



HEADLAND SUSTAINABILITY

Impact Report



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INTRODUCTION FROM OUR CEO



Welcome to Headland's inaugural Sustainability Impact Report, which officially launches our new Sustainability Strategy.



At Headland, we are proud of the business we are today. At 12 years old and with a headcount of 180, we have enjoyed significant growth, both in terms of the clients we work with in the UK and globally, and in the breadth and depth of advice and expertise that we provide to those clients.

That includes the advice we provide on sustainability – be it the role of reputation and engagement in our clients' journeys to net zero, the changing expectations of their stakeholders, shifting policy around their impact on the climate and nature, or how they can play a meaningful role in the equity, diversity and inclusion (EDI) agenda.

Advising our clients in this area with confidence and credibility requires us to look closely at our own impacts, search for opportunities to improve how we do business and address the sustainability issues to which we can contribute meaningfully. This will be central to how we grow our business, earn the loyalty of our expert team, attract new talent, and deliver positive outcomes for clients.

That's why I am proud to be launching Headland's new Sustainability Strategy. Framed by our purpose, this sets out what we want to achieve, backed by targets and actions that will set us up to deliver. These sit across three strategic pillars that will guide how we grow by making positive impact on our people, wider society and the planet.

Our approach to sustainability has been maturing for a number of years and is the amalgamation of a huge amount of hard work from so many of our Headland team, who I would like to take this opportunity to thank. It brings together all our progress and plans including our Science-Based target to align us with the net zero agenda and our journey on EDI.

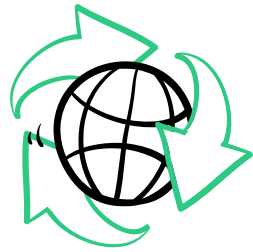
EDI is where we believe we can make perhaps the biggest impact. It's core to how we pursue our purpose. It's how we will build a team that provides the best answers for clients, through collaboration and by drawing on the widest range of perspectives. We have much to do but are proud of our progress so far, from our work with The Blueprint and the Taylor Bennett Foundation, to our partnership with Amos Bursary and our apprenticeship programme.

As we look to the next ten years, the power of collaboration will remain core to our success. It's how we will frame the role we can play and how we bring together clients and our stakeholders to build collaborative advantage by responding to the world's Grand Challenges. You can read more about this in our Collaborative Corporate report, launched in late 2023.

For us, this new strategy is a reset moment. It brings clarity to how we are pursuing our purpose. It also brings accountability. Accountability in ensuring we continue to work towards being a better business, and providing our colleagues, clients and stakeholders with the information they need to hold us to account too.

Dan Mines,
CEO, Headland

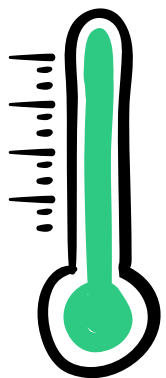
2023 HIGHLIGHTS



Achieved
**Blueprint
Ally
Status**

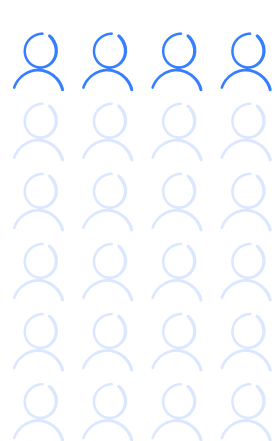
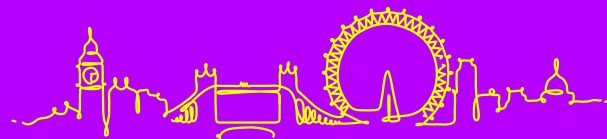


Surveyed our
employees in depth
on **life at Headland**



Set a Science
Based Target
**to align with
a 1.5-degree
world**

Became
accredited as a
**London
Living
Wage
employer**



Grew the
Headland
team by
10%

Supported
a range of
organisations
**through
pro-bono
work**



**MOVED
TO**
100%
**RENEWABLE ENERGY
PROVIDER**

**Confirmed as a zero
waste to landfill business**

Delivered
for clients
on social and
environmental
issues



**Promoted 44 colleagues
and welcomed 43 new faces**

**Donated
£100 for every
Headland colleague
to a charity
of their choice**

**Placed in top
quartile of our
investment partner,
LDC's portfolio
on sustainability
maturity**





OUR PURPOSE

At Headland, our purpose is to champion collaboration and a wide range of perspectives to build reputations for a thriving world.

Our world is rapidly and fundamentally changing, defined by a series of 'Grand Challenges'. The economy is in transition, climate and nature crises are putting us at risk of fire, floods and food insecurity; technology is disrupting businesses and livelihoods; and increasing polarisation means communities can feel like they are fraying at the edges.

To face into this future for ourselves and our clients, in 2023 we set out a purpose fit for the decade ahead that will help us tackle these challenges and help our clients reap the rewards of enhanced relationships, reputation and revenue.

That *purpose* is to champion collaboration and a wide range of perspectives to help build reputations for a thriving world.

In a world where these changes come thick and fast, challenges are more multifaceted, and stakeholders are more complex, we believe the best client answers come from the right combination of experts and perspectives, that ensure we can give our clients a view that truly reflects their external worlds. Our purpose is designed to deliver this.

We welcome people from all backgrounds and empower our people to always challenge the status quo. We do right by society and want to play our part in helping the world to thrive. And we remain fully committed to giving our clients the right team at the right time, to best address the reputational challenges and opportunities they face.

We believe this leads to better work and delivery.

As we live our purpose every day, collaborating across sectors and specialisms, we've continued to outperform the market. We partner with household-name brands and organisations leading change by supporting essential economic development or pioneering sustainability, driving positive change through our expert knowledge and entrepreneurial approach.

As we continue to grow our business, pursue our purpose and meet our sustainability goals, we are building strong governance to set ourselves up for success - the building blocks for progress that help ensure we make decisions, and shape a business that delivers our purpose, achieves our goals and lives our values.



WE CHAMPION COLLABORATION

We believe in the power of collaboration as a driving force for success: ours, our clients', their stakeholders', and the society of which we are all a part.

AND A WIDE RANGE OF PERSPECTIVES

The best advice for our clients comes from diverse, big picture thinking, broad skillsets and experiences, that together help us and our clients to understand and shape where the world is going.

TO BUILD REPUTATIONS

We unlock potential, create powerful communications and influence client decisions, helping them build meaningful relationships with all of their stakeholders.



FOR A THRIVING WORLD

Those relationships are the foundation for a world in which businesses succeed, people from all backgrounds flourish and our climate and nature are protected for future generations.

We are supported in the pursuit of our purpose through our values:

- **Ambitious** – we use our expert knowledge and entrepreneurial approach
- **Collaborative** – we bring out the best in each other and our clients
- **Inventive** – we seek opportunity through originality and creativity

Our purpose, together with our values, frames how we create value for our clients, support our people and grow our business.

It is the starting point from which we have developed our Sustainability Strategy.



A SUSTAINABILITY STRATEGY ROOTED IN OUR PURPOSE



Our sustainability strategy sets out our priorities for action and focuses on the issues that are important to our stakeholders, including clients and employees. It highlights the areas where we will make a contribution and sets us up to continue growing a successful and sustainable business.



We identified these issues through a comprehensive materiality assessment (see appendix). Taking these insights, along with our purpose, we identified three pillars to capture the clear strategic space we want to occupy.

WE CHAMPION COLLABORATION AND A WIDE RANGE OF PERSPECTIVES TO BUILD REPUTATIONS



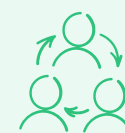
Thriving environment

Measure, manage & reduce our carbon impact in line with a 1.5-degree warming scenario, the Paris Agreement & Net Zero.



Championing collaboration & action

Create value by bringing people and perspectives together, including applying sustainability as a lens on our advice.



Thriving team

Build the most collaborative workplace that welcomes a diverse range of perspectives & helps our people to thrive.

Building a successful and purposeful business through:

Being true to our values: ambitious, collaborate, inventive

Building sustainability into our governance to drive action

Reporting transparently and seek feedback on our performance

We will evaluate our progress every year across this strategy, building out and maturing in areas where we want to go further and remaining agile to respond to rapid changes in the world around us.

01



THRIVING ENVIRONMENT



OUR GOAL:



Measure, manage & reduce our carbon impact in line with a 1.5-degree warming scenario, the Paris Agreement & Net Zero

OUR TARGETS AND PRIORITY ACTIONS

- Reduce absolute Scope 1 and Scope 2 GHG emissions by 42% by 2030 from a 2021 base year and to measure and reduce Scope 3.
- Measure our Scope 3 emissions and continue increasing the percentage of suppliers we work with that have Science Based Targets or high-quality Net Zero Targets.
- Confirmed as a zero waste to landfill business.



ACHIEVED IN FY24

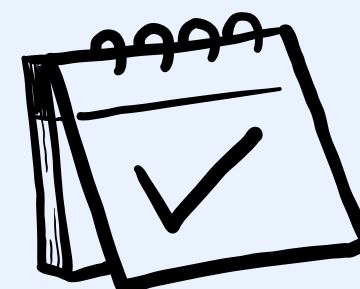
- ✓ Measured our carbon footprint for the second year running to establish a baseline and enhance data
- ✓ Set a Science Based Target to align with a 1.5-degree world and set a net zero roadmap to guide us towards that goal
- ✓ Moved to a 100% renewable energy provider to reduce our Scope 1 and 2 emissions in pursuit of our SBT



OUR 2023 EMISSIONS

Direct Scope 1 emissions due to refrigerants: 2.2 tCO₂e

Scope 2 emissions reported on a market basis: 46.8 tCO₂e



Scope 3 emission accounted for 92.1% of our carbon footprint and were assessed against the following areas:

- Procurement: 412 tCO₂e (73% of Scope 3)
- Employees: 144 tCO₂e (25% of Scope 3)
- Facilities: 15 tCO₂e (2% of Scope 3)

Climate change presents one of the grandest challenges of all to society. Whilst as a consultancy of 180 people our contribution to the world's climate emissions is relatively small, it is important to us, our clients and our people that we play our part. In our materiality assessment 97% of our employees told us that action on climate change from Headland is a priority for them.



Andy Payne, Co-Head of Sustainability

at Headland: “We work with some of the most progressive companies and standard setters in the world when it comes to sustainability, helping them engage with stakeholders and shape their reputation on climate issues. Many clients have ambitious net zero goals and as a part of the supply chain for some of the world’s most successful businesses, we are increasingly asked by clients and prospects, how we are supporting them on their Scope 3 emissions targets.”

This is why we knew that having a Science-Based Target was something we too wanted to put in place. With the help of external consultancy Seismic, we reviewed our Scope 1-3 Carbon Footprint in detail to understand how to reduce our emissions.

In December 2023, we validated and announced our Science Based Target to measure, manage and reduce our carbon impact in line with a 1.5-degree warming scenario, the Paris Agreement and Net Zero. We have a clear pathway and action plan to achieve our climate goals of reducing absolute Scope 1 and Scope 2 GHG emissions by 42% by 2030 from a 2021 base year, and to measure and reduce Scope 3.

To make progress on reducing our Scope 1 and 2 emissions, we have moved to a renewable energy supplier. We are also now officially a zero waste to landfill company.

Scope 3 emissions, as with most businesses, are the most challenging aspect of our footprint to address. Here, collaboration will be key. To hold ourselves accountable in this space, we are working to increase the percentage of suppliers that have Science Based Targets or high-quality Net Zero Targets in place.

This progress and the targets we have set are an important milestone for us in our sustainability journey. It’s not the beginning, but it’s certainly not the end either. We look forward to working with a range of stakeholders to make meeting them a reality.

CLIENT CASE STUDY

Agratas Giga factory

Agratas is Tata Group’s global battery business, created to design, develop and manufacture high-quality, high-performance sustainable battery solutions. The company is pioneering power for future generations by creating clean, green, sustainable battery cells and packs for global customers. Building a business like this from scratch and developing new manufacturing facilities in the UK and India, the team brought Headland onboard to help them engage with local communities, develop and communicate jobs and skills plans to get local people into high paying jobs, and shape their reputation as a world leading battery brand in international media and with political stakeholders. After launching the company in the UK market and confirming Somerset as the location for its UK facility, we helped Agratas to make realise its authentic ‘community-first’ approach, through tailored communications and grassroots engagement. This included delivering an engagement programme that brought more than 600 members of the local community into dialogue through digital and in person events, as well hosting 150 students from Bridgwater and Taunton College to hear more about the jobs and skills opportunities and career paths that will be made available as the facility gets up and running. As well as inspiring and exciting people locally about the plans, keeping them updated and engaged, our work is also supporting the development of the facility through the planning process to ensure Agratas’ battery facility is set up to successfully power the UK’s position as a leading economy in the energy transition.



Felix Mann, Head of Global Corporate Communications for Agratas said:

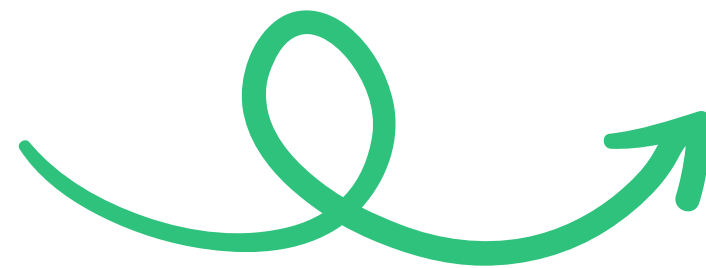
“Headland’s support, hard work and guidance has been crucial to the strong progress we’ve made in setting up our business to play a meaningful role locally, regionally and nationally in the UK. The team’s collaborative approach means they quickly understood our business and what we’re trying to achieve, from engaging residents and businesses around our site, to helping us tell a compelling story on sustainability, and jobs and skills through dialogue with political stakeholders across Somerset and in Westminster and Whitehall.”



CLIENT CASE STUDY

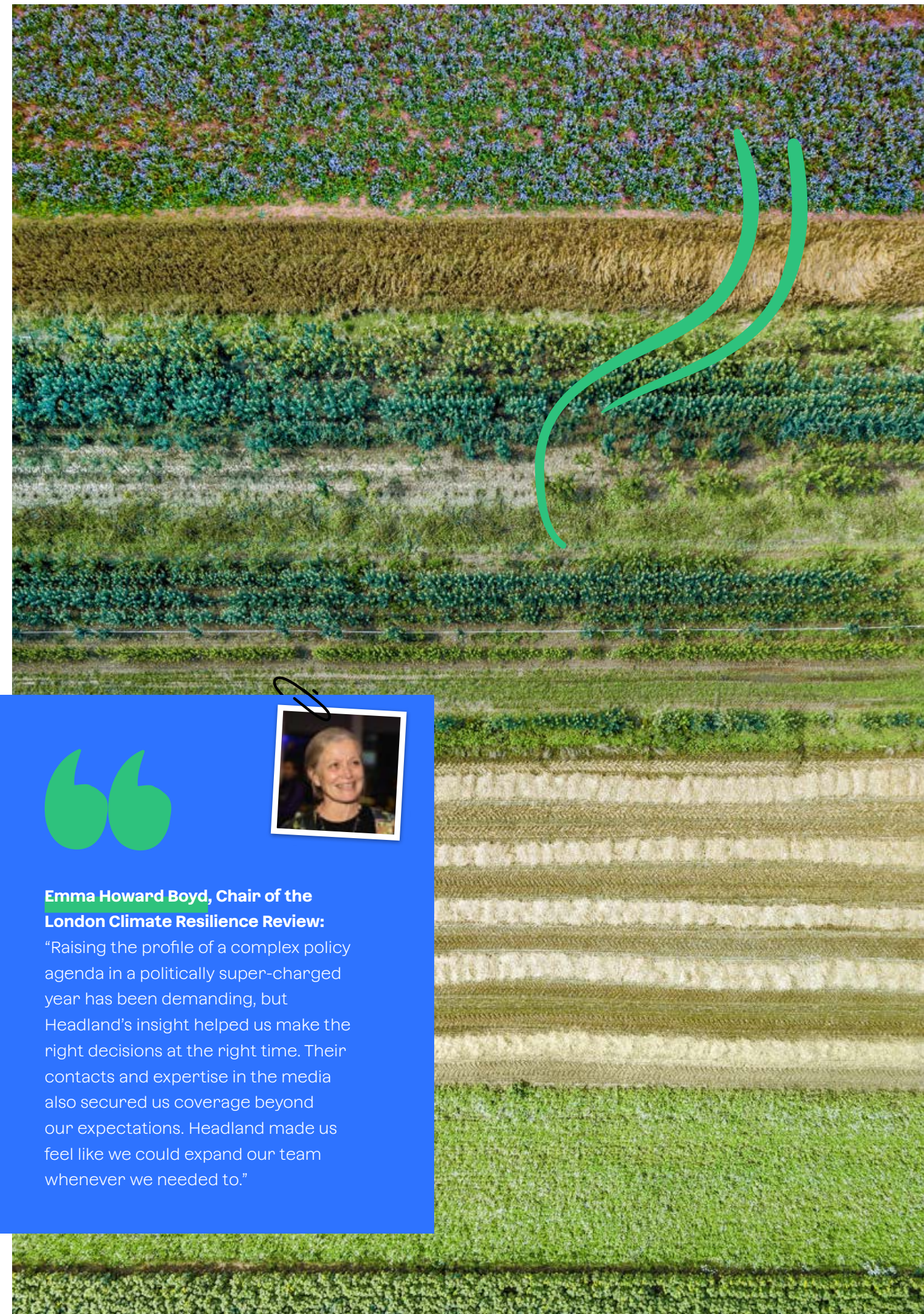
London Climate Resilience Review

Headland has been working on a pro-bono basis for the London Climate Resilience Review, which is an independent review commissioned by the Mayor of London to look at how the whole city can better prepare for extreme climates and weather. Our task was to make sure the publication of the interim report was well covered in the media, and we secured widespread online and broadcast coverage across national, regional, local and specialist media.



Emma Howard Boyd, Chair of the London Climate Resilience Review:

"Raising the profile of a complex policy agenda in a politically super-charged year has been demanding, but Headland's insight helped us make the right decisions at the right time. Their contacts and expertise in the media also secured us coverage beyond our expectations. Headland made us feel like we could expand our team whenever we needed to."



02



THRIVING TEAM



OUR GOAL:

Build the most collaborative workplace that welcomes a diverse range of perspectives & helps our people to thrive

ACHIEVED IN FY24

- ✓ Put in a place a system to measure and track our progress on EDI
- ✓ Conducted our first employee survey to set a baseline on ensuring we are living up to our purpose and values in how we invest in our team and culture
- ✓ Achieved Blueprint Ally status



Headland's success is driven by the people who work in our business, across every area of expertise and at all levels. Helping them to thrive here and build a career is critical to our success and theirs, which is why the EDI agenda is a core focus for us.



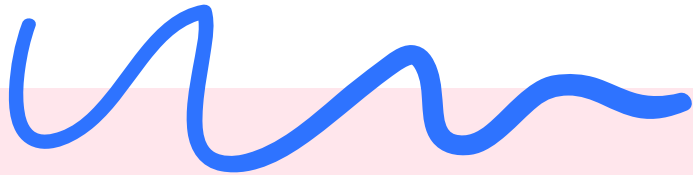
Suzanne Morris, Chief Operating Officer at Headland: "Providing best-in-class advice to clients rests on championing wide-ranging perspectives and building a business where everyone is welcomed, has a voice, and is supported to build their career to the highest level. Driving forward on the equity, diversity and inclusion agenda is essential to fulfilling our responsibilities to our people, our clients and our wider industry, and is fundamental to how we will build a successful and sustainable business."

While we recognize we have a long way to go in building the kind of diverse business we want Headland to be, we're proud of the upward trend in our diversity data. At the end of FY24, 14% of our employees were from minority ethnic backgrounds – an increase from 10% the previous year – while additionally 26% of our people came from lower or intermediate socio-economic backgrounds, up from 24% last year.

We have a longstanding partnership with the Taylor Bennett Foundation and Amos Bursary which have been crucial in us supporting individuals from diverse backgrounds to seek out a career in communications. We have hosted masterclasses, workshops and internships for young people from these institutions and are really proud that a number of them have gone on to apply for full-time positions and join our team permanently.

OUR TARGETS AND PRIORITY ACTIONS

- Secure and maintain an average score of at least 4 out of 5 on each of Headland's culture and career development questions within our employee survey in 2025.
- Maintain our Blueprint ally status in 2024 and deliver on our 2023-2025 Blueprint Action Plan.
- Agree long-term targets on EDI in 2024 to ensure that Headland grows in line with our purpose.



The Taylor Bennett Foundation is a charity that exists to encourage Black, Asian and minority graduates to pursue a career in communications. They do this through their award-winning PR training programme, and internship and mentoring.

We've recruited 50% of our summer interns through The Taylor Bennett Foundation for the last three years and hosted masterclasses to help support young people in understanding what a career in communications could look like for them.

We launched Headland's first Apprenticeship programme in 2022 in partnership with the PRCA so that we could play a role in diversifying entry points into a career in communications. Aimed at college leavers, our apprentices embark on an 18-month programme, with the opportunity to apply for a place in Headland's Trainee Scheme once their Apprenticeship is complete. Our first cohort completed their programmes in May this year; two of them successfully applied to embark on the next stage of their careers with Headland, while our third Apprentice decided to use their experience to specialise in consumer PR.

Our EDI work also extends to how we build an inclusive place to work. That means supporting our wider team in understanding the diverse range of backgrounds and lived experiences of people across society. In 2023 we ran diversity and inclusion training sessions with the Human Library. Its aim is to help challenge prejudice and discrimination, preventing conflicts and contributing to greater human cohesion across social, religious and ethnic divisions. The team heard from 'Human Books' who covered a wide range of topics, including autism, homelessness, and gender transitioning. The library format works to create a safe framework for personal conversations, where difficult questions are expected, appreciated and answered. 52% of Headland people took part.

We're also doing work to improve the support we provide on mental health in the workplace. Our CEO hosted an all-company session entitled 'Anxiety and Me' in which he talked about his experiences in managing mental health challenges at work and we partnered with the not-for-profit membership organisation City Mental Health Alliance to support our employees in understanding and talking about mental health in the workplace. Our partnership also saw 14 members of the Headland team train to become certified Mental Health First Aiders, meaning we have hands on support in the building for any employee who needs immediate or ongoing support in this area.

Perhaps our flagship achievement over the last year was being awarded 'Ally' status with The Blueprint in September 2023. While we still have lots of work to do to improve diversity at Headland and across our industry, achieving Blueprint Ally status is an important step in that journey. We're now working with The Blueprint on a programme over the next two years, towards achieving the full Blueprint diversity mark.

Our charity partner, AMOS Bursary works to ensure talented people of African and Caribbean descent have the opportunity to excel in education and beyond. They offer year 12 students a five-year programme of support. In March 2024, alongside a charitable donation, a number of Headland employees have become mentors to students on the programme.



Kitty Arnold, Former Trainee (Current Snr Account Executive) at Headland: "When looking into a career in PR, Headland's multi-discipline and collaborative approach made applying to their Trainee scheme a no-brainer. Having studied Liberal Arts at University, my degree was founded on the concept of interdisciplinarity, an idea I was keen to find reflected in a business. Since joining Headland, I've been able to experience the entire range of Headland's offering. Whether it was corporate, financial, public affairs, or campaigning, I've enjoyed working with – and learning from – the rounded teams and consultants at Headland."

The Blueprint diversity mark was set up in 2020 to help talented Black, Asian, mixed race and ethnic minority PR professionals get the careers they deserve, and to help organisations genuinely committed to diversity benefit from their talent. Ally status means The Blueprint views Headland as a business which is committed to helping tackle the diversity problem in our industry. The Blueprint sets out 23 commitments which cover best practice in recruitment, nurturing talent, diversity of workforce, organisational culture and transparency on D&I reporting.



Harry Shorrick, Apprentice at Headland: "Since I started my apprenticeship in PR and Comms at Headland, I have grown professionally and as a person. I love the networking aspect of the industry where I can meet and speak to new people each day while simultaneously learning new skills from those around me."

03

CHAMPIONING COLLABORATION



OUR GOAL:

Create value by bringing people and perspectives together, applying sustainability as a lens on our advice

ACHIEVED IN FY24

- ✓ Launched our flagship Collaborative Corporate report
- ✓ Hosted 78 sessions under our Learning & Development and Headspace events programmes
- ✓ Delivered over £50,000 worth of pro-bono consultancy time to worthy causes

OUR TARGETS AND PRIORITY ACTIONS

- Establish at least one high-impact collaboration that contributes solutions to the world's Grand Challenges
- Develop and publish an insight report contributing to the debate around how companies deliver on sustainability in the next five years
- Increase sustainability knowledge and expertise of our people with 50% of colleagues taking part in at least one sustainability training opportunity per year
- Deliver pro-bono work in FY25 equivalent to £100,000 in consultancy time and commit to increase this each year in line with the rate of Headland's growth.

We believe in the power of collaboration as a driving force for success: ours, our clients', their stakeholders', and the society of which we're all a part. Collaboration is core to who we are at Headland. It's part of our purpose, and it is central to how we operate and give advice to our clients.

It is the reason we launched our flagship Collaborative Corporate report in November 2023. We wanted to highlight that, by putting collaborative thinking front and centre when approaching the Grand Challenges we face in society today – be it the climate crisis, political polarisation or disruptive technology changing how businesses operate – a truly “Collaborative Corporate” can unlock financial, social and environmental value.

The Collaborative Corporate offers a roadmap to successfully unearth reputation and commercial wins – Collaborative Advantage - for our clients. It's an approach we're committed to building into our own business through events, partnerships and collaborations. In the last year, this included bringing together 60 of our clients and contacts in conversation with Akshat Rathi, Bloomberg reporter, host of the Net Zero podcast and author of 'Climate Capitalism – Winning the Global Race to Zero Emissions'. The discussion focused on examples of how innovation, policy and finance are coming together to make a decarbonised economy possible and profitable, and those who joined us had the opportunity to ask questions and talk with Akshat.



Dan Smith, Managing Director at Headland:

“Corporate Affairs and Communications teams are fundamental to creating outward-facing businesses that can adapt and thrive for the changes to come. But they can only do so if they reimagine the toolkit that has served them well for so many years.

It is no longer enough to see third parties as ‘stakeholders’ to be ‘managed’ – we need to embrace techniques geared towards interacting with the external world in a deeper, more open manner. The Collaborative Corporate is a contemporary, optimistic and realistic approach to building reputation and value in the face of all the challenges of today.”





CLIENT CASE STUDY

Football Beyond Borders (FBB) x GoFundMe

FBB works with young people from areas of socio-economic disadvantage who are passionate about football, but disengaged at school, helping them finish school with the skills and grades to make a successful transition into adulthood. FBB uses football to support young people at risk of exclusion in education and improve their future life opportunities. At a time when girls' exclusion rates are on the rise, there was a need, and an opportunity, to capitalise on the rising popularity of football among girls and improve their outcomes too.

Our strategy was to lean into the Women's World Cup news agenda to bridge the divide between the young minoritised women trying to better themselves through football and the women literally "at the top of their game" to show that social barriers are made to be smashed.

Working with both FBB and GoFundMe, we unearthed new data highlighting the barriers keeping young women out of football: backed up with case studies including 16-year-old Umme Kalsoom who campaigned for Muslim girls to be allowed to wear sport hijabs during PE lessons.

The campaign generated nearly £60k in fundraising: enough to fund a full year of support from FBB for 128 young women including access to classroom and football sessions focused on social, emotional and life skills. Based on FBB's proven impact this means 122 at risk girls will stay in school because of the campaign and 74 will pass English and Maths, setting them up for a more successful future off and on the pitch.

CLIENT CASE STUDY

Impact on Urban Health

Impact on Urban Health is a non-profit organisation that is part of Guy's & St Thomas' Foundation. It exists to tackle health inequalities, in urban areas such as inner-city London, which have some of the most extreme health outcomes.

Based in Lambeth & Southwark, Impact on Urban Health funds and collaborates with its partners - from large institutions to grass roots community groups and corporates - to invest, test, and build its understanding of how cities can be shaped to support better health. Headland has worked with Impact on Urban Health since 2021, helping them to raise awareness of health inequalities and the solutions they are testing locally and nationally. This includes communicating research which revealed the impact of wood burning on health and how it is a more expensive option than gas boilers, and announcing a survey which showed that the majority of both Conservative and Labour voters were in favour of extending free school meals to more children.



Building a successful and purposeful business

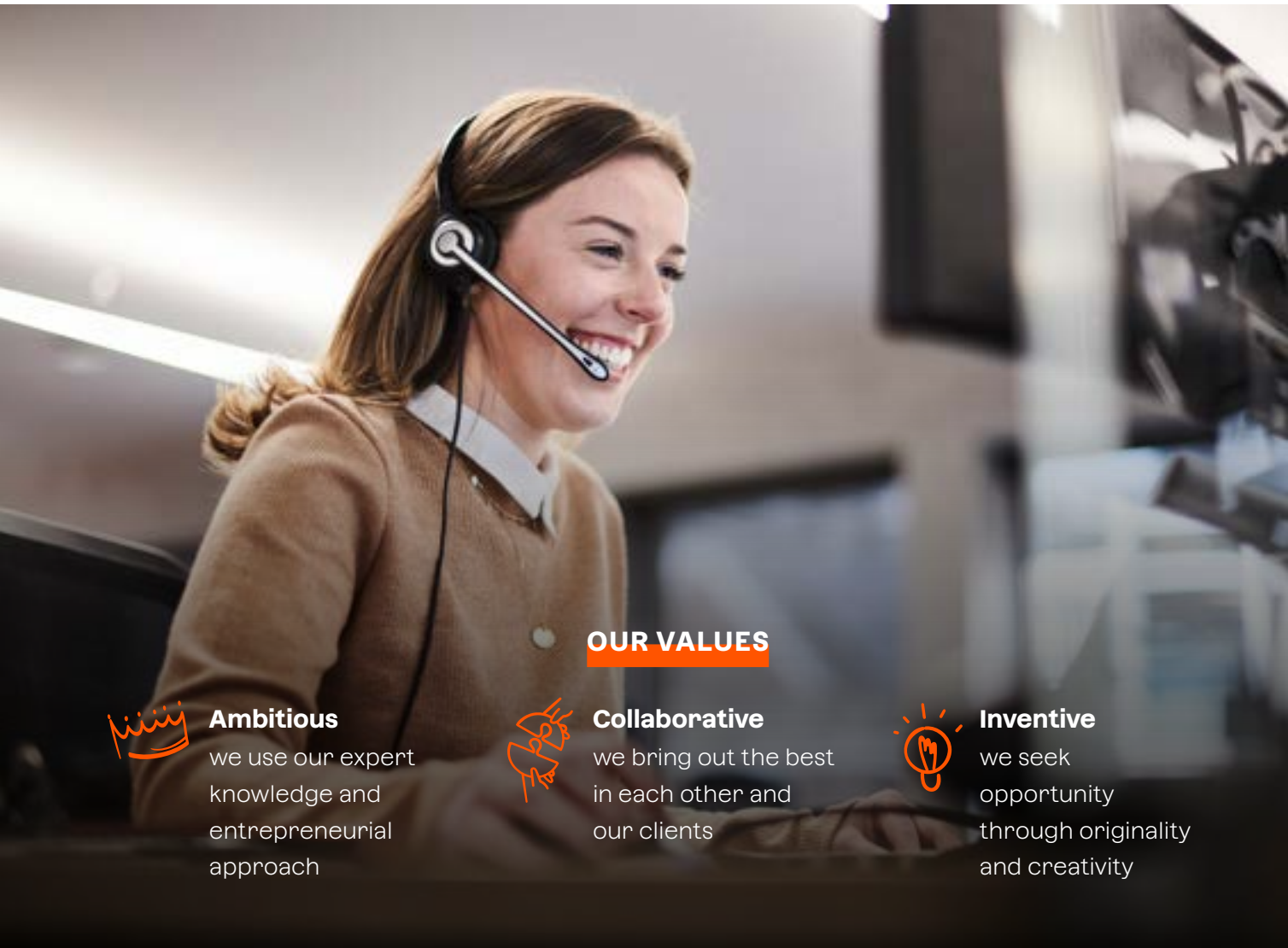
OUR GOALS

- 01

Being true to our values: ambitious, collaborative, inventive
- 02

Build sustainability into our governance to drive action
- 03

Report transparently and seek feedback on our performance



OUR VALUES

- Ambitious**
we use our expert knowledge and entrepreneurial approach
- Collaborative**
we bring out the best in each other and our clients
- Inventive**
we seek opportunity through originality and creativity

OUR TARGETS AND ACTIONS

- Secure and maintain an average score of 4 out of 5 on whether Headland lives up to its values within our employee survey by 2025
- Make conscious decisions about the work we do and the sectors we operate in, assessing briefs among our partner group against our values and purpose
- Publish an annual Impact Report outlining our progress in creating material social and environmental value
- Publish Gender Pay Gap data in 2025 and continue to maintain a minimal gap
- Publish our carbon footprint annually and update on progress against our SBT
- Conduct client service reviews with 25% of our clients annually



With three strategic pillars in place, we also wanted to put the right building blocks in place that will ensure we continue to shape our business in a way that enables us to deliver our purpose, achieve our goals and live our values.

That's why we are committing to delivering on actions that will hold us to account on important areas of governance.

Headland prides itself on the service provided to clients, which is why we are committing to conducting service reviews with a minimum of 25% of our client base. This is an important part of how we receive feedback and continue challenging ourselves to raise standards.

Being transparent on our performance is an important part of how we will hold ourselves to account and ensure others can hold us to account too. That's why we are publishing this impact report and will now do so annually.

On EDI, we have established a target score within our annual employee survey to measure whether we are living up to our values. Having published gender pay gap analysis internally for two years, from 2025 we will also publish the data externally ahead of us being legally obliged to do so. And on climate, in line with our Science Based Target, we will measure and publish our carbon footprint annually.

In our industry, where reputational challenges are at the heart of what we do, we use our values and purpose to help us assess the briefs we will and won't respond to.



David Andrews, Partner at LDC:
"Throughout our partnership with Headland the team has continued to lift the bar on sustainability. The company sits comfortably in the top quartile for ESG maturity within the LDC portfolio, having put in place a robust commitment and plan to address its impact on the climate, and taking big strides towards building a diverse team and inclusive culture. Headland has grown rapidly in recent years and recognised the value sustainability can bring to performance, helping attract and retain the best talent and win work from the world's leading companies, who now expect action from their supply chain when it comes to sustainability."

Appendix

OUR MATERIALITY ASSESSMENT

Our starting point was to understand which sustainability issues are most material for our business – from the climate crisis to the EDI agenda – which of these mattered most to our employees, clients, and wider stakeholders. That is why we undertook a materiality assessment. It helped us to understand what really matters.

We then aligned those insights to where we see opportunities to make a meaningful contribution and at the same time, support how we grow the business.



01

IDENTIFY

We defined material issues as those that reflect our most significant economic, environmental and social impacts in consultation with stakeholders. As not all issues equally apply to our business, we did a qualitative pre-selection, consulting the Sustainable Development Goal indicators and industry specific reporting standards for advertising and marketing from the Sustainability Accounting Standards Board.

02

ENGAGE

We conducted an all-staff employee survey as well as held two consultation groups in which we interviewed in-depth a sub section of Headland employees to understand which sustainability issues were most important to them and why. We also carried out interviews with several clients as well as our investor LDC to understand their perspectives and priorities related to the potential material topics.

03

EVALUATE

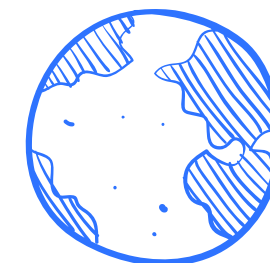
Building on the insights gained, we worked to plot the topics along a materiality matrix, with the x-axis being the issue's importance to Headland and the y-axis the importance to our clients. For this, we calculated the average rating for each topic, where quantitative information was available.

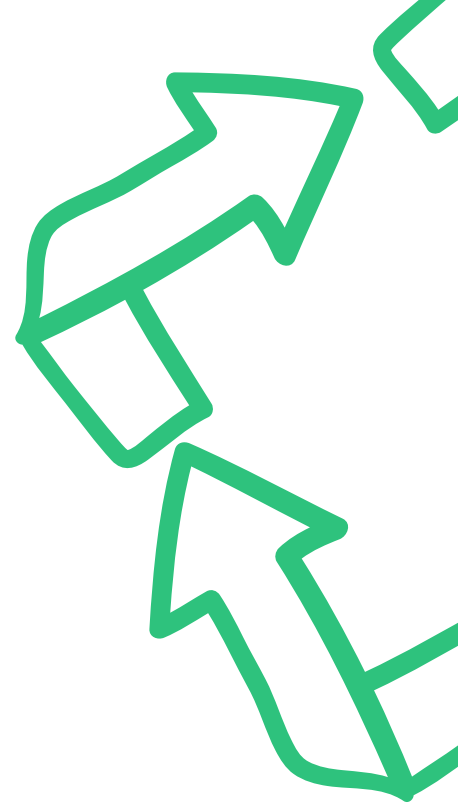
04

INTEGRATE

We reviewed and finalised the material issues, which included, in some cases, consolidating topics and adjusting topic positioning in the matrix based on qualitative interview feedback. We arrived at a total of nine topics in our final materiality matrix and used this as the foundation for the development of our Sustainability Strategy.

This exercise allowed us to set a baseline for what matters most to these stakeholders and where we have the greatest potential to create value and grow our business by making a positive impact in line with our purpose and values.



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**To find out more about our Sustainability Strategy
or how we might help your organisation, contact:**

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