workplace. The initiative, which launched as a pilot in early 2026, introduces a set of practical, everyday tools to help manage sensory input, focus, and physical comfort, alongside access to a dedicated wellbeing space. Through a strong feedback loop, the program is designed to identify what meaningfully improves day-to-day experience, particularly for those who are D/deaf, disabled, or neurodivergent. We will use the learnings to inform how we scale more inclusive workplace environments across DEPT®, with planned rollouts to our Manchester and London offices this year.

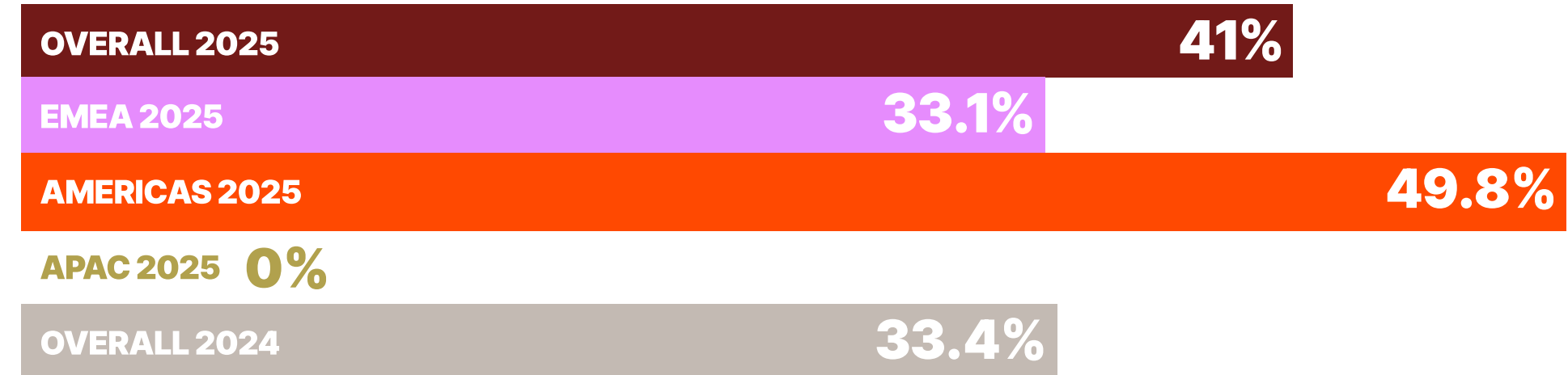


DEMOGRAPHICS

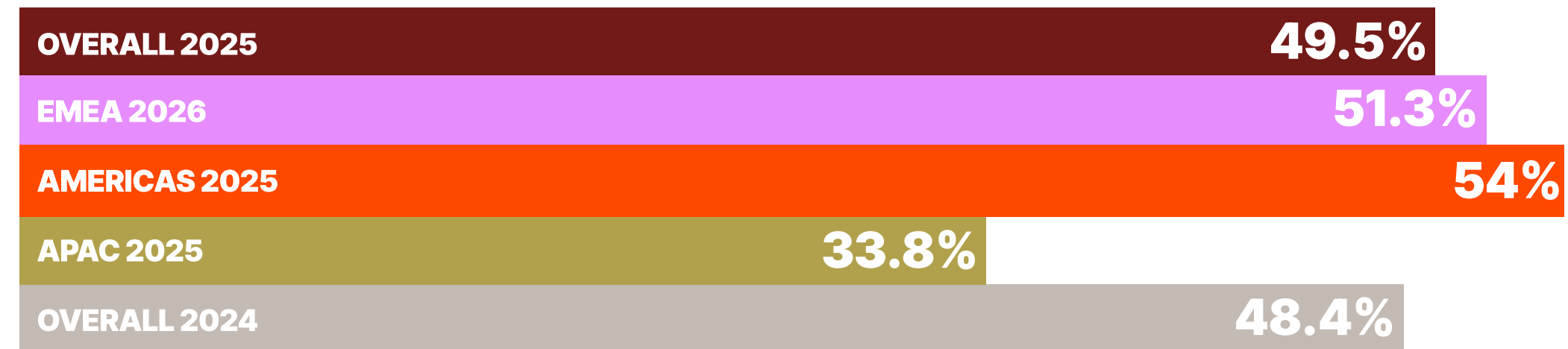
PERCENTAGE OF WOMEN IN 2025



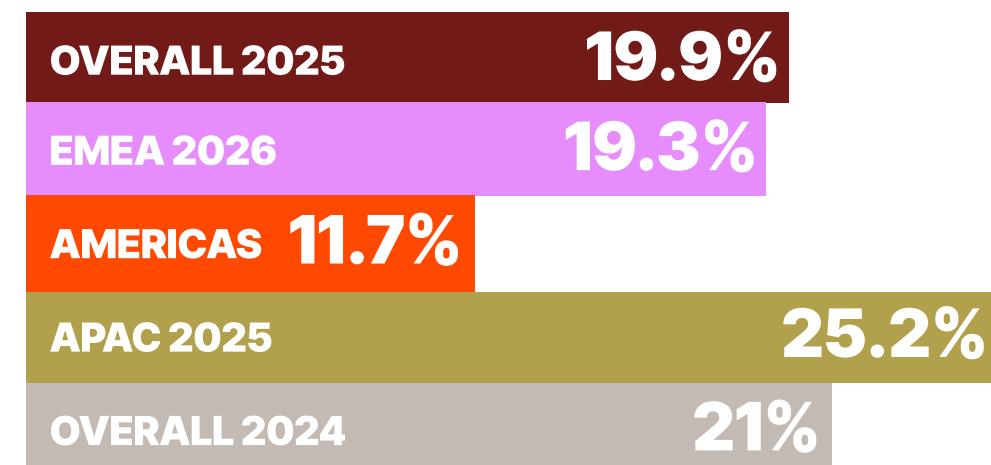
PERCENTAGE OF WOMEN IN LEADERSHIP IN 2025



PERCENTAGE OF WOMEN MANAGERS**



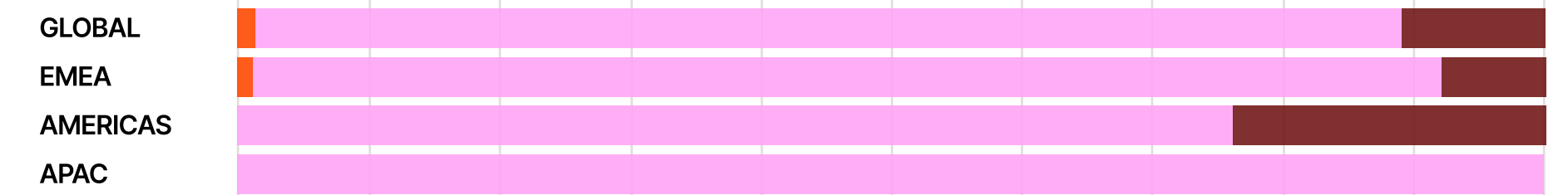
PERCENTAGE OF WOMEN IN TECH***



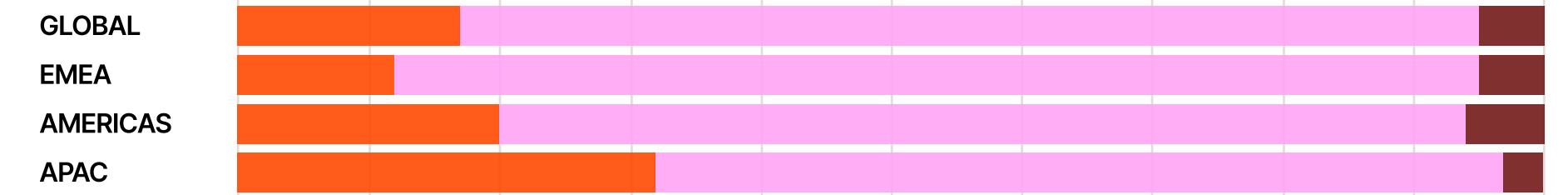
AGE BREAKDOWN FOR ALL EMPLOYEES



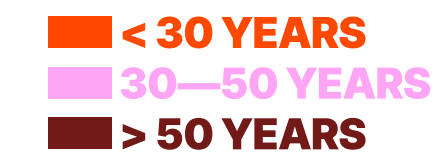
AGE BREAKDOWN FOR LEADERSHIP POSITIONS



AGE BREAKDOWN FOR MANAGERS

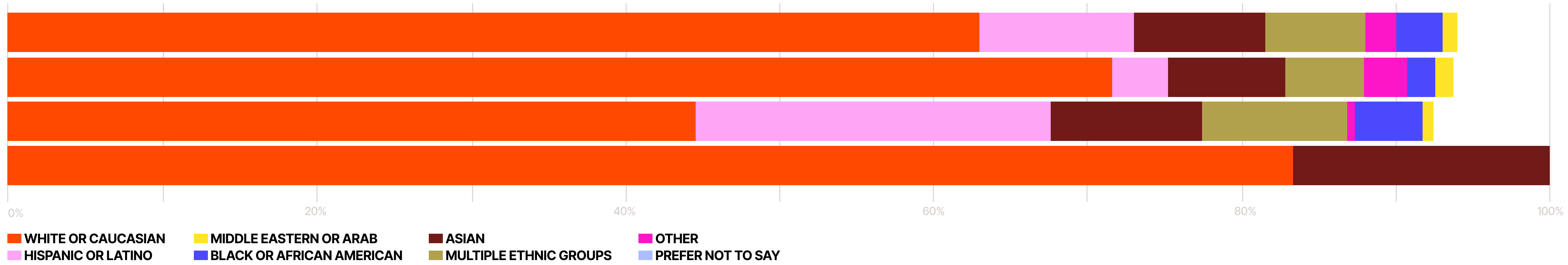


AGE BREAKDOWN FOR TECH



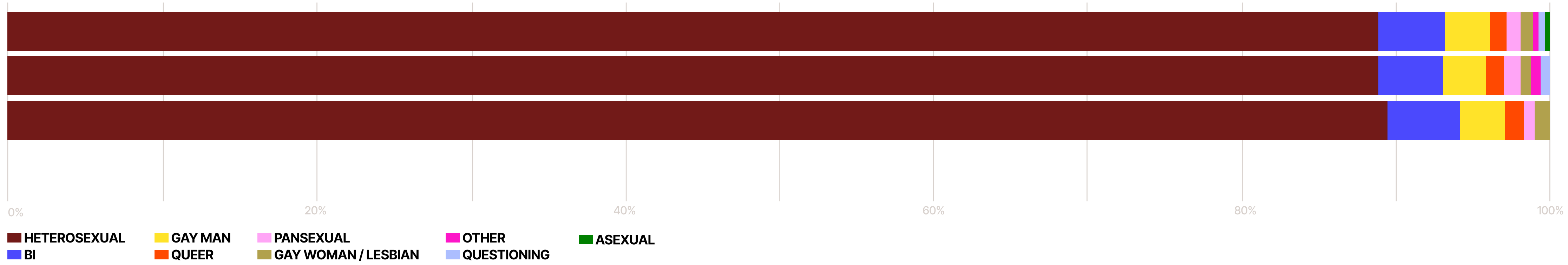
RACE & ETHNICITY

GLOBAL
EMEA
AMERICAS
APAC



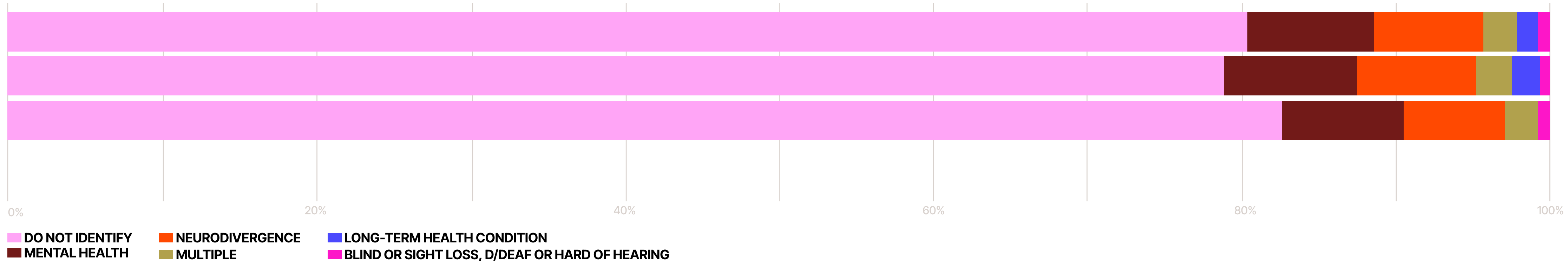
LGBTQIA+

GLOBAL
EMEA
AMERICAS
APAC



D/DEAF, DISABLED AND/OR NEURODIVERGENT

GLOBAL
EMEA
AMERICAS
APAC



BIPOC INDICATORS UK US & CANADA

6.13%	12.29%	7.47%	0%	3.38%	10.13%	16.33%	7.32%	Asian
1.8%	4.14%	0%	0%	1.21%	2.03%	1.38%	1.07%	Black
—	4.39%	—	0%	—	4.59%	—	2.66%	Latino
3.65%	—	0%	7.78%	2.71%	—	0%	—	Mixed
0.88%	0.06%	0%	0%	0.11%	0.09%	2.29%	0%	Other
—	0.3%	—	0%	—	0.46%	—	0%	Pacific Islander
44.86%	42.57%	52.31%	58.92%	57.41%	54.07%	35.99%	46.91%	White
OVERALL	LEADERSHIP	MANAGERS	TECH					

OUR DEI ASPIRATIONS

Through our DEI aspirations, we remain committed to professional excellence – ensuring that every hiring and advancement decision is dictated by merit and strategic business requirements. Achieving these DEI aspirations is a natural byproduct of identifying the best possible talent from the widest available pool.

- 50% of our workforce & managers are made up of women and non-binary individuals
- 45% of leadership to comprise female-identifying and non-binary leaders by 2027
- Increase underrepresented/historically minoritized ethnic and racial groups in leadership by 25% by 2027.
- Increase underrepresented groups by 20% by 2027, including people with disabilities, ethnic minorities, and LGBTQ+ communities.

NOTA BENE

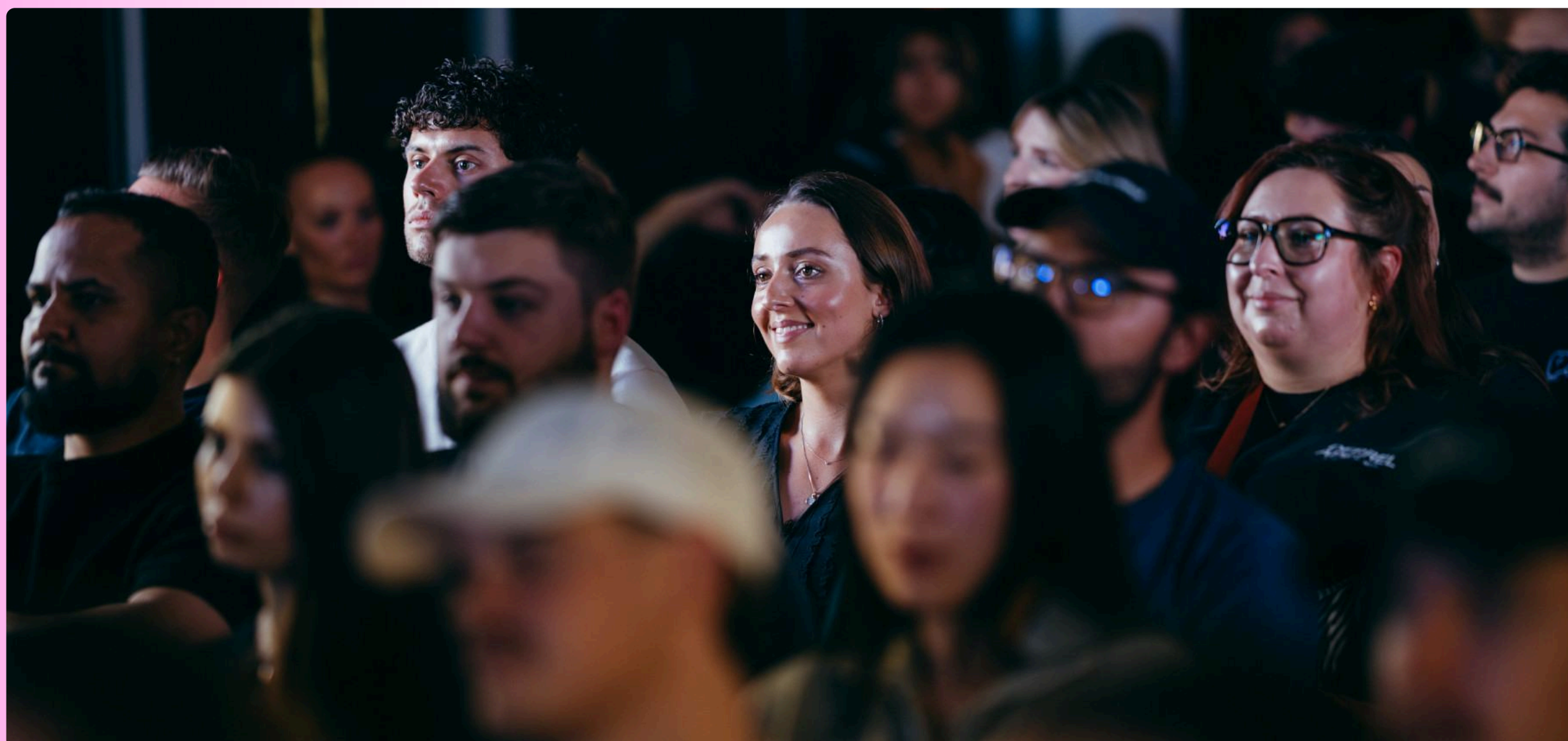
*All demographic data is provided voluntarily, with typical response rates between 70-75%
 **Managers refer to any individual who has at least one direct report. Our Senior Leadership team consists of the top ~200 leaders within DEPT®, leading various teams across the organization.
 ***Tech refers to our engineering teams.



COMMUNITY

DEPT® Cares x NEXT10	66
1% for Good Commitment	71
Our supply chain, our responsibility	74

Community impact starts with how we show up for our teams, our partners, and the places we call home.



With over 4,000 full-time employees spread across 30 countries and representing 90 nationalities, DEPT® is truly a global company. But scale only matters when it's built on connection. Through the Community pillar of our impact strategy, we focus on bringing our teams together, supporting the communities around us, and using our platform to spark conversations that move people to think and act differently. This work is guided by three commitments:

■ **ENGAGING AND CONNECTING OUR TEAMS**

■ **GIVING BACK THROUGH COMMUNITY INVOLVEMENT**

■ **CREATING SPACE FOR LEARNING, AWARENESS, AND ACTION ON SOCIAL AND ENVIRONMENTAL ISSUES**



DEPT® CARES x NEXT10

DEPT® Cares is one of the original cornerstones of our impact strategy. Through a company-wide coordinated day of volunteering, DEPT® Cares gives every employee the opportunity to contribute to each of our three Community commitments.

For the first time, DEPT® Cares was integrated into NEXT10, our tenth anniversary global all-hands, giving the initiative its largest platform to date. More than 1,700 Depsters showed up across 23 locations in 16 countries, contributing over 4,800 hours of volunteering. In total, we achieved a 48% company-wide participation rate, our highest ever and nearly double our 25% target.

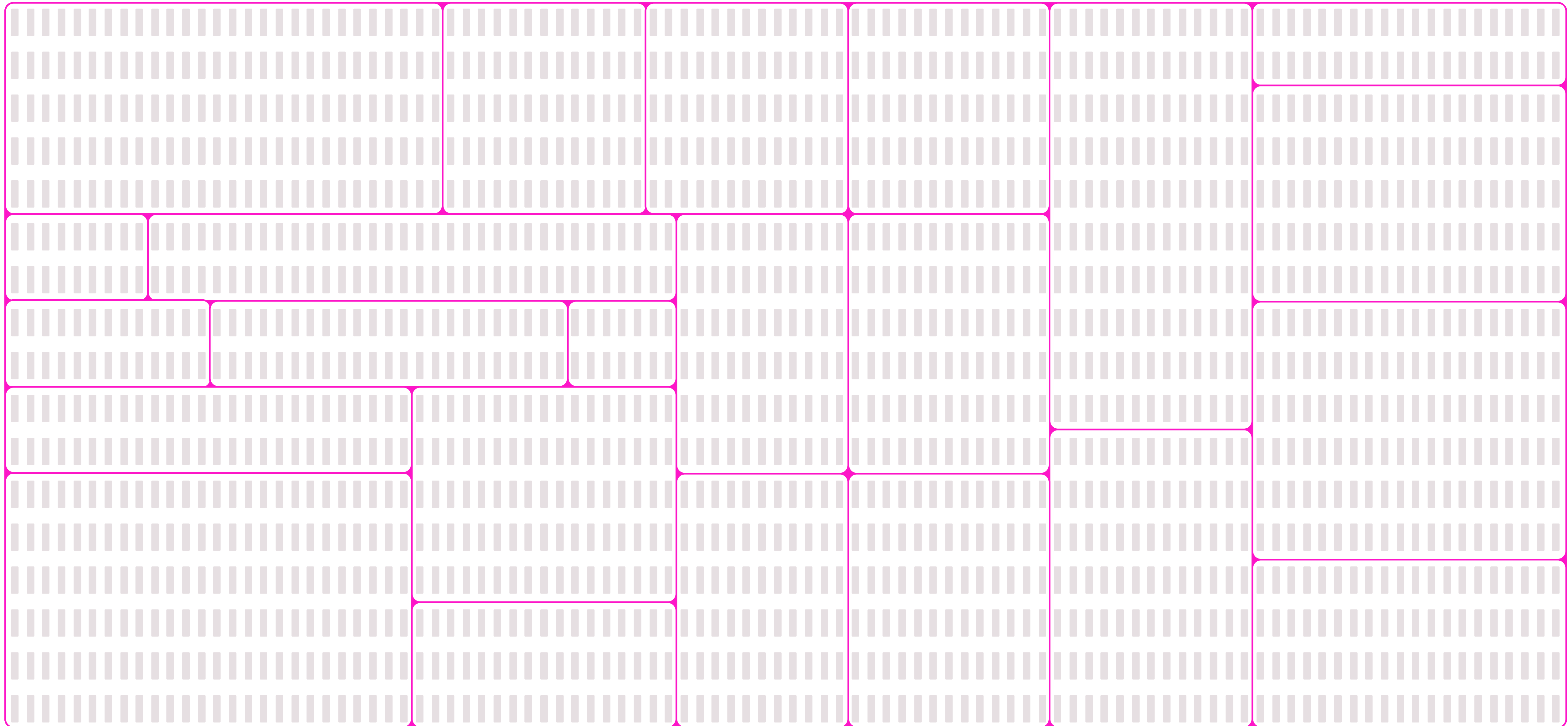
What made 2025 truly special was the quality and variety of the 53 DEPT® Cares experiences Depsters participated in, including planting trees in Skopje to help reforest areas devastated by wildfires, supporting the Down Syndrome Fashion Show, and hosting awareness conversations at a transgender shelter in Amsterdam.

6,600 hours
Total volunteer

4,800 hours
from DEPT® CARES



CORPORATE CITIZENSHIP





SAM TRUONG
Product Designer

"Stepping out of the office to support endeavors like the Down Syndrome Fashion Show or local housing support puts the daily 'grind' into perspective pretty quickly. Whether we're planting trees or sorting essential supplies, these are moments where our culture actually gets tested. It is easy to talk about being a force for good, but actually doing the manual work to make it happen is what makes the partnership between DEPT® and our local communities feel authentic."

Here's a more detailed snapshot of some of what our Depsters achieved



Planted 400 trees, protected 4 ha of heathland preserved, and established 15 fruit-bearing planting areas (~3,000 lbs future harvest)



Raised €6,000 through fundraising



Spent time with 400+ seniors by taking them on zoo visits, playing bingo, delivering medicine, and bringing joy with flower bouquets and holiday cards



Distributed 1,500+ food items to shelters & community groups



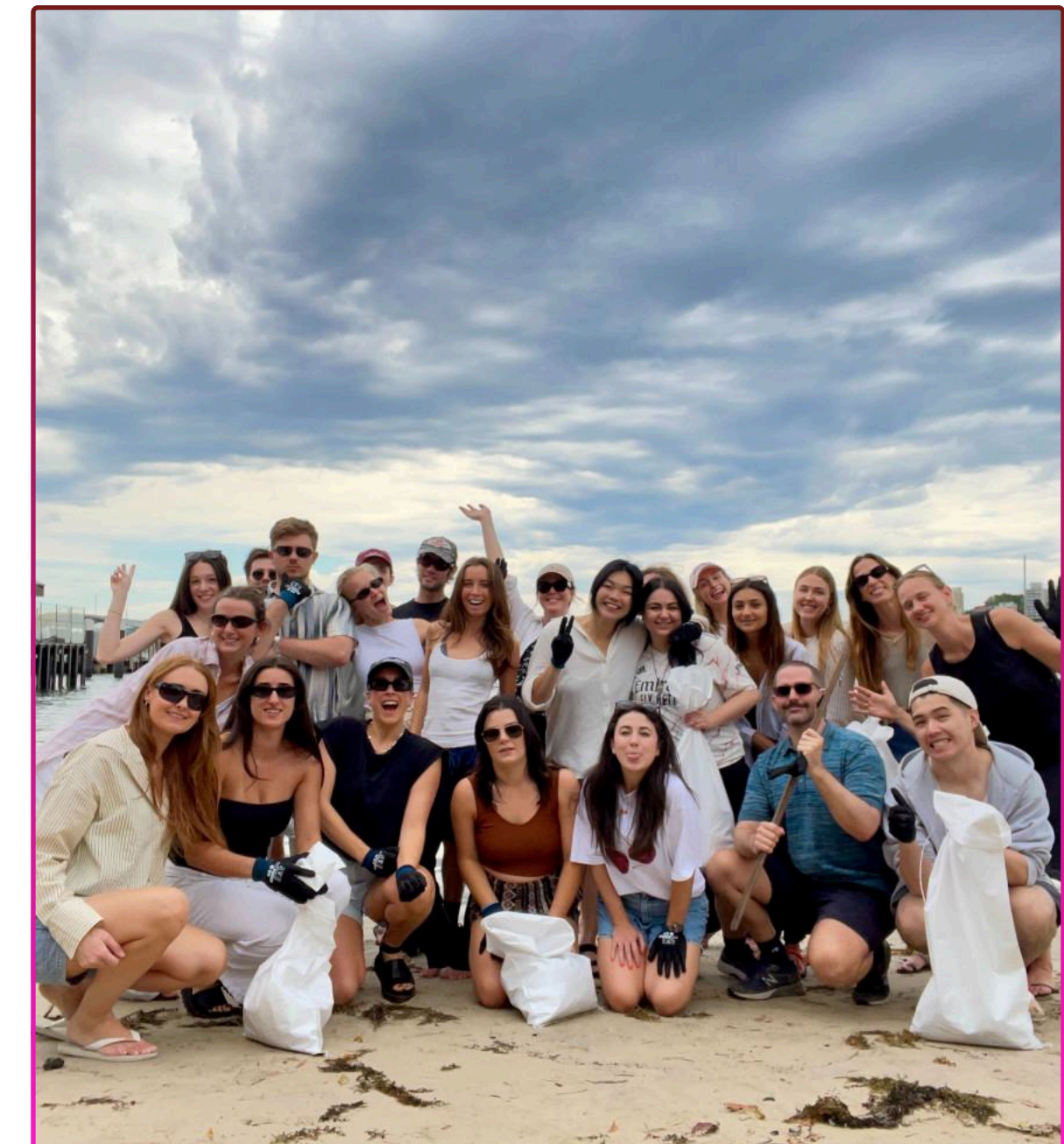
Packed 1,300+ care kits for women, babies, the homeless, seniors, transgender shelters, and school supplies



Wrote 12,000+ cards of encouragement for children, families, seniors and veterans in need



Delivered 200+ kg of animal food to animal shelters



Collected 1,500+ kg of trash from beaches, parks & neighborhoods

When we took a close look at the feedback from DEPT® Cares, a clear picture emerged: Depsters care deeply about this program, and they want it to be even better.

People value taking part in DEPT® Cares, as it is valuable to give back to their communities and come together as One DEPT®. People connect with their teams while also connecting with social and environmental realities. This is why the activities that resonated the most this year were those that involve meaningful in-person community interaction as opposed to the more remote friendly options, such as donation drives.

While we acknowledge that remote-friendly activities and donation drives are still good options for maximizing the accessibility and overall impact of DEPT® Cares, our experience hosting DEPT® Cares in conjunction with NEXT 10 taught us that we should devote more effort and resources to activities that connect people with communities, are local, and nurture team culture.

"There was something really special about our clean-up event at Rose Bay beach, Australia. The impact was visible immediately and the team were proud of the effect they had on this small community space."



CHRISTINE WATTS
Client Director

LOOKING AHEAD, WE ARE COMMITTED TO:

- Keeping DEPT® Cares as a specific moment where we allocate time to come together and contribute to causes close to our hearts.
- Promoting community service activities with skill-based initiatives to closely connect what we do as a business with supporting our communities.
- Creating planning teams composed of office managers, leadership, and volunteers, and supporting them with clearly defined targets, dedicated budgets, and allocated hours.
- Ensuring we continue to provide pathways for remote Depsters to participate meaningfully, including skills-based volunteering opportunities.
- Expanding DEPT® Cares to a more frequent occurrence in select regions, based on employee feedback calling for more regular, smaller-scale engagement.

1% FOR GOOD COMMITMENT

Our 1% for Good Commitment remains another core component of our impact strategy.

This is the percentage of profit we intend to give back to our global community each year through pro bono work and monetary donations.

This year, we gave back 0.47% of our profit, marking the first time in two years that we have not met our goal. Nevertheless, this figure still represents 1,720 hours of dedicated pro bono work and nearly €75,000 in monetary donations. Proof of our team's unwavering commitment and determination to making a tangible impact.

0.47%
OF OUR TOTAL
PROFIT DONATED

1,720
HOURS OF DEDICATED
PRO BONO WORK

€75,000
IN MONETARY DONATIONS

While we are proud of the real organizations we supported, we are not going to gloss over the fact that we fell short of where we wanted to be. After conducting a thorough review, we determined that our 1% commitment has become too decentralized to be consistently effective.

Teams are eager to contribute but, without the right infrastructure, the goal has remained abstract for too many people across the business. Leaders have consistently highlighted the missed opportunity to use pro bono work not just as a mechanism for giving back, but as a vehicle for producing pioneering work that genuinely changes lives.

Rather than simply recommitting to the same 1% target, we are evolving our approach. Our goal for 2026 will be to deliver a greater sense of focus to this commitment (while retaining the scale of our 1% target) by empowering each region of DEPT® to deliver two-to-three strategic, high-quality pro bono projects per year.

To make this work, we are building a more formalized program structure, which will include features such as a selection committee, process for sourcing or reviewing projects, and stronger partnerships with the non-profits we chose to work with.



JOANNA TRIPPETT
Chief Executive Officer

“Pro bono creates the opportunity to use our skills in innovative and novel ways to support deserving causes and help solve big issues.”

Our pro bono work will remain open to organizations, including non-profits, registered charities, NGOs, government institutions, B Corps, social enterprises, and local, small, or minority-owned businesses.

Here are two of the projects we're currently working on:

UNICEF

The United Nations Children's Emergency Fund (UNICEF) is the world's largest children's rights organization. Operating in over 190 countries, its mission is to ensure every child, everywhere, has a fair chance at a future. UNICEF Netherlands is one of the 32 countries with a National UNICEF Committee, established in 1955.

UNICEF Netherlands approached DEPT® to help inspire more people to make an impact by launching a new donation platform. Together, we built a seamless, end-to-end digital experience driven by user needs and data. It's focused on creating a complete donation journey that inspires hope and empowers individuals to make a tangible difference.

In a time when many feel powerless in the face of overwhelming challenges, the new platform enables people to transform those feelings into actionable support. By bringing to life the real stories of children helped by donations, the platform makes the path to giving as clear and personal as possible.

Following the launch of the new unicef.nl in June 2025, a KPI performance analysis demonstrated significant uplift from the site's legacy period (Feb–June 2025), across three primary KPIs:

ACCELERATED GIVING

We optimized the journey for diverse donation types, ranging from one-time donations, monthly donations, pledge donations, to donations in the webshop (<https://www.unicef.nl/webshop/verzend-nu>), where donors can provide specific items like warm clothing or life-saving supplies. This helped to increase the overall donation conversion rate and resulted in +2.797 additional donations secured within the initial comparison period.

DEEPENED ENGAGEMENT

A successful platform isn't just about the final click; it's about the connection made along the way. With the new website, users stay longer and return more frequently. This is evidenced by an increase in sessions per active user and an increase in average engagement time per session.

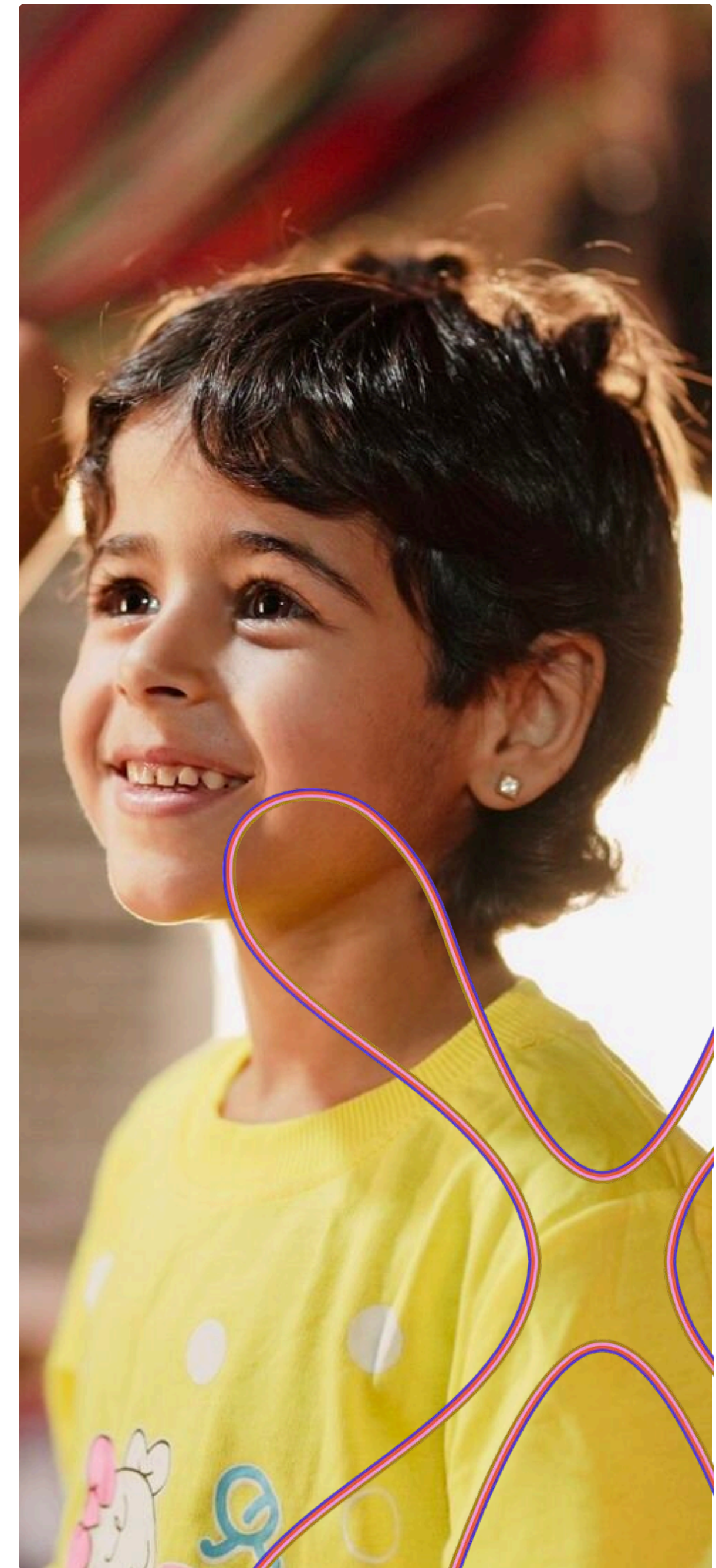
CULTIVATING FUTURE LEGACIES (LEAD GENERATION)

The most significant growth occurred in high-intent "legacy" actions. By making information more accessible, we've helped UNICEF identify and nurture its most dedicated supporters. Metrics such as conversion ratio uplift for Heritage Brochure Requests, conversion ratio uplift for Heritage Newsletter Sign-ups and conversion ratio uplift for Document Downloads are all key here.

WAR CHILD

War Child is an international humanitarian organization with a singular, urgent focus: protecting and supporting children whose lives have been torn apart by armed conflict. Working in some of the world's most volatile regions, they provide education, mental health support, and safe spaces for children who need it most. In a sector where traditional fundraising methods are rapidly losing their effectiveness, War Child knew it was time to rethink its digital future. That's where our role comes into play.

DEPT® has been selected as War Child's strategic digital partner following an in-depth evaluation process. We will help War Child shift from a fragmented, channel-by-channel approach to a unified, data-driven growth model with the bold ambition of doubling donation revenue by 2032. The partnership kicks off with an intensive six-week discovery phase, spanning paid media, CRM, SEO, UX design, and content and messaging, before translating those insights into a concrete digital vision and first-year action plan. It's the kind of work that we're honored to play a part in, because the digital infrastructure that we create together will allow War Child to scale its impact for the children who need it most.





OUR SUPPLY CHAIN, OUR RESPONSIBILITY

We recognize that our responsibility for environmental and social impact extends far beyond the walls of our offices or the work on our screens.

This includes our entire supply chain, which is why we actively encourage our partners to operate responsibly and do their part to mitigate negative social and environmental risks within their own organizations.

As a professional services firm, our supply chain is primarily concentrated among technology providers, office operations, professional services, pensions and benefit plans, freelance talent, marketing, and travel.

While these industries typically present fewer impact-related risks, we maintain a robust Sustainable Procurement Process to ensure we have relevant oversight. This process is underpinned by several key features, which are described below.

Additionally, it is also worth noting that, DEPT® maintains a regularly updated Modern Slavery and Human Rights Statement on the features of our supply chain, any human rights risks identified, and relevant mitigation procedures.

SUSTAINABLE PROCUREMENT PROCESS

The Sustainable Procurement Process is underpinned by our Supplier Code of Conduct, which outlines environmental, social, and governance expectations that we ask all suppliers to adhere to. Suppliers are asked to adhere to the Supplier Code of Conduct at the beginning of our contractual relationship. We then conduct materiality-based supplier screening through our Supplier Questionnaire. We screen our suppliers on a three-year cycle, ensuring each supplier is assessed at least once during this period. This approach allows us to efficiently manage our resources, balancing the assessment of new vendors while providing capacity building to our existing ones.

Through this screening, we develop a risk profile and scorecard on each assessed supplier. The results of the screening inform active supply chain engagement, including capacity-building and remediation measures.

As of 2025, we have assessed 67% of suppliers for environmental and social impacts, while 16% have signed our Supplier Code of Conduct.

In 2025, we deepened our supplier engagement program, focused on sharing specialized resources with our suppliers based on how they performed on their individual risk assessment results. Resources included topics such as Climate, Strategy, Human Rights, Diversity and Inclusion, and Code of Conduct adherence. In early 2026, we prioritized assessments for high-spend and strategic partners, also targeting top Scope 3 emission contributors like electronics, catering, and computer services. (More about our suppliers' environmental impact on page 89).

LOOKING TO 2026

Moving forward, we are committed to identifying and engaging critical suppliers to support their climate action. (See more on page 90). In 2026, we also intend to restart our three-year assessment cycle and screen all existing suppliers to verify information, track progress over time, and ensure our ESG expectations are being met.

See more on the characteristics of our 2025 supply chain below.

% of suppliers who signed the Supplier Code of Conduct



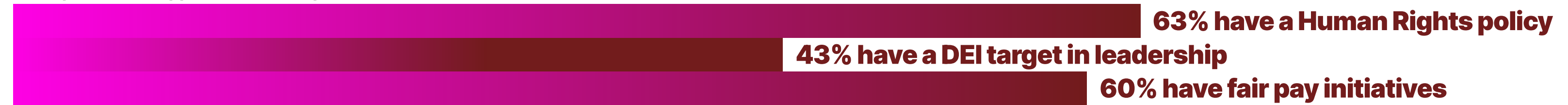
% of spend with diverse suppliers



% of spend with local suppliers



% of spend with suppliers who have positive social initiatives



% of suppliers with capacity building action plans, improvement plans, or corrective actions in place



% of suppliers with which our relationship was terminated due to non-ESG compliance



NOTA BENE

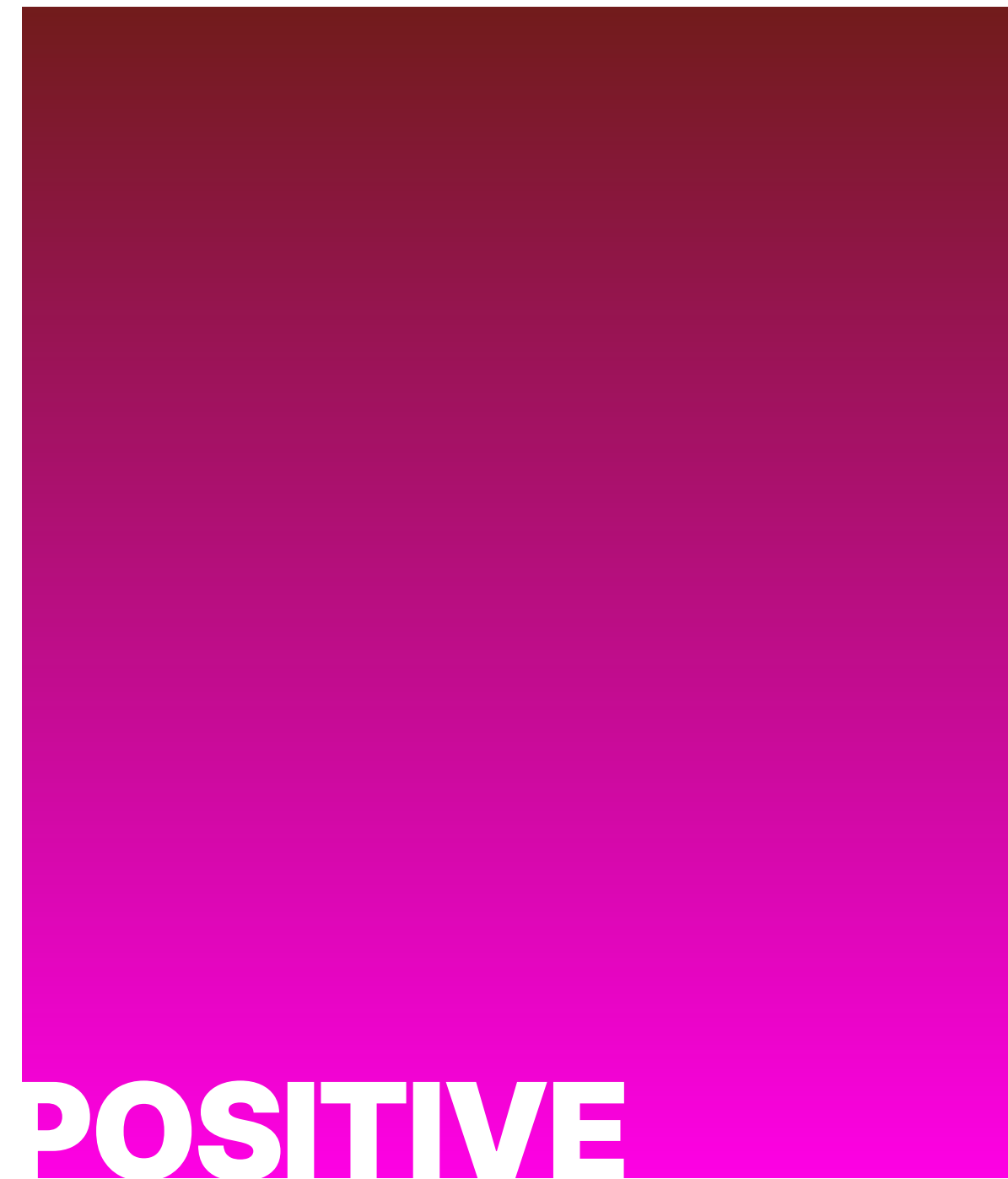
Indicators reported are based on a combined assessment of our current suppliers, using data from 2023-2025.

NOTA BENE

Indicators reported are based on a combined assessment of our current suppliers, using data from 2023-2025.

*Suppliers in high-risk countries are asked to provide additional information on mitigating risk within those countries.

52% of suppliers that demonstrate best practices related to the ESG topics assessed



6% of suppliers that have established ESG practices and defined social and environmental initiatives, with only minor areas for improvement



6% of suppliers with some ESG practices, but a need to strengthen their ESG coverage



3% % of suppliers located in high-risk countries* or those that did provide information to DEPT®



FOURSYMMETRONS

Based in Kathmandu, Foursymmetrons blends specialized expertise in IT and strategic consulting with DEPT®'s focus on AI, data, and human creativity. Today, a team of nearly 55 people supports core internal functions at DEPT®, including finance, HR, and sales, as well as certain strategic client work.

That said, Foursymmetrons is not a vendor in the traditional sense. They hold internal DEPT® accounts, participate in our AMAs and Town Halls, and join DEPT® Cares every year. They are, in the fullest sense, embedded in our culture.

That integration extends to how we approach sustainability together.

Following a baseline ESG assessment in 2023, we moved beyond evaluation to co-creating a roadmap for improvement that we've already begun to put into action.

Perhaps the most distinctive element of this partnership is the CSR model Foursymmetrons has built independently. They earmark €1 from every billable hour toward community initiatives and have used that fund to sponsor the full schooling of children from underprivileged backgrounds in Kathmandu. In total, 16 children are being actively supported across 12 years of schooling as a result of this initiative, with funding already secured regardless of what the future holds for the business itself.

Looking ahead, our 2026 ESG assessment will focus on environmental practices, including evaluating the feasibility of Foursymmetrons beginning to measure their carbon footprint. The governance and social progress we have seen here are the kind of things worth replicating, and we are committed to supporting that journey as it continues.



"What makes the partnership between Four Symmetrons and DEPT® truly meaningful is our commitment to delivering high-quality operational support to DEPT® and its clients, while going beyond business to create a lasting social impact in Nepal. Through our joint scholarship initiative, we ensure that every child in the program can complete their education without interruption, with dedicated funding secured to safeguard their future regardless of any business uncertainties."

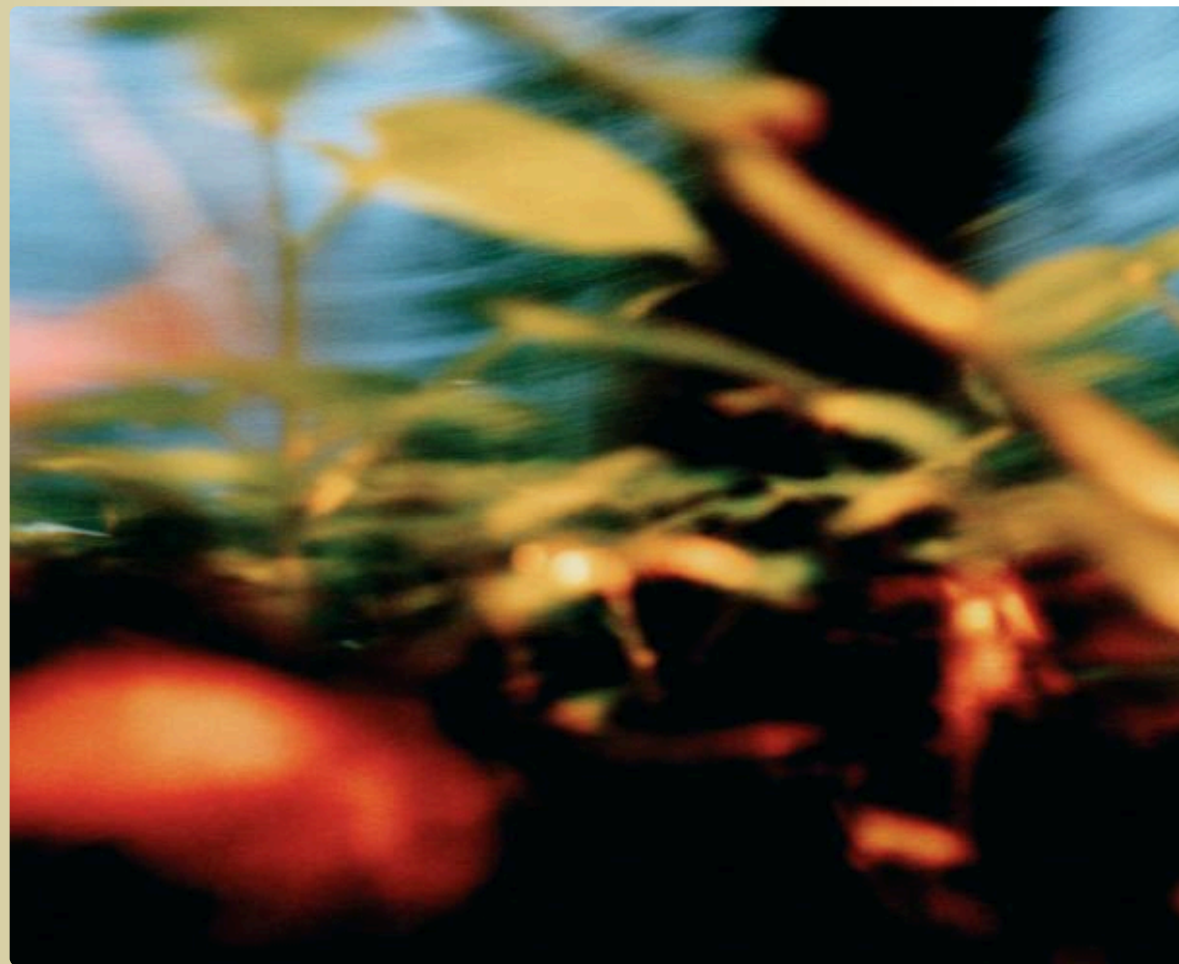


PALPASA SHRESTHA
Business Development Lead
at Foursymmetrons

ENVIRONMENT

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Our climate work is focused on turning ambition into accountable, operational progress.



At COP30 in Belém, Brazil, the world's nations adopted a sweeping package to scale up climate finance and accelerate implementation of the Paris Agreement, including a commitment to mobilize \$1.3 trillion annually by 2035 to fight the impact of climate change.

It is in this context, one of growing consequences and growing collective resolve, that DEPT®'s commitment to this pillar is rooted. We are not a utility company or a manufacturer, but we are a large global business with a real footprint and real influence. We sincerely believe that playing our part in the broader ecosystem of organizations working to mitigate the impacts of climate change is not optional.

The past year marked a meaningful step forward in the credibility of how we do that. Our climate targets were officially approved by the Science-Based Targets initiative (SBTi), independently validating that our commitments are aligned with limiting warming to 1.5°C, not just well-intentioned.

Having credible targets is the starting point. The harder work (and where most of 2025's energy went) is building the operational infrastructure to actually achieve them. This year, we formalized our Climate Action Plan: a structured, publicly accountable roadmap that defines how we intend to get from where we are to where our SBTi commitments require us to be by 2030 and beyond.

DEPT®'S CLIMATE ACTION PLAN

1. MEASURE OUR CARBON FOOTPRINT ANNUALLY

You cannot manage what you do not measure. And in 2025, our primary tool for measurement became the 51toCarbonZero platform, which consolidates our enterprise-wide carbon data into a real-time interactive dashboard, tracks progress against reduction goals, and allows us to reduce the proportion of our footprint that relies on estimates rather than verified data. Improving data quality by reducing estimates and increasing direct measurement will be a goal we carry into every reporting cycle.

Between 2024 and 2025, DEPT®'s total carbon footprint decreased by 10.85%, from 11,388 t/CO₂ to **10,292.83 T/CO₂**. Emissions per FTE fell correspondingly from 3.17 t/CO₂ in 2024 to 2.93 tCO₂ in 2025. This is a meaningful step in the right direction, and one we are genuinely proud of, though we remain clear-eyed about how much further we have to go.

2. HAVE SCIENCE-BASED TARGETS

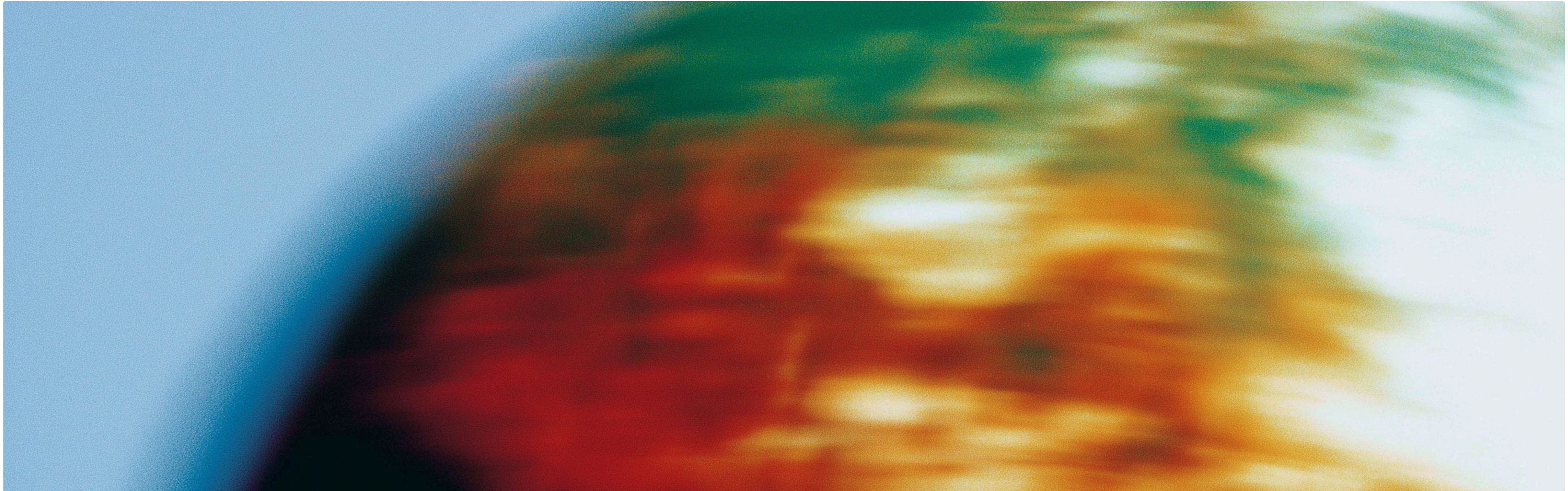
Now that our targets have been formally approved by SBTi, from a 2023 baseline year, we're proud to be among the +7,000 companies globally whose climate commitments are independently verified by them.

For reference, those targets are:

- Reduce absolute Scope 1 and 2 emissions by 42% by 2030
- Transition to 100% renewable energy across our offices by 2030
- Ensure 77% of key suppliers (by emissions, covering Purchased Goods & Services and Capital Goods) have science-based targets by 2029
- Reduce Scope 3 emissions from business travel and employee commuting by 61.1% per FTE by 2033
- Reduce our total carbon footprint (Scope 1, 2, and 3) by 90% by 2050, achieving net zero across our entire value chain

SCOPE 1 EMISSIONS
SCOPE 2 EMISSIONS
SCOPE 3 EMISSIONS
TOTAL EMISSIONS

316.96 T/CO₂
299.57 T/CO₂
9676.30 T/CO₂
10,292.83 T/CO₂



3. AN ACTION PLAN TO REDUCE EMISSIONS AS MUCH AS POSSIBLE

Our reduction plan is structured across short, medium, and long-term horizons, organized by scope.

SHORT TERM (2025)

- Transitioning offices to renewable energy, improving energy efficiency across facilities (including LED and smart dimmer upgrades in Aarhus, Hamburg, and Buenos Aires),
- Updating policy frameworks around sustainable business travel and local procurement, and beginning to assess commuting patterns to develop future incentives.
- Introducing the Reduction Tracking Mastersheet, a centralized tool integrated with the 51toCarbonZero platform, that logs every completed emissions reduction action and tracks progress against our defined targets in real time.

MEDIUM TERM (2026–2027)

- Transitioning our leased vehicle fleet to electric,
- Define individual carbon budgets for business travel by office and team,
- Begin formalizing waste management processes tailored to the specific realities of each location.

LONG TERM (2027 AND BEYOND)

- Focus on supplier engagement to improve our supply chain management and reduce our Scope 3 emissions at scale
- Reducing business travel through structural policy rather than individual discretion, and ensuring that every reduction action taken is logged, verified, and reflected in our transition dashboard.

4. MAP AND ASSESS CLIMATE RISKS AND OPPORTUNITIES

Every year, we will conduct a formal climate risk and opportunity assessment, aligned with our Enterprise Risk Management framework and submitted to the Carbon Disclosure Project (CDP). The assessment itself is designed to be reviewed every three years and integrated into strategic decision-making at the board level.

5. DISCLOSE AND COMPLY

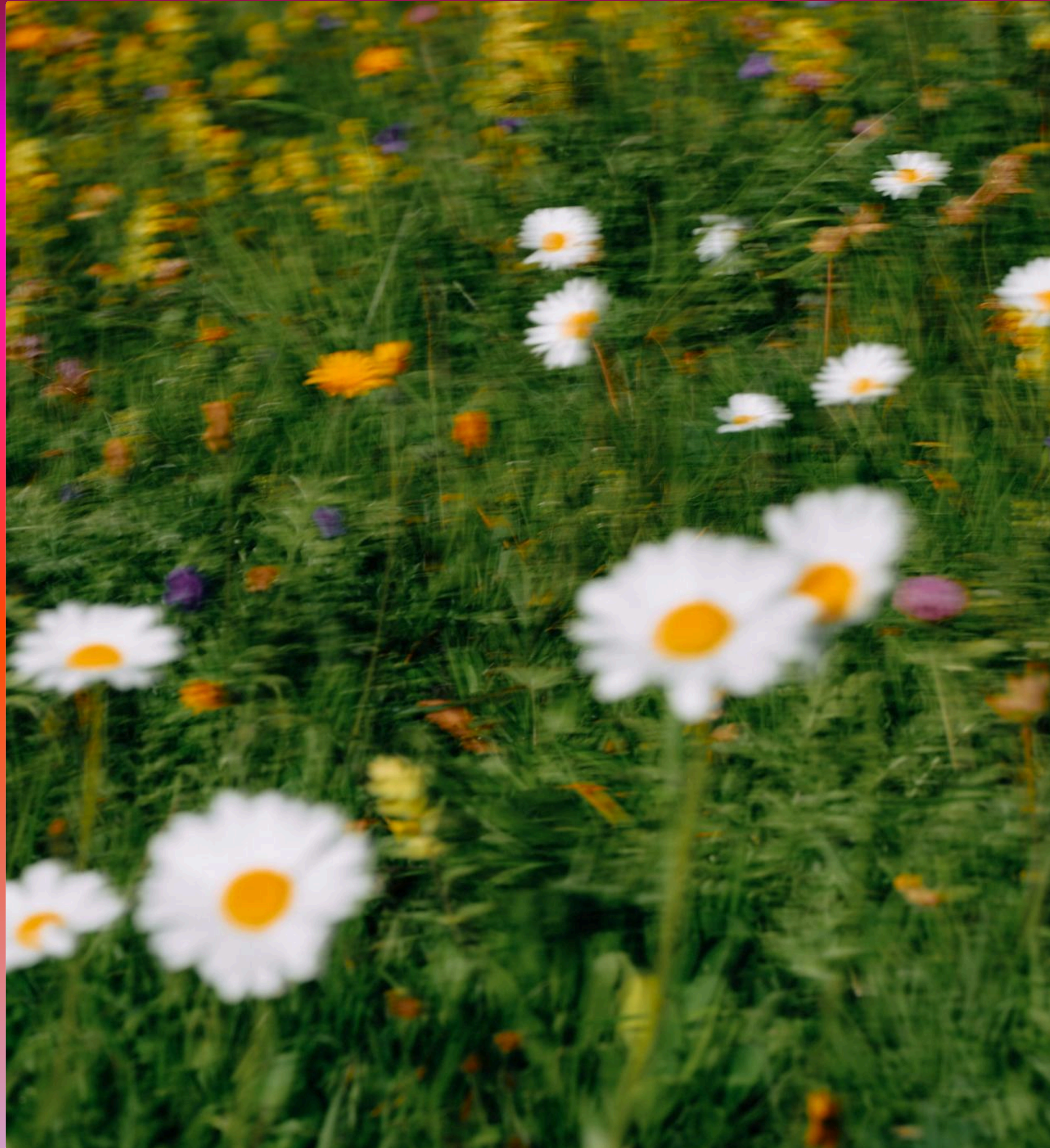
Our climate commitments are only meaningful if they are visible and verifiable. We operate within a layered compliance framework that includes (in addition to our requirements to B Lab and the SBTi): CDP disclosure, EcoVadis sustainability rating, and preparation for Europe's CSRD reporting requirements.

Also within this framework is our annual Climate Label certification, which we earned for the fifth consecutive year in 2025. This year marked the first time we met a new requirement introduced by The Climate Label, The Climate Transition Budget (CTB), which obligates us to allocate a minimum level of investment in climate solutions proportional to the size of our carbon footprint*.

While our Climate Action Plan offers a good overview of our plans and progress with the environment pillar of our impact strategy, the following sections provide a more detailed overview of our ongoing efforts to meet our SBTi-approved targets.

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*As part of our Climate Label Certification, we purchase carbon credits based on strict selection criteria advised by The Change Climate Project (TCCP). Our carbon credits must be verified by leading programs such as Gold Standard, Verified Carbon Standard, Climate Action Reserve, American Carbon Registry, or the European Biochar Certificate, and must comply with the ICVCM's Core Carbon Principles. Eligible credits must meet specific vintage year restrictions (2019–2025 for forestry and land-use projects, 2022–2025 for others) and come from approved project categories, including nature-based solutions, renewable energy, carbon removals, agroforestry, and other eligible projects as listed by TCCP



SCOPE 1 & 2 EMISSIONS

Objective 1.0
Reduce absolute scope 1 & 2 emissions 42% by 2030 from a 2023 baseline year.

Our Scope 1 emissions are those we generate directly by our operations, including the gas used in our offices and the fuel consumed by our leased vehicles. Scope 2 covers the indirect emissions we purchase through an intermediary, like the electricity consumed in our offices. Together, these two scopes represent the emissions most directly within our control, and in 2025, we made solid progress on both fronts.

As shown in the table, we reduced our total Scope 1 and 2 emissions in 2025 by approximately 27.33%, a solid overall reduction. Notably, we were also able to reduce our Scope 1 emissions by 25.74%, getting back on a trajectory more consistent with our long-term goal.

The 30% improvement in our per-FTE intensity figure (from 0.23 t/CO₂ in 2024 to 0.18 t/CO₂ in 2025) reflects the compound effect of renewable energy procurement, energy efficiency upgrades, and the ongoing evolution of our office footprint. It is the kind of steady, structural progress that does not make headlines, but is exactly what a credible long-term climate strategy requires.

INDICATORS TO OUR SCOPE 1 & 2 FOOTPRINT

	2023	2024	2025
SCOPE 1 (T/CO ₂)	252.59	426.84	316.96
SCOPE 2 (T/CO ₂)	792.17	421.61	299.57
COMBINED (T/CO ₂)	1,044.76	848.45	616.52
SCOPE 1 & 2 T/CO ₂ PER FTE	0.27	0.23	0.18
TOTAL ENERGY CONSUMPTION (KWH)	2,460,957	2,738,778	1,852,101
TOTAL NON-RENEWABLE ENERGY (KWH)	1,056,095	733,618	565,255
TOTAL NATURAL GAS (THERMS)	16,852	20,893	13,110
TOTAL RENEWABLE ENERGY (KWH)	911,104	1,392,977	902,591
TOTAL LOW-IMPACT RENEWABLE ENERGY (KWH)	763,115	1,234,187	806,275
ENERGY INTENSITY (KWH PER FTE)	640.67	752.62	527.00

HOUSING

Objective 2.0
Increase active annual sourcing of renewable electricity to 100% by 2030.

As DEPT® has grown, so has the complexity of managing our office footprint. We have inherited spaces from acquisitions, expanded in cities where we are growing, and downsized where shifting work habits have made large spaces redundant. Through all of that change, the DEPT® Workplace Action Plan, launched in 2022, has provided a consistent framework for ensuring our physical spaces evolve with our environmental commitments, not against them.

In 2025, total energy consumption decreased to 1,852,102 kWh, a meaningful reduction from 2,738,778 kWh in 2024. This reflects a combination of downsizing efforts, energy efficiency improvements, and the continued evolution of hybrid work patterns.

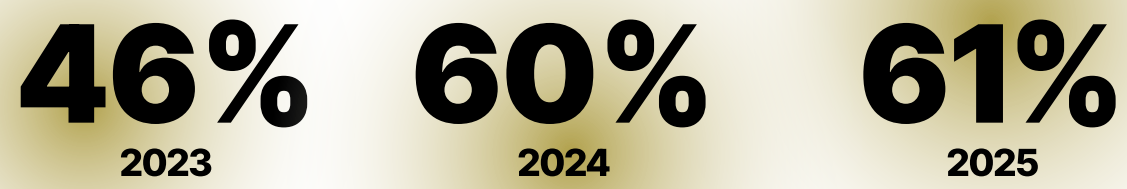
Through our Workplace Action Plan, our offices in Aarhus, Hamburg, and Buenos Aires saw notable efficiency upgrades, including the installation of LED lighting and smart dimmers. While these improvements may seem small, we're pleased to see their cumulative significance.

We're also proud that our local teams successfully transitioned three offices (Boston, Newburyport, and Dublin) to renewable energy sources in 2025, with more North American offices queued for transition in the coming months. Despite this accomplishment, our renewable energy consumption increased by ~1% due to a combination of factors, including the closure of other offices that relied heavily on renewables and the proportion of larger offices that consume comparatively more energy.

Still, we remain confident we're moving in the right direction and that the past year's dip is a consequence of doing the right things (right-sizing our footprint, expanding in new markets) rather than a reversal of commitment.

Our office managers are the backbone of this strategy, empowered to source renewable energy locally and make the decisions that keep us on track globally.

PERCENTAGE OF RENEWABLE ELECTRICITY CONSUMPTION OF TOTAL



NOTA BENE
 *Note on 2024 renewable electricity: As of 2025, we have removed Croatia from our renewable electricity procurement strategy. Because the national energy mix is fixed, individual properties in Croatia cannot independently switch to 100% renewable sources.



In 2024, we launched the Workplace Action Plan, a structured program applied to each of our offices in turn to assess how we can continue to improve their impact.

OUR WORKPLACE ACTION PLAN

Since the beginning of 2025, we have made a concerted effort to apply the Action Plan across nearly 30 offices, a process that will continue into 2026. This requires evaluating each office against a consistent set of indicators while remaining sensitive to the local context of each site. Throughout 2025, our primary focus was directed toward several initiatives. Each of which are key contributors to our environmental footprint and wellbeing in the workplace:

INCLUSIVE WORK ENVIRONMENTS

Inclusive signage, sensory-friendly quiet zones, lactation and wellbeing rooms, accessible and gender-neutral restrooms, ergonomic furniture, and accessible emergency exit training. In 2025, we also launched our Serenkit initiative. For more information, please refer to page 60.

ENERGY

Renewable energy sourcing, LED lighting, motion-detecting sensors, and dimmer switches.

WASTE

Daily waste management, stream-appropriate separation, and e-waste recycling for items such as laptops and batteries.

LANDLORD ENGAGEMENT

Building collaborative relationships with landlords to pursue improvements that require building-level buy-in. In 2025, we launched our Green Lease initiative to evaluate ESG credentials at the start of the lease, establishing a collaborative foundation with partners who share our commitment to sustainable and inclusive buildings.

Beyond these immediate priorities, the Action Plan also evaluates long-term success through several following focus areas, such as water, green building certificates, green travel, and indoor air quality.

Our Amsterdam office was the first to be formally assessed, benefiting from a strong existing relationship with our landlord and a foundation of sustainable building practices already in place.

The improvements rolled out there focused on inclusive furniture and design, alongside waste management enhancements through new supplier and recycling partnerships. Amsterdam is proof of concept. The work now continues across the rest of the portfolio.





ANNA VRTIAKOVÁ
Global Delivery Program &
Workplace Impact Specialist

"Building more sustainable and inclusive workplaces doesn't happen all at once. They're built through listening, experimenting, and ongoing commitment. Impact Workplace is the program we've launched to do that work, with small pilots that ask big questions about designing with sustainability and inclusion at the core."

TRAVEL

Objective 3.0 **Reduce Business Travel and Employee Commuting emissions 61.1% per FTE by 2033 from a 2023 base year.**

Between 2024 and 2025, average travel emissions per FTE increased by 42.47%, the result of the scale of our company-wide gathering at NEXT10. This follows a 192% increase between 2023 and 2024, which was due in large part to the more detailed and granular approach we adopted to measurement that year with the help of our external partner, 51 to Carbon Zero. The trajectory is one we are tracking closely and working to bend.

AVERAGE TRAVEL EMISSIONS PER FTE (T/CO₂)



We recognize that some of the factors driving this figure are outside our direct control: hybrid work norms are still evolving, we continue to assess potential acquisitions that could shift the geography of our team, and our overall office strategy is in flux.

That is why we have structured our travel objective as a long-run target rather than a year-on-year commitment that would be distorted by these variables.

In practical terms, this means our travel emissions per employee need to be approximately 0.1 t/CO₂ by 2033. That is ambitious, and achieving it will require sustained behavioral change, policy enforcement, and smarter travel choices embedded into how we work.

DEPT®'s Global Travel Policy is our primary tool, requiring employees to prioritize train travel over flights where the journey time allows, limiting premium- and business-class travel, and setting expectations around when travel is truly necessary.

In addition to our travel policy, we are developing action plans to understand how our business travel emissions behave, what actions we can take to reduce them, and how we can create greater accountability. In 2026, we will set local targets for teams with higher emissions, linked to an awareness campaign focused on prioritizing rail over air travel and staying in green-certified hotels.

We will formally reassess this objective in five years, once the shifts we have described (in work patterns, office strategy, and team composition) are more settled and quantifiable.

SUPPLIERS

Objective 4.0
77% of suppliers by emissions covering Purchased Goods & Services & Capital Goods categories, will have science-based targets by 2029.

Continuing to reduce our supply chain emissions is a multi-year, multi-stakeholder challenge. We often cannot simply switch suppliers the way we might switch to a renewable energy provider for an office. As a digital agency with a 50/50 focus on technology and marketing, we are deeply embedded in the ecosystems of major SaaS platforms, technology providers, and professional services networks. At the same time, we understand that this reality does not let us off the hook; it shapes how we approach the problem.

With many businesses having committed to making a significant reduction in their carbon footprint by the end of the decade, 2025 marked an important halfway point. As multiple experts have pointed out, the impending 2030 deadline has put supply chain emissions and practices under increased scrutiny as businesses prioritize them further.

Our strategy here is influence over avoidance. In 2025, we continued to apply our Sustainable Procurement Process to assess suppliers, provide capacity-building resources, and prioritize relationships with those committed to improving their own environmental performance. Here, we are particularly focused on supporting the 10% of our supplier base that currently lacks key environmental initiatives, helping them to set their own science-based targets and progress toward the “advanced” category of climate maturity. We also deploy specialized annual supplier questionnaires to track climate compliance on a more regular and ongoing basis.

Scope 3 is where the real heavy lifting is. For most businesses of our size and type, supply chain, business travel, and commuting emissions collectively represent the largest share of the carbon footprint, and DEPT® is no exception. In 2025, we reduced our total Scope 3 emissions to 9,676.30 t/CO₂, a 8.05% reduction from 10,524.00 t/CO₂ in 2024.

SCOPE 3 (T/CO₂)



51%
of suppliers measuring their Carbon Footprint with SBTi-approved targets.

2%
of suppliers measuring their Carbon Footprint with SBTs in the process of validation

2%
of suppliers measuring their Carbon Footprint with formal reduction targets

1%
of suppliers measuring their Carbon Footprint

4%
of suppliers with some environmental initiatives in place, but not measuring their Carbon Footprint

6%
of suppliers with no environmental initiatives in place

We are also beginning to look more seriously at a particular focus area within Scope 3 that requires longer-term investment: IT and e-waste management. Our team has spent the past year incorporating a circular IT Lifecycle model to our IT and e-waste management systems, to prioritize longevity and responsible disposal. Through this model, we have been able to extend the lifespan of our hardware through internal repurposing and disposal and donation partners.

Overall, our continued efforts to improve our supply chain management are in line with the experience of companies with similar goals. Despite Scope 3 being the largest portion of every business's carbon footprint, only 38% of companies measured their Scope 3 emissions in 2024.

We take heart in the fact that we're in this minority of businesses taking actionable steps to address it and will continue to report on it transparently, act on what we can influence, and be honest about where the limits of our current capability lie.

GOVERNANCE

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We continue to strengthen and evolve our governance practices at DEPT® to meet the growing expectations of our stakeholders, regulatory landscape, and the rapidly changing digital environment.

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 (i.e., the Executive Team) and a Supervisory Board.

There were no changes to our Management Board or Supervisory Board in 2025.

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 Global Chief Development Officer (CDO) holds the ultimate operational accountability for our Impact Strategy and its execution. Reporting to the CDO, our Global Head of Impact & Inclusion 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.

Executive compensation is overseen by the Remuneration Committee of the Supervisory Board. Each executive team member is eligible for an annual performance incentive, and each executive has specific individual targets to meet to be eligible to receive this discretionary bonus, awarded by the Board of Directors. Within this, 10% of the annual performance incentive is tied explicitly to ESG metrics.

This 10% figure reflects a refining of the performance indicators included under the category of those tied to social and environmental objectives. Previously, we had included more expansive indicators that are better suited for their own category.

Lastly, the Audit Committee of the Supervisory Board oversees the group-wide control framework, DEPT®'s enterprise risk management process, and CSRD compliance and readiness activities.

MANAGEMENT BOARD



DIMI ALBERS
Global CEO



ANDREW DIMITRIOU
Chief Client & Growth Officer



SARAH STEELE
Chief People Officer



FRANK SCHMID
Chief Development Officer



DAVID NEAL
Chief Financial Officer



CARRYN QUIBELL
CEO, AMERICAS



JOANNA TRIPPETT
CEO, EMEA

BOARD MEMBERS

Jerry Buhlmann

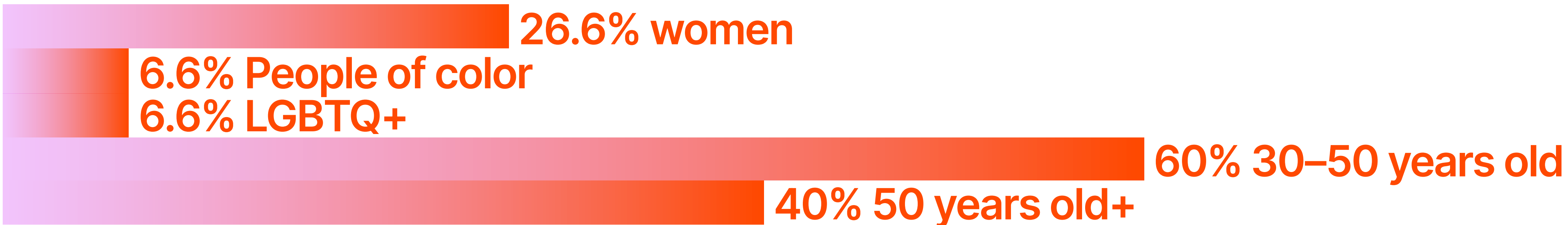
Chair of Supervisory board

Paul Manuel, Bart Manuel, Penny Pritzker Wand,
Thibault Thevissen, Chalres Villet, Andrew Tan

Supervisory board

Dimi Albers, Frank Schmid, David Neal, Carryn Quibell,
Joanna Trippett, Andrew Dimitriou, Sarah Steele

Management board



NOTA BENE

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

EMPLOYEE OWNERSHIP

Employee ownership remains a defining feature of DEPT®'s culture and governance model.

AS OF 2025

20.18% of the company is owned by employees
4.24% of full-time employees hold indirect shares

These changes reflect fluctuations in workforce composition and reduced acquisition activity during the year. While ownership levels shifted, our commitment to shared ownership is unchanged. We believe this model fosters accountability, long-term thinking, and an entrepreneurial mindset across our teams.



INFORMATION SECURITY & PRIVACY

Safeguarding information and ensuring responsible data use remain critical to DEPT®'s operations, particularly as we expand our use of data, digital platforms, and AI-driven technologies across both internal processes and client work.

Our approach is grounded in a combination of formal policies, technical safeguards, and global standards, supported by ongoing training and oversight.

Data security policy & breaches

DEPT® maintains a formal Information Security Management System (ISMS) designed to identify, assess, and mitigate risks related to the confidentiality, integrity, and availability of information.

Dept Holding B.V. is certified under ISO/IEC 27001:2022, reflecting alignment with internationally recognized standards for information security governance and control implementation. The ISMS applies across our shared services and core operational systems and includes controls related to:

- Access management and authentication
- Secure data handling and classification
- Incident detection and response
- Business continuity and disaster recovery
- Third-party and supplier risk management

Security risks are managed through a combination of organizational and technical measures, including role-based access controls, multi-factor authentication, endpoint protection, and continuous monitoring. These controls are regularly reviewed and updated to address emerging risks, including those associated with AI-enabled threats and increasingly sophisticated social engineering techniques.

To support consistent handling of incidents, DEPT® has established a Data Breach Action Plan and a structured Data Breach Step Plan. All employees are required to report suspected incidents. Reported cases are assessed by the designated Data Breach Team, supported by the Data Protection Officer (DPO), and managed in accordance with defined escalation and response procedures. Where required, incidents are documented and reported in line with applicable regulatory obligations, including GDPR.

Employees receive mandatory training on information security as part of onboarding and through recurring annual programs. Training covers topics such as phishing, business email compromise, authentication fraud, and AI-related security risks.

In 2025, DEPT® did not record any material data breaches or reportable information security incidents.

Data protection policy & breaches

DEPT® is committed to protecting the personal data of clients, end users, and employees through a global privacy framework aligned with the General Data Protection Regulation (GDPR), which continues to serve as our primary benchmark for data protection across all regions.

As in previous years, this framework defines how personal data is collected, processed, stored, and shared, and is supported by a set of global policies and procedures, including:

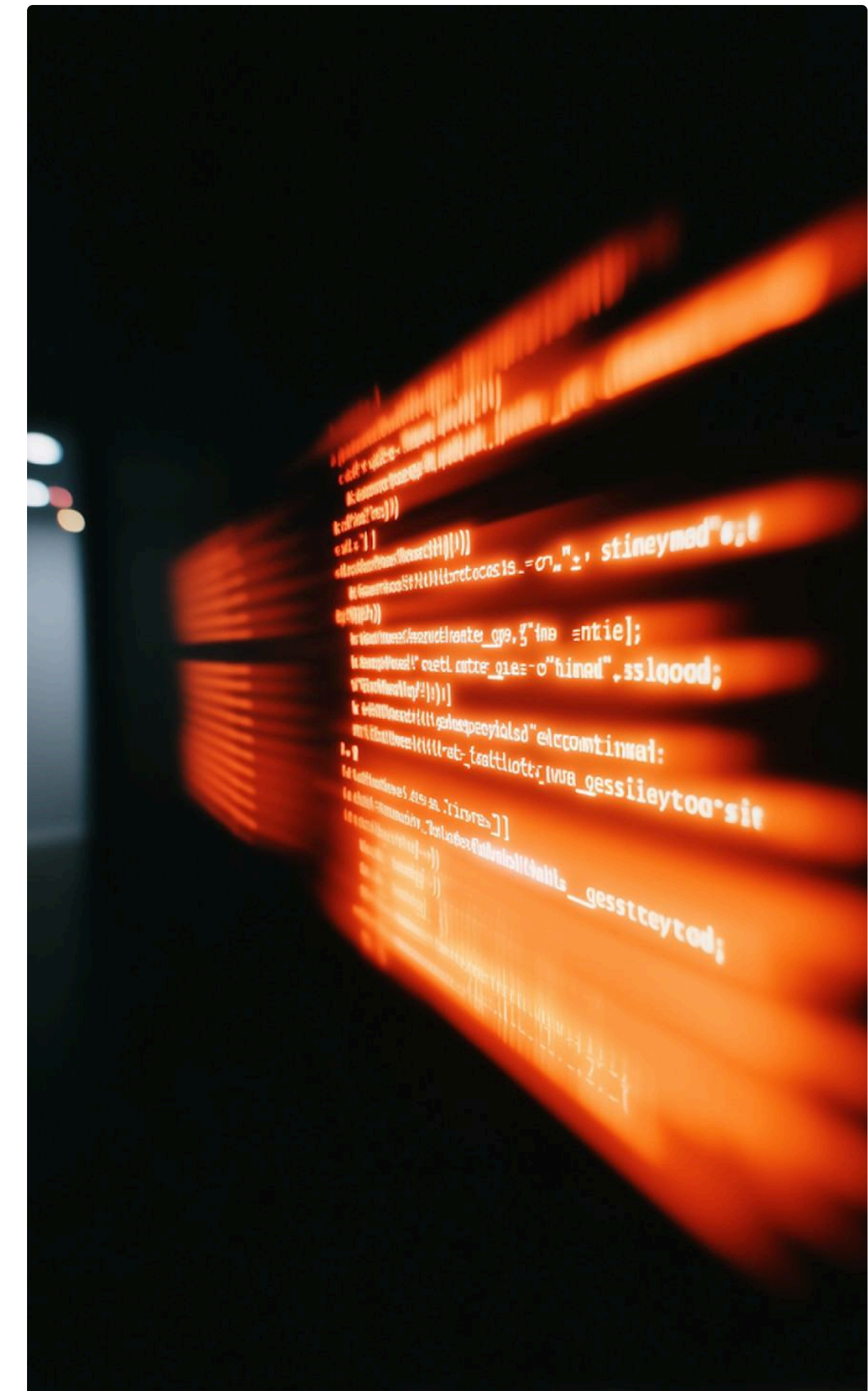
- A Global Privacy Policy, guiding employees and data users on compliant data handling practices
- A Global Privacy Statement, publicly available, outlining how personal data is processed for website visitors, clients, and candidates
- A Global Employee Privacy Notice, providing transparency on how employee data is managed

Within client engagements, DEPT® typically acts as a data processor, while clients act as data controllers. Responsibilities are clearly defined through data processing agreements, ensuring compliance with applicable data protection laws and clarifying roles related to data use, storage, and security.

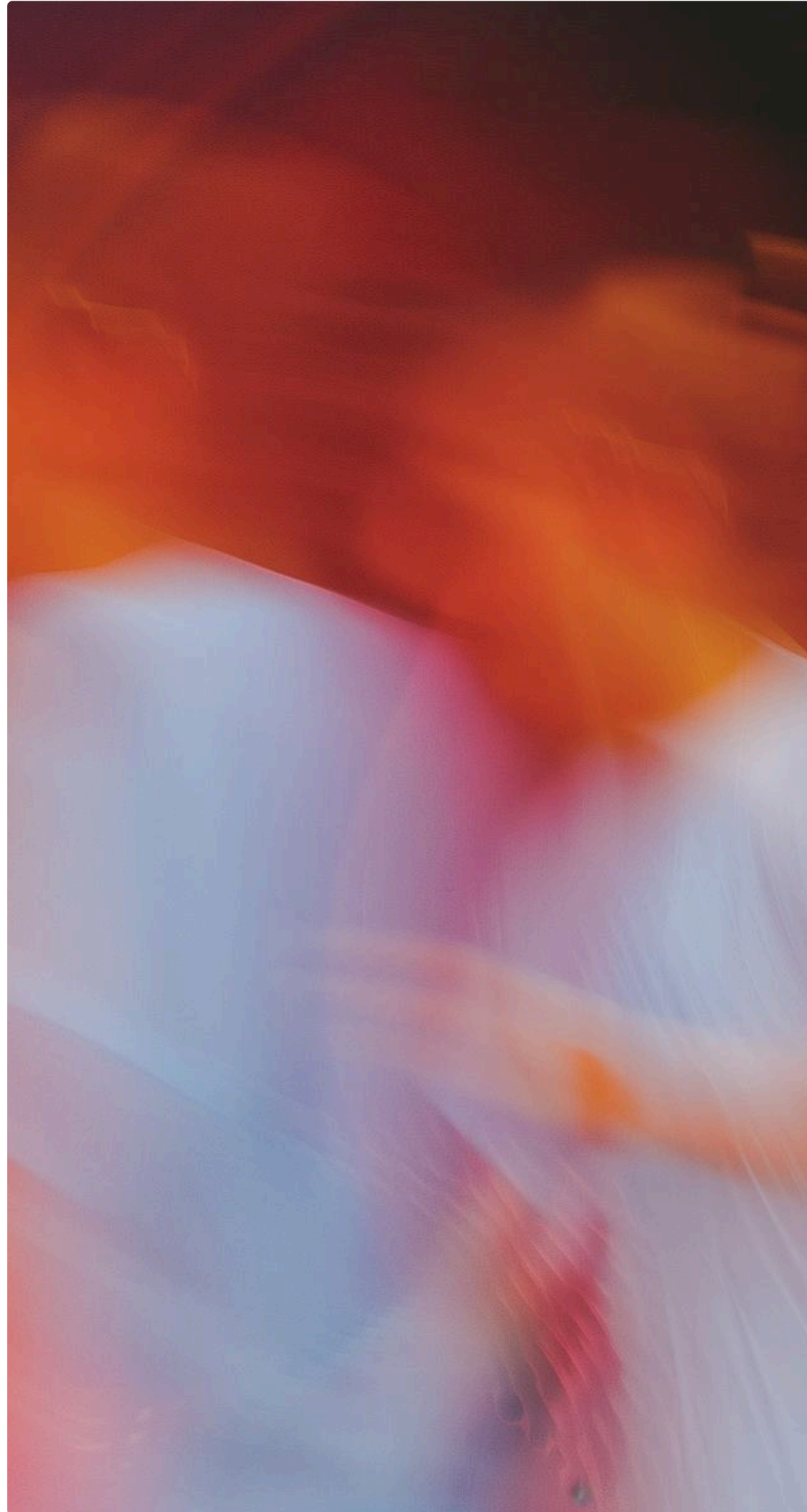
To further support responsible data use, DEPT® integrates privacy considerations into our broader governance of digital and AI technologies. This includes applying principles such as transparency, data minimization, and purpose limitation when designing and delivering client solutions.

Employees receive mandatory privacy training covering GDPR requirements and their practical application within day-to-day roles. This ensures that individuals understand both their responsibilities and the implications of data protection in client work.

In 2025, DEPT® did not identify any material breaches related to consumer data protection or privacy.



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 addition 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, in 2025 we continued our commitment to professional development by delivering mandatory training that employees complete during onboarding (and typically annually, thereafter). These modules address the core ethical and operational topics material to our business:

Information Security & Privacy: 95% completion

AI Literacy: 81% completion

Anti-Corruption, Ethics & Bribery:

84% completion

Diversity, Equity & Inclusion: 79% completion

Additional training is delivered to groups across DEPT® as relevant based on the applicability of the topic, relevant laws, and risk. These include trainings such as:

Sexual Harassment Prevention

Fraud training for credit card users

Data Protection & Privacy

DEPT® has a dedicated Privacy Counsel and Data Protection Officer (DPO) responsible for maintaining and overseeing our global privacy program, supported by specialized resources in information security and technology. These functions work together to ensure that third-party vendors undergo appropriate due diligence and that robust privacy and security controls are embedded within the technologies used at DEPT®.

In addition, DEPT® has developed and implemented a group-wide data protection framework, which we continue to refine over time. This includes policies and processes for maintaining records of processing activities, reporting and managing privacy and security incidents, putting data processing agreements in place with clients and vendors where needed, and carrying out key privacy impact assessments.

Our Global Privacy Policy guides employees and anyone handling information on how to manage, store, and process personal data in line with organizational, client, and legal requirements. The Global Employee Privacy Notice explains internally how we collect, use, and protect employees' personal data, as well as their rights, supporting transparency and GDPR-aligned practices. We also monitor how emerging technologies, such as AI, impact data protection and privacy governance, and have developed Global AI Guardrails to guide employees on how to handle data securely when using AI.

Speak-Up and Grievance Procedures

To ensure every Depster has a secure and reliable way to voice concerns, we maintain two foundational global policies. These are supported by various local procedures tailored to regional legal requirements, such as the Dutch Whistleblowing Protection Act.

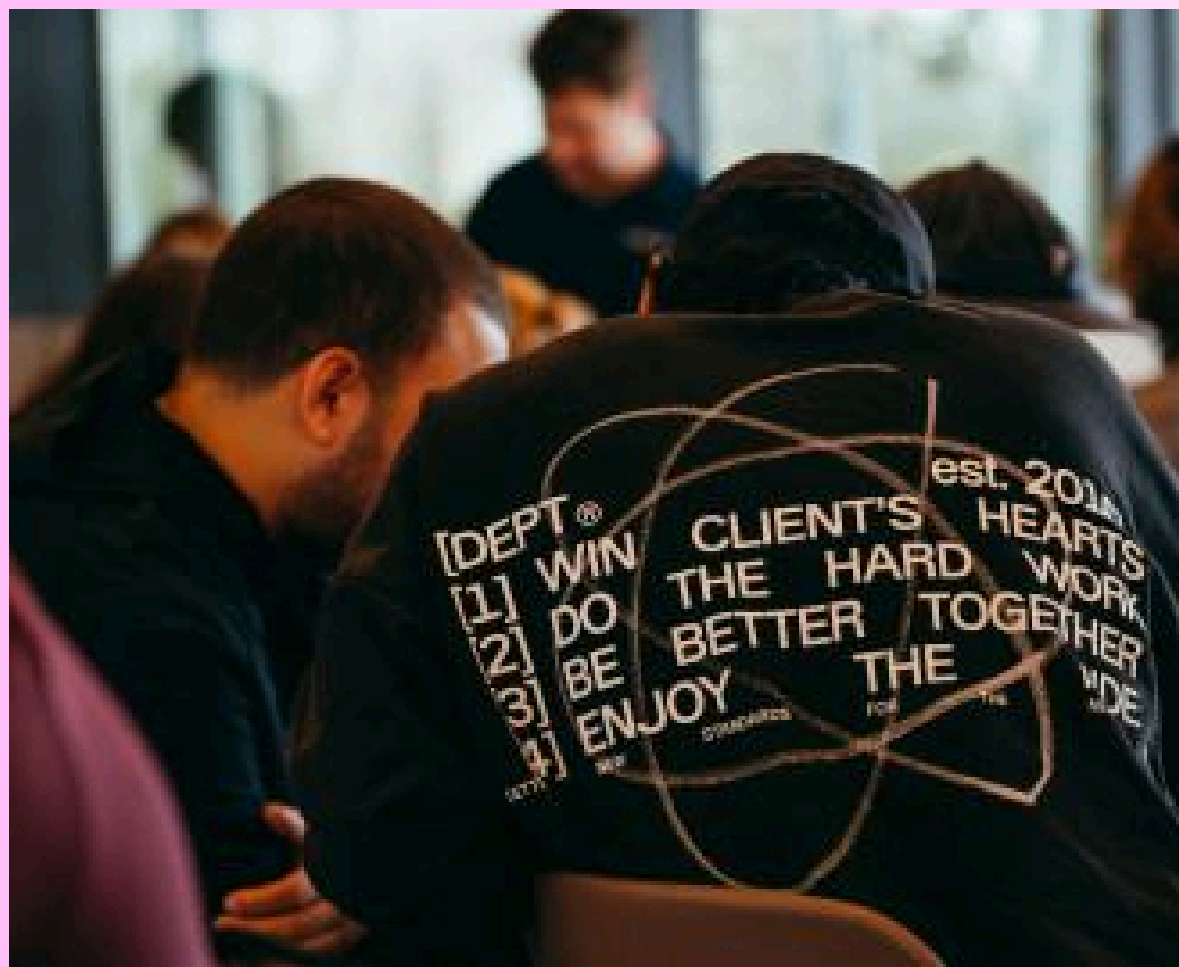
Our Speak Up Policy has been expanded in 2025 to empower a broader group of reporting persons, including current and former employees, job applicants, trainees, and suppliers, to report suspected misconduct. The policy can now be found publicly on our website. This framework provides clear pathways for reporting legal violations, Code of Conduct breaches, conflicts of interest, and specific issues such as data privacy violations, fraud, or health and safety concerns. We guarantee full anonymity for those who prefer it and strictly prohibit any form of retaliation against individuals who come forward in good faith.

Complementing this, our Global Grievance Policy, updated May 2025, provides a structured approach for resolving work-related disagreements. We encourage an informal, open dialogue as a first step, but provide a formal Appeals Procedure overseen by independent investigators to ensure fairness and impartiality for all parties involved.

Under our updated 2025 standards, we have committed to greater transparency and efficiency, including a 7-day acknowledgment window and a 3-month feedback period for all reports. Both policies are accessible to all via our Global Handbook, which now includes a standardized reporting form to ensure consistency. Throughout 2025, no critical concerns were reported to the management or supervisory board.

LOOKING AHEAD

As we close this year's Impact Report, one thing is clear: Impact is not a parallel agenda at DEPT®. It is a design choice in how we build and how we grow.



In 2025, that belief became more tangible. We have strengthened our governance, prepared for a new wave of regulation, advanced our climate commitments, and continued to build a more inclusive organization. At the same time, we didn't hit every target we set. That matters. Because credibility in this space comes not from perfection, but from transparency and the willingness to adjust.

What gives me confidence is how our organization responds. The real engine of progress at DEPT® is not a single program or policy. It's the thousands of decisions made across our teams every day. It's how we design products and campaigns, apply technology, advise clients, and treat one another.

A major element going forward is also how we harness AI, not just as a productivity tool, but as a genuine force for good. At DEPT®, we're already seeing what that looks like in practice: more accessible tools, faster climate insights, and hiring processes that are more consistent and fair. But we are also aware of the risks. AI will only deliver on its potential and promise if it's applied with intention.

Our mission is to lead in responsible AI application, using it boldly as an enabler of change, while ensuring it never comes at the cost of our commitments to inclusion, ethics, and sustainability. That is not a side initiative, but central to our Growth Invention strategy and to the long-term relevance of our business.

In 2025, we also took meaningful steps to integrate impact more directly into how we operate. Linking it more tightly to our commercial strategy, our client work, and the systems that support both. That integration will deepen. Because the opportunity ahead is both to balance growth and impact, and to design growth that inherently delivers better outcomes.

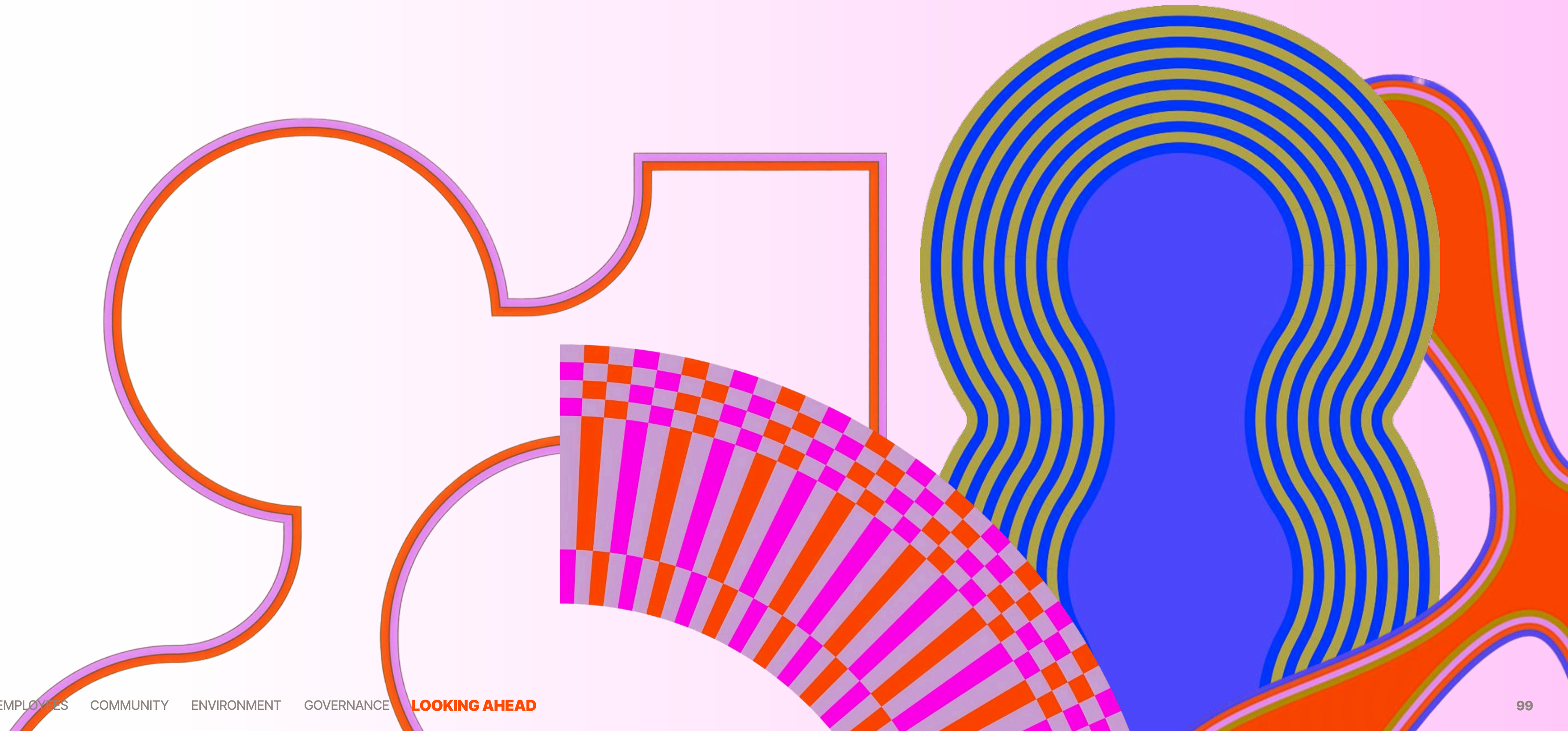
There is still work to do as expectations of business continue to rise. Technology is evolving at pace and the role companies play in society is being redefined in real time. We won't always get every decision right, but we will continue to take responsibility, learn quickly, and move forward with intent.

Thank you to everyone across DEPT® who contributed to this progress. Whether through the work we deliver, the systems we build, or the everyday choices we make, this is a collective effort.

FRANK SCHMID
Global Chief Development Officer



“Progress rarely comes from one defining moment. It is built over time, through consistent, deliberate action. And that is exactly how we will continue to move forward.”



APPENDIX

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
2-1	Organizational details	Included	6-8; 28	-
2-2	Entities included in the organization's sustainability reporting	Included	29	-
2-3	Reporting period, frequency and contact point	Partially included	29; 104	-
2-4	Restatements of information	Included	12; 29; 63; 75; 82; 85	-
2-5	External assurance	Omitted	-	-
2-6	Activities, value chain and other business relationships	Included	6; 74-76	9
2-7	Employees	Included	7-8; 12; 29; 46; 54-56; 61-63	8
2-8	Workers who are not employees	Partially included	8	-
2-9	Governance structure and composition	Included	92-94	-
2-10	Nomination and selection of the highest governance body	Partially included	92-94	-
2-11	Chair of the highest governance body	Included	93	-
2-12	Role of the highest governance body in overseeing the management of impacts	Included	92	-
2-13	Delegation of responsibility for managing impacts	Included	92; 94	-
2-14	Role of the highest governance body in sustainability reporting	Partially included	20-23; 92	-
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	92	-
2-20	Process to determine remuneration related to the board	Included	92	-

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	2-3	17
2-23	Reporting period, frequency and contact point	Included	95-96	-
2-24	Embedding policy commitments	Partially included	95-96	-
2-25	Processes to remediate negative impacts related to the board	Partially included	96	-
2-26	Mechanisms for seeking advice and raising concerns	Included	96	-
2-27	Compliance with laws and regulations	Omitted	-	-
2-28	Membership associations	Included	17-18; 29	-
2-29	Approach to stakeholder engagement	Included	23	17
2-30	Collective bargaining agreements	Omitted	-	-
3-1	Process to determine material topics	Included	20-22	-
3-2	List of material topics	Included	22	-
3-3	Management of material topics	Omitted	-	-
302-1	Energy consumption within the organization	Included	13; 84	13
302-2	Energy consumption outside of the organization	Omitted	-	-
302-3	Energy intensity	Included	13; 84	13
302-4	Reduction of energy consumption	Included	13; 80-84; 86-88	13
302-5	Reductions in energy requirements of products and services	Omitted	-	-
305-1	Direct (Scope 1) GHG emissions	Included	81; 83-84	13
305-2	Energy indirect (Scope 2) GHG emissions	Included	81; 83-84	13

GRI STANDARD DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORTED	PAGE NUMBER	SDG ALIGNMENT
305-3	Other indirect (Scope 3) GHG emissions	Included	13; 26; 85-88	13
305-4	GHG emissions intensity	Included	13; 84	13
305-5	Reduction of GHG emissions	Included	26; 79-86	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	89-90	-
308-2	Negative environmental impacts in the supply chain and actions taken	Included	89-90	12
401-1	New employee hires and employee turnover	Partially included	46	8
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Included	46-53	8
401-3	Parental leave	Partially included	47	8
402-1	Minimum notice periods regarding operational changes	Omitted	-	-
404-1	Average hours of training per year per employee	Omitted	-	-
404-2	Programs for upgrading employee skills and transition assistance programs	Included	50-52	-
404-3	Percentage of employees receiving regular performance and career development reviews	Partially included	52	4
405-1	Diversity of governance bodies and employees	Included	56; 61-63	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	75-76	-
414-2	Negative social impacts in the supply chain and actions taken	Included	74-75	12



**QUESTIONS OR FEEDBACK?
REACH OUT TO POOJA DINDIGAL,
GLOBAL HEAD OF IMPACT.**

Illustrations by Petra Péterffy

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