

DEPT

FY 20 Impact Report

The future is
ours to create

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This report reflects the impact made by Dept in 2020.

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A letter from our CEO

What I love about being in a business like Dept today versus when I started fifteen years ago is the fact that the generation of young people that have joined and continue to join the company are so strongly driven by the combination of creating great work for our clients and making a positive impact on the world. Every day, they challenge our leadership and myself to make this happen, and to have it engrained in who we are and what we do. Some people are cynical about the world becoming a better place. For me, it is the exact opposite. Today's generation - more than ever - wants to make this world a better, more sustainable place for people and the environment. We should not relent until we create progress and a positive impact in everything we do.

This is why our mission to become the best digital agency in the world goes hand in hand with becoming the best digital agency *for* the world. It is our strong belief that we cannot be one without the other. Being the best for the world means building a company that has a positive impact on our people, our clients and society at large. We want to be as sustainable, diverse and well-governed as we can be. For ourselves because it's the right thing to do. For our clients because we believe it will bring them the most value in the long run and that increasingly, they expect it from us. We believe that together we can fight climate change and contribute to the transition to an inclusive and fairer economy.

We understand that these goals are lofty, and that they are easy enough to announce but perhaps more difficult to turn into action. With that in mind, we have written our first Impact Report. To share with the world what we have achieved already, and to show our plans to build an even better, more sustainable Dept over the coming years.

A handwritten signature in white ink, appearing to be 'D. Albers', written on a dark background.

Dimi Albers
CEO

DEPT

Our impact in 2020

02



Living in an extraordinary time

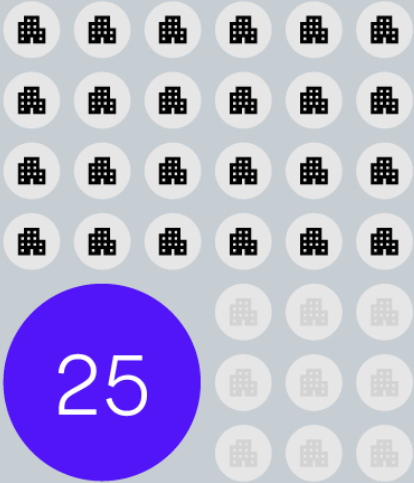
Dept is the digital agency for creativity, technology and data. We help our clients build and accelerate their business by creating leading digital products, services and campaigns. Our team of over 1500 experienced thinkers and makers span 13 countries across Europe and the Americas.



Dept in figures

Total # FTE

1,316



Total number of offices

Total number of projects (2020)

3 9 0 1

Total revenue

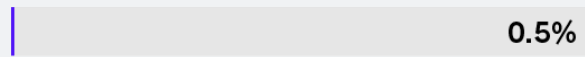
€190,725,000

Awards won (and counting)

46 47 48 49

Clients

% of pro bono work



0.5%

*estimate, exact data available in 2021

Client satisfaction



8.1

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

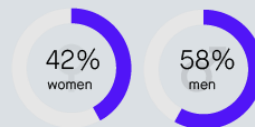
Community



8.4

Specific score on freedom of opinion

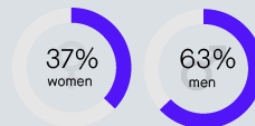
Gender diversity within Dept



42% women

58% men

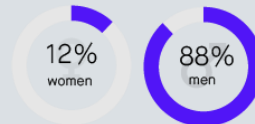
Gender diversity in management positions



37% women

63% men

Gender diversity in tech jobs



12% women

88% men

In total we gave away

>1,300 hours

to purpose-driven organisations

Depsters

Depster satisfaction

measured via anonymous engagement surveys in Peakon that are distributed at least once a year amongst all Depsters



8.2

Specific score on goal setting



8.4

Specific score on personal growth

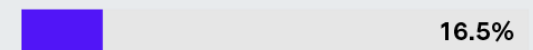


7.6

Hours of training per month, on average

4 hours

Turnover rate



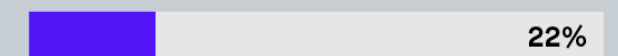
16.5%

Absenteeism



3%

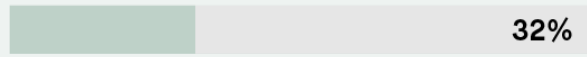
Governance



22%

of our shares in the company are held by employees

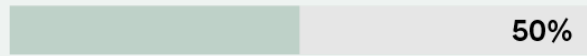
Environment



of office space is Green Building accredited



of work for clients that run on green hosting infrastructure



of systems run on green hosting infrastructure

Total CO₂ footprint

5,524 t/CO₂

Average travel emissions per FTE

0.12 t/CO₂

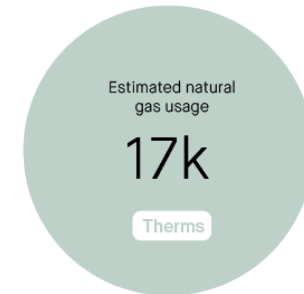
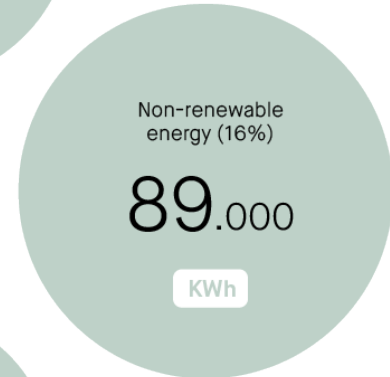
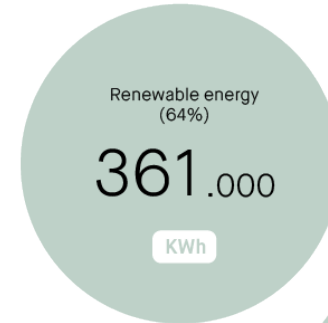
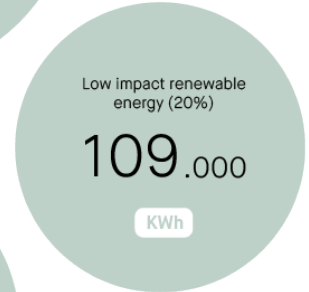
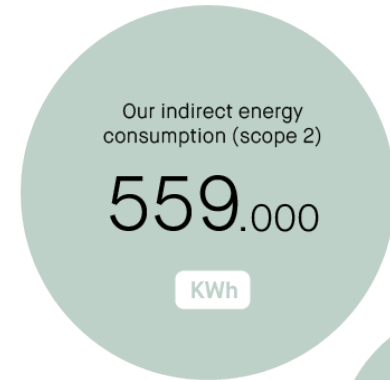
CO footprint per FTE (2019):

7.0 t/CO₂

CO footprint per FTE (2020):

4.5 t/CO₂

We are 100% climate neutral



DEPT

Our impact strategy

03



Impact vision and mission



We are building Dept to be the best digital agency we can be, for the world. Today we woke up in a digital reality. One that holds solutions to the world's biggest challenges. Technology is changing how people interact. How products and services are imagined, created and delivered. It is transforming and reshaping businesses, economies and life itself. Even so, digital technology is challenging some of the world's biggest problems - from climate change and inequality to environmental degradation. It makes cities smarter, supply chains shorter and consumption more conscious.

And because technology is what we do, we want to help our clients unlock digital power for their sustainability challenges. This is how we can make the biggest impact as an agency. Sustainability is becoming part of our way of working.

Our clients don't have to ask for it - it is integrated in our processes and services. Every project is a potential impact project.

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We will be the best for the world on three levels:

Climate

We want to protect the climate: we are carbon neutral today, and want to be carbon negative by 2023. We will remove more carbon from the atmosphere than our organisation emits each year.

01

Impactful work

We want to accelerate responsible production and consumption via the work we do for our clients: in 2023, projects with a positive social or environmental impact will compose more than 15% of our total revenue.

02

Diversity, Equality & Inclusion

We want to be a diverse, equal and inclusive organisation: by 2023 our workforce will be a solid representation of society at large and more than 40% of our managers are female or nonbinary.

03

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② Becoming part of the B Corp movement

To underline our ambition to become the best agency for the world, and to know we are heading in the right direction, it is our goal to become B Corp certified. Certified B Corporations are leaders of the global movement of organisations using business as a force for good. B Corporations meet the highest standards of overall social and environmental performance and transparency. Becoming part of the B Corp movement helps us to show the world how to use the power of business to solve social and environmental problems.



Impact strategy

To emphasise our commitment to the B Corp movement, we have built our Impact strategy around the five pillars of the B Corp Impact Assessment: Governance, Workers, Community, Environment & Customers.

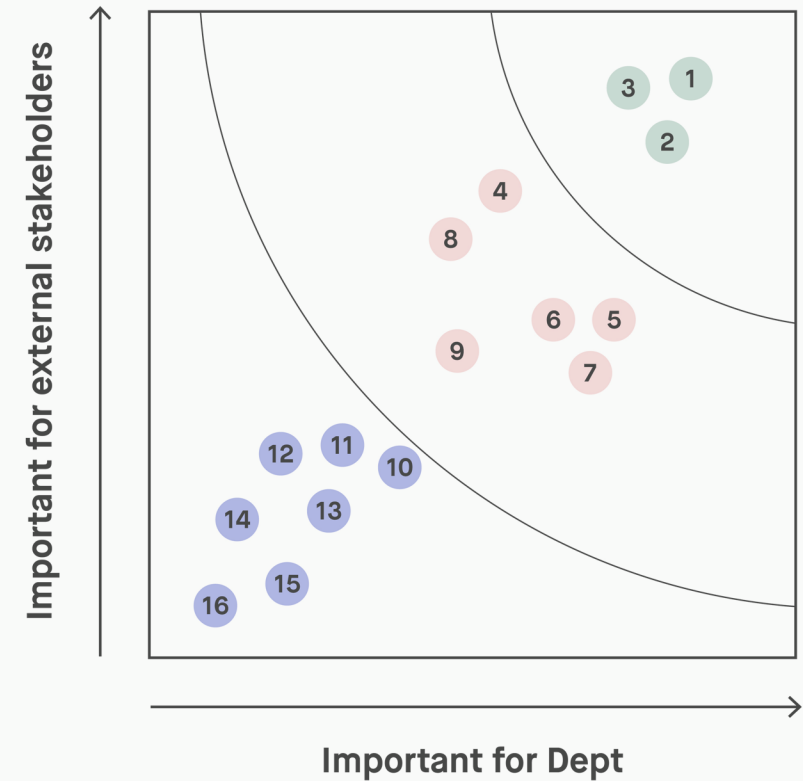
Our ambition	We want to be the best agency in the world, and for the world.				
Our impact pillars	Climate protection	Impactful work	Diversity, equality & inclusion	Happy Depsters	Responsible Governance
Our main goals	By the end of 2023 Dept is Carbon net negative	By the end of 2023 projects with social/ environmental impact are >15% of our total revenue	By the end of 2023 >40% of managers are female and 75% of our regions use faceless recruitment	<i>integrated in regular business processes</i>	<i>integrated in regular business processes</i>
B Corp Pillars	Environment	Customers	Community	Workers	Governance
SDG	13	11, 13	3, 5, 8	3, 5, 8	3, 5, 8, 9, 10, 12

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Focus areas in our impact strategy

As highlighted in our Impact strategy, there are three areas where as a digital agency we can make the biggest impact with our people, our creative and digital services, our operations and our clients. These three impact areas have been selected based on our annual Impact matrix exercise.

Every year we analyse which impact topics are most material for our company. We do this together with a group of Depsters and external stakeholders, which include several clients and our B Corp Advisory Board. The results of these discussions are reflected in both our Impact strategy and annual working plans. See the Dept Impact Matrix to the right.



- **High Impact**
 1. Climate Protection
 2. Responsible consumption & production
 3. Diversity, Equality & Inclusion
- **Compliance**
 4. Sustainable procurement
 5. Working conditions
 6. Talent development
 7. Employee health & vitality
 8. Privacy & data protection
 9. Customer education
- **Low impact**
 10. Corporate giving
 11. Health
 12. Education
 13. Financial literacy
 14. Smart cities
 15. Biodiversity
 16. Water

Responsible governance



Our Board of Directors take full ownership and responsibility for the roll-out of our impact strategy. To activate our impact strategy, they delegated the responsibility for implementation of the five impact programmes (1. Governance, 2. Depsters, 3. Community, 4. Environment, 5. Clients) to different teams and programme owners throughout Dept, making sure the right people are working on the right impact projects within our organisation.

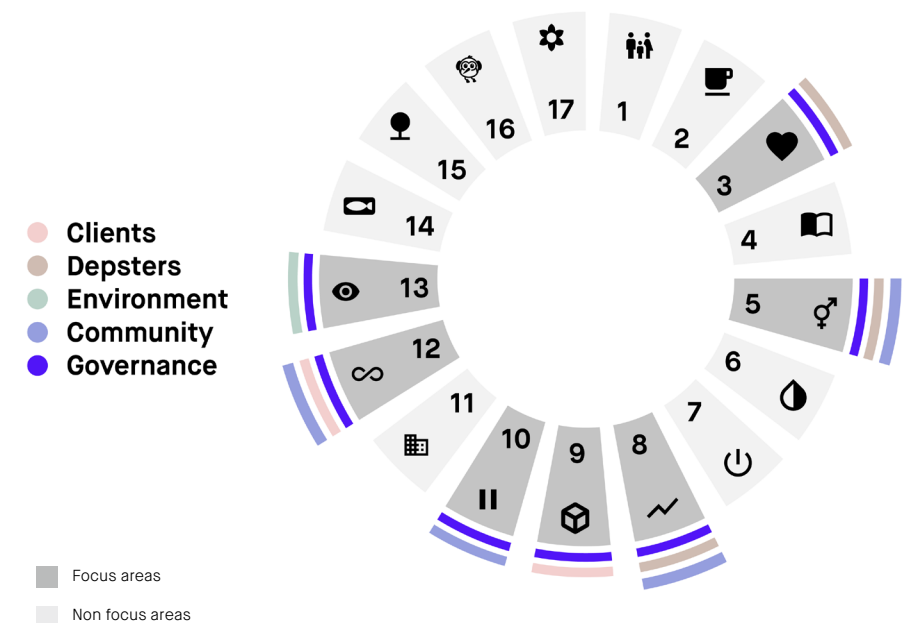
Sustainable development goals

With our Impact work, we aim to contribute to the Sustainable Development Goals of the United Nations. These 17 development goals, set in 2015, provide a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future. Ranging from ending extreme poverty and reaching zero hunger, to mitigating climate change and degradation of land, these goals are set to be achieved by 2030.

Our impact goals

With these 5 impact programmes we contribute to the following Sustainable Development Goals:

- 3:** Good health & well-being
- 5:** Gender equality
- 8:** Decent work & economic growth
- 9:** Industry, innovation & infrastructure
- 10:** Reduced inequalities
- 12:** Responsible consumption & production
- 13:** Climate Action



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Covid-19

FY 20 Impact Report

To write a 2020 impact report is hard without mentioning any developments that have happened since the outbreak of the coronavirus. We are currently living in truly unprecedented times, in which the lives of people, companies, and communities are being totally disrupted. We also are (in)directly impacted by the shifts in the market due to the outbreak and lockdowns.

The world has changed; consumer behaviour and customer priorities are changing and we are working largely from home. As a digital agency, Dept proved to be part of the solution with an increasing part of our work in 2020 focused on creating digital events, creating online fundraisings, building social platforms and helping our clients to digitise at a faster pace.



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Clients

04





Impact proposition

Our client impact in 2020

FY 20 Impact Report

Our definition of impact work is creative work that allows us to contribute to one of the 17 Sustainable Development Goals (SDGs). To maximise our impact, we focused our efforts on a selection of global goals. In 2020 we worked on 40 impact projects, of which >50% contributed to the four goals outlined below.

- SDG 12:** Responsible consumption & production
- SDG 9:** Industry, infrastructure & innovation
- SDG 11:** Sustainable cities & communities
- SDG 3:** Good health & well-being

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“With all the skills we have at Dept, we want to support our customers more and more in making a positive impact on society and the environment. It’s great to see that digital technology, data and design can be used to reduce the ecological footprint or actively create equal opportunities for all. Making the world a little better by simply doing what we do best – that’s great.”

Verena Sandbote,
Managing Director Design & Technology

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The mission for our clients

The nature of our services lends us a tremendous opportunity to contribute to more responsible production and consumption, both by our clients as well as their users/clients. Digitising business in many cases leads to less waste, more efficient processes, and less travel. Digital products can help consumers reduce their footprint, and contribute to a more sustainable and equal society. Digital technology isn't called the [missing Sustainable Development Goal](#) for nothing: it is a transformative force to benefit both people and the planet.

Ten years ago we built the first consumer app for the energy supplier Oxxio to provide better insights to consumers and help them use less electricity and gas. Recently we also helped the US-based agriculture technology start-up Indigo (www.indigoag.com) in their mission to remove 1 trillion tonnes of CO₂ from the atmosphere. Our work with Indigo was three-fold and served to interconnect the marketplace, transport, and settlement branches that make up Indigo's massive global ecosystem. Both examples of how we can use our creativity for good.



We're obviously aware of some of the downsides and risks of digital business and (big tech) platforms, so we're trying to strike the right balance by being as transparent as possible and advising our clients to use these platforms for good. That's why we're pushing mainstream businesses to consider investing in more sustainable digital projects to become more sustainable themselves. This is how we can accelerate the impact of our work, build our portfolio with, and give us a strong position to continue to work with the winners of the future. We also continue to proactively look to work for NGOs or other sustainable businesses to help them build their digital capabilities.

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Our guiding principles for impactful work

FY 20 Impact Report

Sustainability

Sustainability is fully integrated into the way we work for and with our clients; every project is a potential impact project.

Accessibility

Everything we propose to our clients is according to the latest accessibility standards, and is culturally diverse and gender neutral by default.

Efficiency

The solutions we build for our clients promote more efficiency, less waste and help them to grow sustainably.

Pro-activity

We will always proactively offer solutions to every client (on top of the requested activities) that fit into one of the UN Sustainable Development Goals.

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Pushing the world forward, together

We are proud that nearly 9% of our revenue in 2020 came from impact projects like hessnatur and the Irish Health Service Executive (HSE). This shows that we are well on our way to reach our target of 15% by 2023. Based on the data and insights gathered from 40 impact projects executed in 2020, we will embed sustainability even more in our way of working and our proposition in 2021.

To make our impact even more concrete, from 2021 onwards we will start measuring some very interesting impact indicators, including reduction of CO₂ emissions amongst our clients as a result of our projects; reduction of used resources such as paper, and the number of people reached in awareness campaigns via our impact work. The fact that we won 8 awards for our impact work, including JustdiggIt and Honig/Food Bank, is the crown on our work.



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We sharpened the brand and positioning of Germany's most sustainable fashion brand. It was our mission to help the brand show how hessnatur could stand out and position its sustainability values. One of the steps we took to realise this goal was a lifestyle analysis with enriched data from hessnatur on customer and buying behavior.

Case study

hessnatur

FY 20 Impact Report

“You have a great mix of smart and exceptional experts and people. They think not only outside the box and the teams are well managed towards the client, but also offer different perspectives”

Andrea Ebinger, CEO

DEPT

“One great example: For our digital communication on the topic of the Ecological Footprint, Dept helped us to optimise the user experience. They prepared the content in a new and consumer-friendly way so that the needs of all different target groups were met. With these type of communication projects, we not only push the brand and the sales of hessnatur products, but also educate customers in general about responsible consumption.”

Kathrin Schneider, Director E-Commerce, hessnatur

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Case study

Health Executive Service

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The Health Service Executive (HSE) in Ireland commissioned a Covid-19 Tracker mobile app to help speed up contact tracing. This is where Dept stepped in. Together with HSE, we developed the messaging around the app and designed and built a website and initial social media campaign to promote and explain the app to the entire Irish population.

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Impact education

We are educating our people on how to embed sustainability in their creative and digital solutions for clients. In 2020, we started to develop a sustainability mindset with our creative Depsters. For 2021 and beyond, we will focus on training and educating our salespeople and digital experts on how they can make sustainability a priority, whether it's through sharing our story, measuring the social and environmental impact of our projects or by making an impact with their daily work for our clients.



Storytelling for impact

Making an impact is something we do *for* but also with *our* clients. We want to involve them in our journey to become the best agency for the world. Therefore, in 2020 we set up the B Corp advisory group in which we invited some of our key clients to think with us on our sustainability strategy. In the years to come, we will speed up our storytelling about sustainability and our impact work with and for clients.

“With Dept as our partner, we are pursuing our goal of making Switzerland more climate-friendly. Digital marketing is an essential part of achieving the ambitious goal of sold and implemented projects in the area of solar systems, e-mobility and low-emission heating solutions.”

Renato Mitra, Head of Digital Communications,
Bouygues E&S InTec Schweiz AG

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Depsters

05





Our impact for Depsters in 2020

We embrace diversity and foster inclusion. We value our differences, using them to better connect with each other and our diverse, international clients and their end-customers. It is our ultimate goal to maintain an employee engagement score of 8.2 or higher. Our impact goals to achieve this in 2020 were as follows:

With our Depster programme we support the following goals:

SDG 3: Good Health and Well-Being

SDG 5: Gender Equality

SDG 8: Decent work and Economic Growth

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“Without Depsters, there would be no Dept! One of our keys to building the best agency in the world and for the world is being a people-first organization. With a team that is happy, engaged, growing professionally, and fulfilled by their work, we can make a difference.”

Ayla White,
Director of HR

DEPT

Happy and hungry

We keep Depsters' minds hungry and hearts happy. We want Depsters to feel that the organisation values them and that we are investing in them so they can reach their full potential within Dept. By having a growth mindset, we will be able to keep Depsters engaged and do the best work for top-notch clients by contributing to innovation and staying on the cutting edge.



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Worker benefits

We do everything we can to provide Depsters with better than the basics: we take care of the fundamentals so they don't need to sweat the small stuff. Being a good employer with solid procedures, employee benefits, training and development opportunities, strong mental/physical health, and safety guidance and support all contributes to the happiness of our employees.

Depster satisfaction is measured on a continuous basis. We aim to always score 8,2 or higher on a 1-10 scale. In 2020, we scored well above 8. But we also have team-specific improvement plans in places where we need to improve. We are also focused on employee turnover. Forbes found that the annual turnover rate for advertising is around 30%. Our turnover rate is 16.6%, so almost half of the industry norm. While we pride ourselves on that, we recognise there is still plenty of room to improve.

Health & safety

Within Dept, we maintain a culture of responsible freedom, creating an environment that is flexible and promotes work-life balance. On top of that we provide employees with benefits and perks that encourage and support employee health - to be more productive, creative, and to better deal with the high pressure and pace of agency life in a healthy and sustainable way.

In May 2020 we launched the Dept Wellness Challenge in some of our offices, inspiring Depsters all around the world to get away from their desks on a daily basis and motivate colleagues to do the same. In 2020, 400 people participated in the challenge, which was rolled out globally in January 2021.

Career development

To support our goal of Dept being a great place to grow, in 2020 we developed a Global Job Matrix. Our Global Job Matrix is a flexible tool that helps define each role at Dept with the capabilities and competencies expected in each role. It can be used to measure success within a role, illustrate growth paths within one speciality or across specialities, and serves as the backbone for the learning and development of our people.

Learning and development is a key pillar within our Great Place to Grow strategy. Last year, every Depster had the opportunity to spend half a day per month to invest in internal training. The coming year, we will invest in becoming an even greater place to grow by launching a robust learning and development programme built on the foundation of the Global Job Matrix and the skills Depsters need to work for top notch clients in an ever-changing and evolving digital landscape.

01

02

03

DEPT



“Dept has always been very supportive for helping me grow my teams. I have the freedom to show entrepreneurship: I’ve created business propositions, put them on the market, worked on partnerships and built teams. It’s really great to experience this trust and freedom, and learn so many things along the road. I trust there are many more challenges to come and I will be fully ready to work on these and grow together with the company.”

Leon van Rees,
Head of IT

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Case study

Wellness challenge

“In March 2020 our (working) lives changed from one day on the other. All of a sudden, we worked from home for months in a row, we couldn’t meet friends, and even gyms were closed. It was during those days that we first came up with the idea of a Wellness Challenge: let’s motivate each other to get away from our desks and be active on a daily basis! What started with counting our steps in Ireland has now evolved into a global Wellness Challenge with various categories: from running and cycling to yoga and meditation, and even roller skating.

For each activity a Depster would get a certain amount of points. The top 3 who earn the most points on a monthly basis have won the challenge. But of course, the challenge is not about winning at all, it is about motivating and inspiring each other to get moving and stay healthy. We share motivational quotes, and Depsters post pictures-in-action on Slack. One colleague mentioned the challenge has helped him lose 10 kilo and someone else told us the Challenge is her single motivation to leave the house. In 2020 almost 400 Deptsters from 15 offices participated in the Challenge. That’s what makes us proud.”



Niamh Mcconville
Initiator of the Dept Wellness Challenge

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Community

06



We're committing 1% of our profits to support purpose-driven organisations via donations and pro bono work.

Our community impact in 2020



Dept is dedicated to creating a diverse and inclusive workplace that enables everyone to achieve their full potential. Through education, engagement and investment, we lead the way in creating equal opportunities for all, actively driving change for underrepresented groups across Dept, the businesses we rely on and communities around us. Furthermore, we're committing 1% of our profits to support purpose-driven organisations via donations and pro bono work.

With our community programme we support the following goals:

- SDG 5:** Gender Equality
- SDG 8:** Decent work and Economic Growth
- SDG 10:** Reduced inequalities
- SDG 12:** Responsible Consumption and Production

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“DE&I has become such an important part of the movement for everyone at Dept. Our diversity goals, together with our sustainability ambitions, are the cornerstones of our procurement processes. Working collectively, either within teams or with our suppliers, is second nature to our Dept community and we realize that we have a chance to improve every day. All voices matter and every change counts.”

Yara Schuitema,
Manager Reporting & Group Control

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Diversity, Equality & Inclusion

FY 20 Impact Report



Dept wants to be a company where everyone can be themselves, where everyone has equal opportunities, and where everyone can realise their full potential. To us, actively promoting diversity, equality and inclusion (DE&I) is not only a social duty, but it is a necessity to remain relevant as a company. Different backgrounds and points of view make us stronger as a company. Together, our creative and innovation power grows.

This translates into three company guidelines:

Equal treatment

We have a deep belief that all people must be treated equally in equal cases (Article 2 of the UN Universal Declaration of Human Rights). We want to be proactive and ensure that equal treatment holds true, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation. This is not an exhaustive list. This includes our processes for hiring, promotions, compensation, work assignments or performance reviews, as well as informal situations. We do not shy away from difficult or uncomfortable conversations with each other. This is the only way to move forward and become a more diverse, equal and inclusive workplace.

Equal opportunities

To be an attractive employer for the next generation of talent, being a diverse and inclusive company with equal opportunities for all is a must. The best creative and digital talent cares deeply about these issues, as they should. And we want talented, socially conscious people on our team. By being as open as possible, we will open ourselves to the widest talent pool. By 2023 we are committed to ensuring more than 40% of our managers will identify as female or nonbinary.

Diverse teams

Finally, we make sure the impact of our DE&I efforts go beyond the borders of Dept to our clients and suppliers. We work for the best brands in the world. We believe we simply cannot deliver the world's best work without a team that represents it fully. If we want to work for the best global brands, we need to bring the best diverse team. This way our diverse and creative teams and their work will inspire the biggest brands in the world, and their consumers. The same goes for our suppliers: we always make DE&I part of our discussions and contracts, to be able to invest in diversity upstream through our supply chain as well.

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Equality for all

As part of our DE&I efforts in 2020, we have piloted two new initiatives that we plan to roll out globally in 2021.

The first initiative is faceless recruitment which we used in the UK to fill six new roles. By the time we publish this report, we will have launched faceless recruitment at our offices in the Netherlands as well.

The second initiative is that we added additional demographic information to our HR system that will help us measure our progress in achieving our DE&I goals. It goes without saying that the additional demographic information, amongst others race/ethnicity, gender, and sexual orientation, will be collected anonymously. Other focus areas for 2021 include: promoting gender diversity across management and executives; reviewing our equal pay policies to lessen our gender pay gap, and the launch of a global diversity calendar.

Finally, we will help make tech more accessible. To migrants entering new industries and lives, to people in underserved communities, and to people in areas where the nearest WiFi connection is many miles away.





Melissa Hermitt,
Ops director, Part of the DE&I project team

Case study

Pilot faceless recruiting

“One of the biggest hurdles within Diversity, Equality and Inclusion, in general, is unconscious bias. We started thinking about how we could tackle this challenge within our recruitment processes. So we asked ourselves the question: what would we need to know about a candidate in the first screening phase of recruitment?”

We decided that we actually only needed to have skill-based information (for example work experience, previous employers and education subjects), but no personal information like names, age, gender, where a person lives. It was only in the second phase, when we would have face-to-face interviews, that we would need to have their names. In the first phase, we would call them Candidate 1, 2 and 3.

We started piloting this new approach in September, and since then, we have already filled six roles using faceless recruitment. We received really good feedback from candidates about it as well, as they emphasise that this way of applying for a job makes them feel that they are really gonna get a fair shot at the job. Even more, there was a position for a delivery manager in our UK office that had been open for 18 months. With faceless recruitment, it was filled in within 2 months. Perhaps because faceless recruitment helped us select people that normally wouldn't get through.

Based on the pilot we did, we are now going to roll it out in the rest of the organisation, and even look for recruitment software that can help us professionalise and scale this way of working.”

Corporate citizenship



Over the years we have donated a substantial amount of time and money to creative work for charities and social initiatives. Due to COVID, our monetary donations in 2020 were less than other years (€13.568), but at the end of 2020 we created a formal pledge stating that we will invest 1% of our profit and time to purpose-driven organisations who contribute to one of our three focus areas: Climate protection, Sustainable Consumption and Production, or Diversity, Equality and Inclusion. By focusing on these topics, we can ensure that our efforts have the biggest impact. This will be one of our main promises for the years to come.

In addition, a long-time programme under our corporate citizenship umbrella has been Dept Cares. This is our employee volunteering and giving programme, where we give Depsters the opportunity to support charities that are close to their heart. From donating blood to the UK Health Service to supporting emergency shelters for homeless people in Denmark and Germany. In 2020 more than 1300 hours have been invested by Depsters from all countries to numerous different charities.

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Dept Cares Day

10

Countries

200

Depsters

18

Projects

Every year, we invite our Depsters to donate some of their time and give back to their communities. We pick a date and Depsters across the world (!) volunteer at various initiatives in their hometowns and home countries. We call it Dept Cares Day. On this day, we come together to make a difference. Some of the projects we did:

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Case study

Dept Cares 2020 projects

FY 20 Impact Report



Donating blood to the UK Health Service

James Moar, one of eleven Depsters donating blood in Manchester when it was needed most during the Covid-19 Pandemic.



Virtual workshop for the Powercoders

Holding a virtual workshop for the Powercoders, a coding academy for refugees in Czech Republic, on accessibility on the web and digital marketing in today's world. 5 Depsters and 25 Powercoders were involved. One Powercoder, Abdullah, is now our intern.



Donating to the homeless, Germany

Dept Berlin gathered a large amount of clothing, food and hygiene products and delivered these to the biggest emergency shelter for homeless people in the City.



Helping out ProVeg, Netherlands

With the help of motivated Depsters in the Netherlands, we helped ProVeg raise awareness in getting more people to eat less meat with their 30-day challenge! We helped create a digital marketing campaign and website optimisations for ProVeg NL as a Dept pro bono project.

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Procurement

Our suppliers are important partners in realising impact in our industry: we can make a change in the world by considering how and where we buy our things. In 2020, we started with the development of a robust sustainable procurement system, focused on attracting and rewarding local, green and diverse partners. This system, which encompasses the Dept Business Partner Code of Ethics, a rating and selection process and Green and Diverse Preference programme, will be rolled out in 2021. Ultimately, our engagement with green suppliers should make up a minimum of 30% of all of our material purchases.

Even more, it is our ambition to engage with our suppliers on a regular basis to celebrate our working relationship and offer insights and training across diversity topics and being environmentally positive, either through an event or our training packages.

As with our customers, we will educate our suppliers on their environmental impact and provide information on how they can also reduce their carbon footprint. To accomplish this, we'll put our digital expertise to use and develop an educational webinar which we'll make free and available to suppliers twice a year, free of charge, starting in 2021.

We will assess how we can ensure diversity across a range of suppliers to ensure we are making choices rooted in our goals to receive supply and services from business communities that reflect the diverse world around us. Over time we aim to strengthen our partnerships with our suppliers through training and feedback with the mutual vision of improving diversity and the environment.

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Environment

07



Our environmental impact in 2020



Today, Dept has achieved a net-zero emission status, by optimally reducing our carbon emissions and compensating what's left. But our goals don't stop there. By 2023 we will be carbon negative, removing more carbon from the atmosphere than we emit each year. On top of this, we want to help our clients and suppliers by supporting their own environmental ambitions. In this way, our impact will stretch beyond the bounds of our own company, to those respective communities as well.

With our environmental programme we support the following goals:
SDG 13: Climate Action

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“Digitisation is set to be at the forefront of the fight against environmental degradation. At Dept, we’re proud to be harnessing our digital expertise and creativity to support the fight for a greener future”

Mike Palmer,
FP&A Manager & B Leader

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Implementing change for tomorrow's world

The climate crisis has only become more and more dire. We've understood this for some time and have aspired to become a carbon neutral company for years. Today, we're proud to have taken responsibility for Dept's carbon contributions and to have achieved a net of zero carbon emissions.

We see the fight against climate change is happening all around us. We see an acceleration of the use of renewable energy sources in transportation, heating and industry. We have reached price-parity on solar and wind versus oil, coal and gas for producing electricity.

Furthermore, economies of scale will work in favour of renewable technology. In 15 to 20 years, we'll have made the switch as a society, and emitting carbon will be as old-fashioned as using a rotating dial phone today.

Dept has always benefited from embracing societal change, whether it was mobile phone vs PABX, cloud computing vs owned data centers, or train vs car transport. The shift to complete carbon-neutrality will be no different. By reaching that sooner than later, we'll reap the biggest benefits in contributing to the solution of the climate crisis, building a meaningful corporate image, being inspirational to our clients, and saving costs.

Today, Dept has achieved a net-zero emission status, by optimally reducing our carbon emissions and compensating what's left. But our goals don't stop there. By 2023 we will be carbon negative, removing more carbon from the atmosphere than we emit each year. On top of this, we want to help our clients and suppliers by supporting their own environmental ambitions. In this way, our impact will stretch beyond the bounds of our own company to others and to those respective communities as well.

Green building



Dept has 25 offices spread across the globe. Of these, three have become Green Building accredited in 2020, an achievement that is measured according to square footage. Next year, we will choose additional offices, and lobby current landlords to get 50% of our office space green building accredited by the end of 2021. Dept is continuing to grow and it is all but inevitable that we will expand to even more offices. Even so, we will build on our short term Green Building Accreditation goals to get 70% of our office space, including future ones, accredited by the end of 2023.

Furthermore, prior to the pandemic, we were very proud of several green initiatives we had implemented in our offices. The majority of our offices follow local guidelines for recycling, we made use of a variety of sustainable office snack providers across at least three countries, and meatless Mondays for office luncheons were instituted. These initiatives will return once we are able to fully re-open our offices.

Green travel



Travel is single handedly the biggest contributor to our carbon emissions. The average carbon footprint per employee in 2020 was 0,12 tonne. However, due to the ongoing pandemic this is not a representative figure. We will therefore use 2019 as a baseline year, with an average CO₂ footprint of 3,52 tonne per FTE - a number that is comparable with other creative agencies.

From 2021 onwards, we will roll out a detailed plan of initiatives designed to progressively reduce our travel emissions with 7% YoY. Initiatives in this plan will include subsidies to incentivise public transport for employees, a flexible work from home policy, facilitation of online communication for work with clients, use of carbon neutral-committed travel firms regardless of cost and, finally, mandating employees' travel by electrified train routes when possible.

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We're a climate neutral brand

CO₂ management & offsetting our carbon footprint

In 2020, we entered into a partnership with Climate Neutral, a US-based non-profit that helps companies measure their carbon emissions and facilitates carbon offsetting. Our US operation achieved Climate Neutral certification in April 2020 and the rest of Dept became a Climate Neutral brand in March 2021.

Since committing to Climate Neutral, we've digitised our carbon footprint by capturing all the relevant data across our locations and creating a dashboard that will help us to maintain a running tally of our carbon emissions (and reductions) year after year.

We have measured and offset 100% of our 2020 carbon emissions of 5,524 tonne CO₂ as well as committing to our own progressive travel emission reduction plan with the long-term goal of becoming carbon negative by 2023. Although our verified footprint is 5,524 tonne CO₂, we offset 7,000 tonne. This to account for agencies that joined Dept in Q1 of 2021 and therefore haven't been officially incorporated in the footprint calculations.

We offset our carbon footprint via partner Terra Neutra by investing in one of their projects in Kenya: the Hafadhi Livelihoods Cookstoves projects in Embu and Tharaka Nithi Counties. Access to energy is limited in parts of Kenya, meaning rural households are dependent on local biomass from forests. Kenya loses 18,000 hectares of forest per year, while it only has forest cover of less than 8%. By investing in the Hifadhi project, we contribute to providing poor households with affordable, clean and efficient cookstoves that reduce the consumption of firewood and to emit less smoke with multiple social and environmental impacts.

Environmental awareness for clients



We are digital creators but we are also people-first helpers. We will educate our customers on their own environmental impact and provide information on how they can also reduce their carbon footprint. To accomplish this, we'll put our digital expertise to use and develop an educational webinar which we'll deliver to our clients twice a year starting in 2021.

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Case study

Carbon Neutral Hosting with Microsoft Azure

Hosting our IT load and the digital platforms we build for our clients is one of the largest energy consumers of our business. To make sure we do this in the most climate- and environmentally friendly way, we started moving all our systems to the cloud. We began doing this in the Netherlands a few years ago, and today we are rolling this out in all offices. Already 50% of our own systems run on green hosting infrastructure, and we have an additional goal of reaching 95% by the end of 2021. We also always offer our clients the possibility of green hosting via Microsoft Azure. As a result, 70% of the hosting we do for our clients runs on green hosting infrastructure.

We choose Microsoft Azure because Microsoft has the most ambitious sustainability goal: by 2030, they will be carbon negative, and by 2050 Microsoft will remove from the environment all the carbon the company has emitted either directly or by electrical consumption since it was founded in 1975. Dept is inspired by and fully supports this mission.



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Governance

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Our governance impact in 2020

We realise our ambitions for Dept's impact will never be achieved without a strong foundation: a responsible governance system that takes into account all stakeholders (not only our shareholders). Good governance with distributed ownership of the company, transparency in leadership, clear procedures and decision-making processes, and solid representation of the workforce in institutional works councils are important factors that help us realise lasting impact on society at large.

With our governance programme we support the following goals:

- SDG 3:** Good Health and Well-Being
- SDG 5:** Gender Equality
- SDG 8:** Decent work and Economic Growth
- SDG 9:** Industry, infrastructure & innovation
- SDG 10:** Reduced inequalities
- SDG 12:** Responsible Consumption and Production

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Sustainable governance and ethics

FY 20 Impact Report



“While realising our ambition of becoming a truly global integrated digital agency by 2024, we ensure a healthy balance between growth and profitability and the happiness of our clients and the engagement of our team. Therefore, we commit ourselves to sharing our ownership with a substantial number of colleagues who hold indirect shares in the company.”

Frank Schmidt, COO

In our efforts to be a Good Company, sustainability and ethics have been integrated in our governance processes for years. From our Code of Ethics to our Dept Work Council, which is actively informed about and involved in major organisational decision-making processes. Furthermore, with this first impact report, we are taking our sustainability to the next level and hope to show we take our sustainability programme seriously with this transparency. From 2021 the Board of Directors shall be officially committed to act in good faith on behalf of all stakeholders, for which our shareholders will hold them accountable.

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Worker ownership

FY 20 Impact Report



We believe that by growing our employee ownership, we invest in happier, more committed and motivated people who have a long term interest in the overall health of the company. This fully fits within our Happy People, Happy Clients philosophy. Early in 2020 we redesigned our ownership structure under the new ownership of Carlyle, now approximately 20% of the ownership lies with management. This is a course that we will continue the years to come.

“Mission-led employee-owned firms represent next generation enterprise design. These companies are designed to meet the challenges of the 21st century: ecological crises and growing wealth inequality.”

Marjorie Kelly, co-founder of Fifty by Fifty, an initiative of The Democracy Collaborative

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Summary

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Our impact promises towards 2023

Although making an impact has always been part of our way of working at Dept, 2020 was the year in which we launched our Impact strategy, set clear impact targets and launched the teams responsible for guiding us in this process. With great results, including: our commitment to Climate Neutral; 40 impact projects for clients all over the globe; the start of faceless recruiting, and the launch of Dept Wellness programme. We hope 2021 will be the year in which all of our efforts so far will materialise in B Corp certification.

However, to become the best agency for the world we also commit ourselves to longer term and more audacious goals that inspire us to do even better every year and that inspire others to follow us.

01 Every year we reach a client and Depster satisfaction of 8,2 or higher

02 By 2023, 15% of our revenues comes from impact work

03 Every year, at least 1% of our profit goes to pro bono work and charity donations

04 In 2021, we are carbon neutral and by 2023 we are carbon net negative

05 By 2023, more than 40% of managers identify as female

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GRI Table

The global standards for sustainability reporting

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
102-01	Name of organisation	yes	every page
102-02	Activities, brands, products, and services	yes	6, 9
102-03	Location of headquarters	no	
102-04	Location of operations	yes	6
102-05	Ownership and legal form	no	
102-06	Markets served	yes	6
102-07	Scale of the organization	yes	6
102-08	Information on employees and other workers	yes	6, 29 - 32
102-09	Supply chain	yes	20, 39, 45
102-10	Significant changes to the organization and its supply chain	no	
102-11	Precautionary Principle or approach (ESG risk management model)	yes	13
102-12	External initiatives	yes	42-44
102-13	Membership of associations	no	
102-14	Statement from senior decision-maker	yes	3
102-15	Key impacts, risks, and opportunities (non CSR related)	no	
102-16	Values, principles, standards, and norms of behaviour	yes	9, 21, 39, 57
102-17	Mechanisms for advice and concerns about ethics	yes	57

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
102-18	Governance structure	yes	14
102-19	Delegating authority	no	
102-20	Executive-level responsibility for economic, environmental, and social topics	yes	14
102-21	Consulting stakeholders on economic, environmental, and social topics	yes	13
102-22	Composition of the highest governance body and its committees	no	
102-23	Chair of the highest governance body	no	
102-24	Nominating and selecting the highest governance body	no	
102-25	Conflicts of interest	no	
102-26	Role of highest governance body in setting purpose, values, and strategy	no	
102-27	Collective knowledge of highest governance body	no	
102-28	Evaluating the highest governance body's performance	no	
102-29	Identifying and managing economic, environmental, and social impacts	yes	13
102-30	Effectiveness of risk management processes	no	
102-31	Review of economic, environmental, and social topics	yes	13
102-32	Highest governance body's role in sustainability reporting	no	
102-33	Communicating critical concerns	no	
102-34	Nature and total number of critical concerns	no	

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
102-35	Remuneration policies	no	
102-36	Process for determining remuneration	no	
102-37	Stakeholders' involvement in remuneration	no	
102-38	Annual total compensation ratio	no	
102-39	Percentage increase in annual total compensation ratio	no	
102-40	List of stakeholder groups	no	
102-41	Collective bargaining agreements	no	
102-42	Identifying and selecting stakeholders	yes	13
102-43	Approach to stakeholder engagement	yes	13
102-44	Key topics and concerns raised	yes	13
102-45	Entities included in the consolidated financial statements	no	
102-46	Defining report content and topic Boundaries	yes	2, 13
102-47	List of material topics	yes	13
102-48	Restatements of information	no	
102-49	Changes in reporting	no	
102-50	Reporting period	yes	2
102-51	Date of most recent report	no	

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
102-52	Reporting cycle	no	
102-53	Contact point for questions regarding the report	no	
102-54	Claims of reporting in accordance with the GRI Standards	yes	61
102-55	GRI content index	yes	62 - 70
102-56	External assurance	no	
	Management approach		
103-01	Explanation of the material topic and its boundary/scope	yes	13
103-02	The management approach and its components	no	
103-02	Evaluation of the management approach	no	
	Economic		
201-1	Direct economic value generated and distributed	yes	6
201-2	Financial implications and other risks and opportunities due to climate change	no	
201-3	Defined benefit plan obligations and other retirement plans	no	
201-4	Financial assistance received from government	no	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	no	
202-2	Proportion of senior management hired from the local community	no	
203-1	Infrastructure investments and services supported	no	

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
203-2	Significant indirect economic impacts	no	
204-1	Proportion of spending on local suppliers	no	
205-1	Operations assessed for risks related to corruption	no	
205-2	Communication and training about anti-corruption policies and procedures	no	
205-3	Confirmed incidents of corruption and actions taken	no	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	no	
	Environmental		
301-1	Materials used by weight or volume	NA	
301-2	Recycled input materials used	NA	
301-3	Reclaimed products and their packaging materials	NA	
302-1	Energy consumption within the organization	yes	7, 52
302-2	Energy consumption outside of the organization	no	
302-3	Renewable energy	yes	7
302-4	Reduction in energy consumption	yes	7
302-5	Reductions in energy requirements of products and services	yes	7
303-1	Interactions with water as a shared resource	NA	
303-2	Management of water discharge-related impacts	NA	

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
303-3	Water withdrawal	NA	
303-4	Water discharge	NA	
303-5	Water consumption	NA	
304-1	Operational sites owned, leased, managed in protected areas and areas of high biodiversity value outside protected areas	NA	
304-2	Significant impacts of activities, products, and services on biodiversity	NA	
304-3	Habitats protected or restored	NA	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	NA	
305-1	Direct (scope 1) GHG emissions	yes	7
305-2	Indirect (scope 2) emissions	yes	7
305-3	Other indirect (Scope 3) GHG emissions	no	
305-4	GHG emission intensity	no	
305-5	Reduction of GHG emissions	yes	7
305-6	Emissions of ozone-depleting substances (ODS)	NA	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	NA	
306-1	Water discharge by quality and destination	NA	
306-2	Waste by type and disposal method	NA	
306-3	Significant spills	NA	

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
306-4	Transport of hazardous waste	NA	
306-5	Water bodies affected by water discharges and/or runoff	NA	
307-1	Non-compliance with environmental laws and regulations	no	
308-1	New suppliers that were screened using environmental criteria	yes	45
308-2	Negative environmental impacts in the supply chain and actions taken	yes	50-52
	Social		
401-1	New employee hires and employee turnover	yes	6
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	no	
401-3	Parental leave	no	
402-1	Minimum notice periods regarding operational changes	no	
403-1	Occupational health and safety management system	no	
403-2	Hazard identification, risk assessment, and incident investigation	no	
403-4	Worker participation, consultation, and communication on occupational health and safety	yes	32
403-5	Worker training on occupational health and safety	no	
403-6	Promotion of worker health	no	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	yes	32
403-8	Workers covered by an occupational health and safety management system	NA	

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GRI Standard Disclosure Number	Disclosure Title	Reported (N/A, yes, no, partly)	Page (page number)
403-9	Work-related injuries	no	
403-10	Work-related ill health	no	
404-1	Average hours of training per year per employee	yes	32
404-2	Programs for upgrading employee skills and transition assistance programs	yes	32
404-3	Percentage of employee receiving regular performance and career development reviews	yes	32
405-1	Diversity of governance bodies and employees	no	
405-2	Ratio of basic salary and remuneration of women to men	no	
406-1	Incidents of discrimination and corrective actions taken	no	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	NA	
408-1	Operations and suppliers at significant risk for incidents of child labor	NA	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	NA	
410-1	Security personnel trained in human rights policies or procedures	NA	
411-1	Incidents of violations involving rights of indigenous peoples	NA	
412-1	Operations that have been subject to human rights reviews or impact assessments	NA	
412-2	Employee training on human rights policies or procedures	no	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	no	
413-1	Operations with local community engagement, impact assessments, and development programs	yes	42 - 44

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Speak to the team

We would
love to hear
from you

Should you have any questions about the contents of this document then please don't hesitate to get in touch.

Jozien Ripping
Brand & Impact Manager
jozien.ripping@deptagency.com