

Headland Sustainability Impact Report


July 2025

Shaping the culture for sustainable growth



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A year of progress in shaping Headland's culture for sustainable growth



Foreword

This has been a year of change for our business. We moved office, grew our team, and welcomed more market-leading organisations to our client base. I remain incredibly proud of the ongoing success of the business and the positive outcomes we drive for our clients.

It has also been a year of significant global change. Amid a record number of elections, new leaders are reshaping the world order. Now, more than ever, the interrelationship between geopolitics and economics, technological progress, societal polarisation, and the environmental crisis continues to profoundly impact the context in which businesses operate and build reputation.

Against this dynamic backdrop, we are launching our second Sustainability Impact Report – a moment to reflect on what it means to us to be a successful, purposeful business. Each year, I am struck by the breadth and depth of the advice we provide; from helping our clients manage high stakes transactions and reputational challenges, to navigating stakeholder expectations on the sustainability agenda and shifting regulatory landscapes. Part of how we do this with confidence and credibility is by improving how we embed responsible practices into our future growth plans.

That's why sustainability is a core part of how we operate. It gives us a framework to grow and the rigour to hold ourselves to account as we become a bigger team with an international outlook. Headland is built on the strength of our people, and we create value for our clients by bringing ideas and wide-ranging perspectives together. Our people and culture agenda is one of our most material issues, and it's central to how we will grow – by earning the loyalty of our team, attracting new talent and delivering for clients. It's why we set new targets around Diversity, Equity, and Inclusion (DEI), so we can continue to foster an inclusive workplace and leverage a rich diversity of thought and experience to deliver for clients.

Our office move to One New Change was a milestone moment. We created a space for our 191 strong team that embodies the values

Dan Mines,
CEO, Headland



we need for our next phase of growth. It is a place for collaboration and innovation, a home for our people and clients to come together – powered by renewable energy.

As a result of our efforts this year, we are proud to have achieved our near-term Science Based Target several years early, reducing our Scope 1 and 2 emissions by 42% from a 2021 baseline. We were also accredited by the Good Business Charter as a responsible business.

The progress we have made wouldn't be possible without the hard work and commitment of our team, who I would like to take this opportunity to thank. Much of the effort happens behind the scenes, driven by the relentless dedication of our colleagues, as well as support from our partners at LDC.

I am proud of the steps we have taken in the last year, but we remain focused on continuous improvement and building strong governance to raise standards and ensure transparency and accountability in the years to come.

I expect the next year to be another characterised by transformation and disruption. Continuing to preserve and strengthen our culture will be central to our success in helping our clients to achieve their goals by engaging the audiences that matter most to them.

Dan Mines,
CEO, Headland

2024/25 highlights



Accredited by Good Business Charter as **a responsible business**

Launched our **second Collaborative Corporate Report**



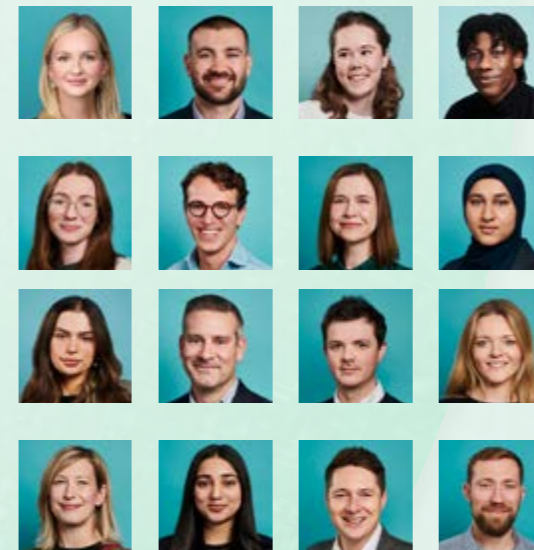
Achieved our near-term Science Based Target to **reduce Scope 1 and Scope 2 emissions by 42% by 2030**

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



Partnered with Landsec as a **sustainable real estate provider** and moved into our new office, **powered entirely by renewable energy**

Launched our **Good Supplier Agreement** and supported our IT provider **RND on their net zero targets** approved by SBTi



Promoted **34 colleagues** and welcomed **49 new faces** to the team

Met our employee survey targets on life at Headland



Maintained our Blueprint Ally status

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

Became a leading example of **sustainability best practice within the LDC portfolio**

Our sustainability strategy

Our sustainability strategy aims to drive action around three pillars: a thriving environment, a thriving team, and championing collaboration and action to drive positive outcomes. It is based on insights from a comprehensive materiality assessment (see appendix) and framed by our purpose which is *to champion*

collaboration and a wide range of perspectives to build reputations for a thriving world.

This report outlines the progress we have made in the last 12 months to April 2025. We have also included our carbon footprint for 2024, which is calculated on a calendar year basis.

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 seeking feedback on our performance

We will continue to evaluate our progress annually across this strategy, building out and maturing in areas where we want to go further, remaining agile to respond to rapid changes in the world around us, and adjusting course when necessary.

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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

Achieved in FY25

- Reduced Scope 1 and 2 emissions by 91% – exceeding our near-term Science Based Target five years early – supported by our move to One New Change, a Landsec development powered entirely by renewable energy
- Worked with our IT provider RND to set Net Zero Targets approved by the Science Based Targets Initiative

This year was significant in our journey to build a sustainable and collaborative workspace that helps our people and the planet to thrive. Despite being part of a relatively low-emitting sector, we believe that all businesses have a role to play in the transition. It's also important to our people and clients that we take our climate action agenda seriously. In our materiality assessment, 97% of our employees told us that action on climate change by Headland is a priority for them.

We will continue to measure, manage and reduce our emissions. Over the next few pages, you will find a snapshot of our carbon footprint, work from the last year, along with the exciting plans we have in store for the coming year.

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Our 2024 emissions

We worked hard over the last year to reduce our carbon impact. As a result, we met our near-term Science Based Target five years ahead of schedule. We reduced our Scope 1 and 2 emissions by 91% – exceeding our target of 42% from our 2021 baseline. This is a significant milestone, showing our progress and commitment to taking action on the processes over which we have direct control. Our focus is now on collaboration, particularly through our supply chain.

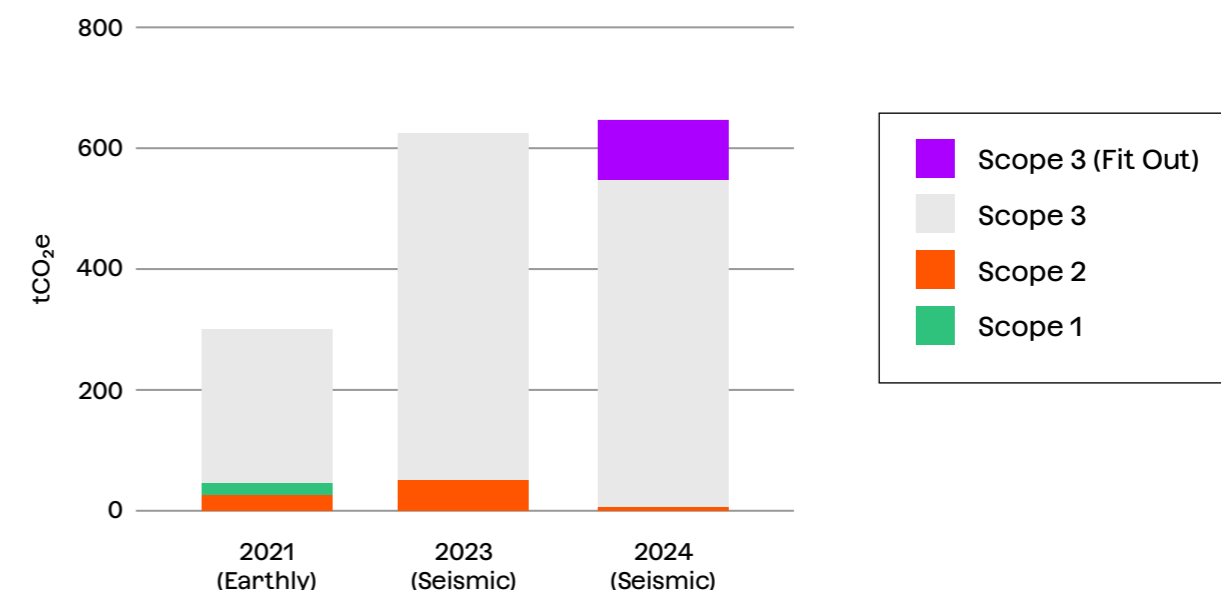


Here is a summary of our emissions from January to December 2024:

- In 2024, our total carbon footprint increased by 3.5%, primarily driven by the early stages of our office relocation to One New Change and associated fit-out. This rise was expected, and the decision was made with a long-term view – to enable a modern, energy efficient space that better supports our people, clients and growth ambitions. We recognised this would bring a short-term impact on emissions and forecasted for it in our planning (had we not moved office, our footprint would have decreased by 12.3%). Only a portion of the fit-out was completed in 2024 and its full impact will be seen in our 2025 data.
- Due to our transition to 100% renewable electricity in late 2023, Scope 2 emissions fell to zero and our Scope 1 emissions are minimal. In total, 99.4% of our footprint now falls under Scope 3, which reflects the nature of our business model – and that we have addressed nearly everything within our direct operational control.
- We strengthened the quality of our reporting and made tangible progress on our Scope 3 target. We increased our engagement with suppliers, and the proportion of our supplier spend with companies that have verified Science Based Targets rose from 11% to 18% in 2024. We also developed a Good Supplier Agreement to further embed sustainability and responsible business practices into procurement and supplier relationships.

Looking ahead, we expect our 2025 footprint to increase as the full impact of our office fit-out is captured. We will report on this fully in next year's report and remain committed to transparency and collecting high quality emissions data. Our focus will remain on areas where we can make a material difference, including supplier collaboration, responsible procurement, and facilities data. As a consultancy that advises others on sustainability, we know we must lead by example.

Year on Year comparison of market based Scope 1, 2 and 3 emissions



Engaging with our suppliers on sustainability

We recognise that reducing our Scope 3 emissions is critical to meeting our own climate goals. That's why we actively engaged with our IT provider RND, one of our largest suppliers in terms of expenditure, to encourage and support them in setting a science-based target. We are delighted that RND were subsequently approved by the Science Based Targets Initiative. Their success represents a shared achievement and a meaningful step forward in our collective journey towards Net Zero.



Dave Morris
Managing Director, RND

“ We are proud that we have joined Headland on the path to Net Zero. As part of our commitment, we have measured our carbon footprint to establish a baseline and enhance our data accuracy. Our application has been approved by the Science Based Target Initiative (SBTi), marking a significant milestone in our sustainability journey. ”

Headland's new home

2025 marked an important milestone in Headland's history, as we moved into our new office.

Our climate agenda was baked into the search criteria for our new space and One New Change at St Paul's delivers on this and much more. It was built for our next phase of growth. It is set up to foster collaboration and innovation – a place for our people, partners and clients to come together – all within a sustainable environment.

One New Change is powered entirely by renewable energy. Landsec, the building owner and manager, puts sustainability at the heart of their operations and as such, achieved BREEAM 'Very Good' rating for the building. Our new home features one of the largest ground source heat pump systems in Europe, with 100% of electricity procured from renewable sources. Headland has been a zero waste to landfill company for several years, and this will be continued at One New Change with 100% of waste diverted from landfill. The site has also achieved an impressive 70% recycling rate.

In our new home, we have chosen to work with suppliers who embrace our approach to sustainability. This started with Oktra, who led the design and fit-out of our office. They focused on materials that were responsibly sourced, low in carbon, and easy to recycle or reuse. From early design stages to final installation, all decisions were guided by environmental responsibility and material transparency.

Much of our furniture was reused to minimise waste. Where new items were needed, we chose low-impact, certified options. We reduced waste by repurposing what was already in place, from ceiling tiles to lighting. We used 100% recycled flooring in the entire open space area of the office. The space was designed with inclusivity in mind, with wide corridors, accessible facilities, wellbeing rooms, and features like a hearing loop at reception.

We chose Pact as our new coffee supplier, who advocate for sustainable farming practices, recyclable packaging, and have a carbon neutral roastery. Pact build long-term, mutually-beneficial relationships with farmers and support them with essential equipment, climate change-resistant varieties, and reforestation initiatives. The added bonus is that the coffee is absolutely delicious!



Jennie Colville
Head of ESG and Sustainability, Landsec

“ At Landsec, we're committed to creating sustainable places that enhance the health of our environment and improve quality of life for our people, customers and communities. To reach Net Zero by 2040, we're decarbonising our buildings and improving energy efficiency - underpinned by our ambitious science-based carbon target.

“ Across our workplaces, to drive positive action, we collaborate with our customers to meet shared sustainability goals and deliver carbon and cost savings wherever possible. We're also focused on enhancing nature and biodiversity in the built environment, promoting the wellbeing of the people that use our spaces, and using resources efficiently – including sending zero waste to landfill.

”



Hannah Smith
Facilities & Operations Manager, Headland

“ I'm proud of the way we've championed collaboration and embedded sustainability from start to finish in our new home. Every decision, from the materials we choose to the suppliers we work with, reflects our shared commitment to deliver better outcomes for our people and the planet. This move is about more than just a new space – it's about building a culture where sustainability and teamwork go hand in hand.

”

Our work with clients: How DS Smith is replacing plastic with paper

As one of the world's largest sustainable packaging companies, DS Smith has long championed the circular economy. It's Now & Next Sustainability Strategy focuses on reducing waste, increasing recyclability, and driving industry-wide change. Having replaced one billion pieces of plastic ahead of an ambitious target set in 2020, DS Smith partnered with us to accelerate progress and advocate for greater plastic replacement.

Despite shifting consumer preferences and stricter regulations, plastic remains widespread due to cost and competitive pressures. DS Smith aimed to highlight the

environmental impact of plastic reliance while showcasing fibre-based packaging as a viable solution.

At the core of this effort was the Material Change Index, a study revealing that 29.8 billion plastic packaging units in UK supermarkets alone could be replaced. Strategic media engagement – including coverage in The Times and The Guardian – helped secure 4,000+ media articles and significantly raised awareness of sustainable alternatives.

Beyond media success, the campaign reignited commercial discussions, strengthened DS Smith's sustainability leadership, and engaged decision-makers to accelerate circular packaging adoption. By embedding sustainability into its business, DS Smith is shaping a thriving environment for future generations.

Thriving team

Our goal:

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



Our targets and priority actions

- Secure and maintain an average score of at least four out of five on each of Headland's culture and career development metrics within our employee survey by 2025
- Maintain our Blueprint Ally status and deliver on our 2023-2025 Blueprint Action Plan
- Agree long-term targets on DEI in 2024 to ensure that Headland grows in line with our purpose

Achieved in FY25

- Secured an average score of four across key employee survey metrics
- Maintained our Blueprint Ally status by moving forward with our Blueprint Action Plan
- Agreed DEI targets on culture & governance, recruitment & retention, and client work
- Launched external mentoring programme for colleagues from ethnic minority backgrounds

Throughout last year, we delivered DEI events, training and mentoring programmes. These included sessions with the Human Library, who create safe spaces for employees to meet people with different lived experiences; the Generation2Generation Foundation for Holocaust Memorial Day who share stories of Holocaust survivors; and race awareness training with BAME to Boardroom to increase our knowledge of micro aggressions and social privilege, as well as how to drive inclusive leadership.

We are committed to supporting diversity in the communications industry. Our Apprenticeship Programme entered its third

year and our partnerships continued with the Taylor Bennett Foundation (with 50% of our Summer Interns hired through the Foundation) and Amos Bursary to ensure those from ethnic minority or disadvantaged backgrounds have an opportunity to pursue a career in the sector. We launched an external mentoring programme for employees from ethnic minority and underrepresented backgrounds, recognising the value of 1:1 coaching from those with shared experiences. We also teamed up with a new partner, Brixton Finishing School, to promote the work of young people from underrepresented groups in the media industry.

To hold ourselves accountable on diversity, we started collecting and measuring diversity data of our employee base in November 2022. While we've taken important steps forward, we still have a long way to go and we are committed to making sustained progress over the long-term. Our new DEI targets across culture, governance, recruitment, retention and client work will be an important framework for driving these efforts and our internal DEI team is working hard to ensure inclusivity is embedded across the business.

	Black, Asian, Mixed or multiple ethnic background	White
November 22	9.7%	88.3%
March 25	13%	84.4%

% refers to the percentage of total Headland employees

Socio-economic background	November 2022	March 2025
Professional backgrounds – modern professional & traditional occupations; senior or junior managers or administrators	78.9%	72.6%
Intermediate backgrounds – clerical and intermediate occupations; small business owners	15.6%	19.6%
Lower socio-economic backgrounds – technical and craft occupations; routine, semi-routine manual and service occupations; long-term unemployed	5.4%	7.7%

% refers to the percentage of total Headland employees

Our new DEI targets

Culture & Governance

- Score an average of 4 out of 5 across DEI questions in our employee survey
- Commit to ensuring Headland social events are inclusive and to recognising and celebrating key multi-cultural and religious dates and events throughout the year
- Be re-awarded Blueprint Ally status in 2025

Recruitment & Retention

- Commit to one-third of candidates attending our annual Trainee Assessment Day having an ethnic minority background

- Commit to 50% of participants in our Summer Internship Programme being from ethnic minority backgrounds

- Achieve a year-on-year increase in the percentage of people at Headland with ethnic minority or lower socio-economic backgrounds

Client work

- Build our ability to advise on and deliver inclusive campaigns by delivering best-practice training to a minimum of twenty client-facing employees in 2025

Reverse mentoring scheme with our COO

When senior stakeholders embrace DEI, their passion and commitment filters down throughout a business. Our COO, Suzanne Morris, was accepted as a mentee on the Taylor Bennett Foundation/CIPR Reverse Mentoring Programme in May 2024, showing our commitment to DEI from the top down. Throughout the ten-month programme, Suzanne met regularly with her mentor, and the programme provided invaluable guidance and support in her work to help improve diversity and inclusion at Headland.



Suzanne Morris
COO, Headland

“ Building an inclusive organisation is fundamental to living up to our purpose and delivering our client offer. Reverse mentoring was an invaluable opportunity to ask difficult questions and challenge my thinking in a safe space. Alongside wider DEI training across the business this year, it has helped us to test and shape Headland’s approach and to continue to take steps forward in our ambition to champion a wide range of perspectives. ”

Apprenticeship scheme

Our Apprenticeship Scheme, now in its third year, is aimed at anyone above school leaving age. Our Apprentices embark on an 18-month programme that combines client work and formal accreditation from the PRCA. From day one, Apprentices get stuck into the world of financial PR, corporate communications, campaigning and public affairs, giving them a breadth of experience and exposure across the business.



Joshua Aigbomian
Apprentice, Headland

“ Securing an apprenticeship can be challenging amidst the pressures of exams and deadlines during A-levels and BTECs. Despite these hurdles, I’m thrilled that I’ve embarked on an apprenticeship journey at Headland. I’ve thoroughly enjoyed being able to turn my hand to a range of client projects - truly, no two days are the same, there is always something to get stuck into! ”

Don’t judge a book by its cover – The Human Library

In November 2024, we welcomed a group of ‘human books’ from The Human Library. The Human Library works with organisations who are committed to incorporating social understanding and cultural awareness as part of their business model via an experiential approach to training. In the workshop, our employees had the opportunity to meet real people who experience stigma, discrimination or prejudice because of their differences. These conversations help to challenge stigma and stereotypes, and encourage curiosity, and inclusive, non-judgemental thinking.

Growing our networks to encourage DEI

We encourage our employees to join external groups and organisations that they feel will help them network, boost their career, and bring new perspectives to Headland. We sponsor a range of initiatives and awards in line with this thinking, including The Pros Awards, the first industry awards for Black, Asian, Mixed Race and Ethnic Minority professionals working in PR.

We are also proud to support the *No Turning Back 2020* programme, which aims to increase the representation of Black, Asian, mixed-race and ethnic minority talent in the marketing and communications industry. Through the programme, our Headland colleague Alhagi Malang spoke at universities in London and across the UK to shine a light on his career in communications and what steps young people can take to enter the industry. The goal is to demystify the sector and show students that communications is not only accessible, but a career where their unique backgrounds and ideas are genuinely valued. It’s a powerful way to open doors and encourage the next generation of talent.



Alhagi Malang,
Account Manager,
Headland

“ I believe young people of colour are some of the world’s best natural communicators. When you grow up living between two cultures, you’re translating from an early age, switching audience and tone, often without even realising. That’s exactly the kind of skillset that makes someone excel in comms. So, I want more young people to have the opportunity to discover this career path. I also believe this industry thrives on diverse perspectives. I actually bumped into someone recently who’d gone on to do a degree in communications, and they remembered the talk Headland delivered at their school. That kind of moment proves this work really does have an important real-world impact. ”

Championing collaboration

Our goal:

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

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

Achieved in FY25

- Published our second Collaborative Corporate report exploring the challenges of an increasing polarised world, including how to navigate debates on issues like climate change
- Partnered with the Potential Energy Coalition with a collaboration to galvanise parents to support energy transition
- Hosted 19 sustainability sessions under our Training and Headspace event programmes, reaching in excess of 50% of the business
- Delivered pro-bono work equivalent to £84k in FY25, including projects with Bankers without Boundaries and The London Climate Resilience Review

We are determined to create value by bringing people and perspectives together and apply a sustainability lens to our advice.

We have made good progress, including creating a platform for influential voices in our Training and Headspace event programmes, with internal and external speakers on issues of social and environmental value. These range from sessions on sustainability disclosures,

greenwashing, and neurodiversity in the workplace, through to hearing from The Hon Dr Stuart Lawrence, brother of Stephen Lawrence, and speakers from UNICEF and the RSPB.

We are working hard to meet our pro-bono commitments. We contributed £84,000 of consultancy time on a pro-bono basis in FY25, which fell short of our £100k target. We

have several live projects heading into FY26 with the likes of London Climate Action Week and Foundation for Future London. We are building better governance around our pro-bono work and embedding a new process with our Partner group to drive awareness of our pro-bono ambitions, drive a pipeline of opportunities, and improve transparency on how we're tracking against the target.

Fostering collaboration in an increasingly polarised world

This year, we launched the second iteration of our Collaborative Corporate report in partnership with Dr Ben Shenoy, Visiting Professor of Psychological and Behavioural Science at LSE. The report explores the complex, interlinked issues caused by an increasingly polarised world, and how businesses can build their reputations when the demand for collaboration often collides with division. The report identifies five key areas where businesses are most vulnerable to polarisation risk – planet, people, purpose, promotion, and politics – and provides a playbook on how to proactively engage, convene dialogue, and communicate effectively with a wider ecosystem.



Dr Ben Shenoy
London School of Economics

“As we discussed in this year's *Collaborative Corporate* report, the world is polarised and getting more so. The whole topic of ESG (Environment, Social & Governance) has become increasingly contested, which has affected the tone of discourse about environment and climate. However, mounting evidence indicates that sustainability issues aren't going away - they will just become more pressing with every passing year. So how can organisations like Headland - and its clients - approach the subject constructively?”

“Our research suggests that collaboration is the somewhat counterintuitive antidote to polarisation. In the report, we describe a playbook that explains how to convene a corporate's ecosystem and communicate by finding common ground, opening up constructive dialogue and elevating the quality of discourse.

The playbook acknowledges that consensus is not always a realistic ambition. However, a Collaborative Corporate can navigate the minefield of polarisation effectively, chart a path that stays true to their values and execute their strategy more effectively.”

Helping ‘Protect Our Kids’ Future’

Potential Energy, a nonprofit marketing firm driving public demand for climate solutions, together with Headland and the UK’s biggest parent climate movement, Parents For The Future, collaborated on a campaign called [Protect Our Kids’ Future](#). This aimed to galvanise parents to support moving away from fossil fuels. The centrepiece was a 30-second film titled “[Sorry](#)”, which showcases the personal impact caused by fossil fuel pollution. We joined their collaboration to amplify the campaign through earned media, creating a story that would gain traction with the target audience and reflect the campaign narrative and film.

Our idea was to tap into a perennial social conversation about inheritance but switch the angle to environmental inheritance instead of a financial one. To build the story we commissioned research which found that parents in the UK would rather their children inherit clean air and water than money and property. The findings also revealed the extent of children’s concerns about climate change, particularly amongst those aged 8 to 11, with children most concerned about the impact of extreme weather events, food shortages and air quality.

To help us tell the story in the media, we worked with parents who supported Parents For Future, to act as spokespeople, telling their own stories about climate actions and calling for other parents to support a move away from fossil fuels, just by starting conversations about the problem within their communities. The campaign resulted in dozens of news and broadcast pieces across the UK and regionally.



Unlocking investment with Bankers without Boundaries

Bankers Without Boundaries (BwB) is the ‘investment bank for Earth’, a nonprofit innovator in global finance. We’ve been advising BwB on an ongoing basis, most recently supporting the launches of two innovative capital hubs designed to unlock hundreds of billions of dollars into environmental and social projects in Europe and Africa.

The Climate City Capital Hub will unlock public and private finance to help European cities to achieve Net Zero by 2030. It’s a first-of-its-kind initiative supported by the EU and European Investment Bank, and represents an important milestone for cities to access finance to achieve their Net Zero goals. The African Capital Hub will mobilise private, public, and philanthropic capital for government-aligned, environmental, and social projects focusing on agriculture, energy, infrastructure, health, and education across Africa. We supported on the communications strategies of both launches, including securing coverage in international English language media like Reuters.

Building a successful and purposeful business



Our goals:

1. **Being true to our values:** ambitious, collaborative, inventive
2. **Build sustainability** into our governance to drive actions
3. **Report transparently** and seek feedback on our performance

Our values:

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

Our targets and priority actions

- Secure and maintain an average score of 4 out of 5 on Headland’s commitment to purpose and values within our employee survey by 2025
- Publish an annual Impact Report outlining our progress in creating material social and environmental value
- Publish gender pay gap data in FY25 and continue to maintain a minimal gap
- Publish our carbon footprint annually and update on progress against our Science Based Targets
- Conduct Client Service Reviews with a minimum of 25% of our retained clients in FY25
- 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

Achieved in FY25

- Secured an average score of 4 across key metrics
- Accredited by Good Business Charter
- Developed our Good Supplier Agreement
- Described as an example of best practice in sustainability in the LDC portfolio
- Published our Impact Report, with our carbon footprint and SBT progress
- Published gender pay gap data for FY25 data with an action plan for next year
- Conducted Client Service Reviews with clients representing 12% of our revenue and trialled new platforms to scale further
- Escalated several briefs that could conflict with our values and purpose to our Partner group

We are committed to building a business that is both commercially successful and responsible towards people and the planet. Our actions are guided by clear values and a strong governance framework, ensuring we continue to grow in a way that aligns with our purpose.

We were proud to be accredited by Good Business Charter as a responsible business. The national UK accreditation measures, encourages and champions responsible business behaviour. It reinforces our commitment to ethical business practices,



David Andrews
Partner, LDC

transparency, and fair treatment of employees, suppliers, and customers.

This year, we were recognised as a leading example of good practice within LDC’s portfolio when it comes to sustainability and responsible governance. Our efforts to embed positive social and environmental practices across our operations have placed us in the top tier of companies in their latest ESG assessment – a reflection of the work we’ve done to align our commercial growth with our values and purpose.

“It’s been another impressive year of growth for Headland, but they have not lost sight of their commitment to sustainability and the value it brings to their business. Headland is an example of leading practice within the LDC portfolio, particularly when it comes to governance, people, and the environment. Their dedication to these areas underscores the values that define their business and helps drive their continued success. They are consistently one of the top performers in our portfolio, setting a benchmark for others in the industry. I look forward to continuing our partnership with Headland and seeing them progress further next year.”

Transparent reporting and governance

Headland will continue to publish an Impact Report each year to provide transparency on our progress in creating measurable social and environmental value. This includes measuring our carbon footprint with SEISMIC to measure our progress against our Science Based Targets and develop a clearer strategy for reducing our environmental impact. We also launched our new Good Supplier Agreement which sets out our sustainability principles and expectations for working with suppliers.

Last year, we committed to publishing gender pay gap data externally for FY25.

Given our size, we currently report gender pay on a level by level basis, covering our client-facing employees.

The calculation is based on the average of male and female basic FTE pay in April 2025, at each level across the business:

Positive figure - in favour of women Negative figure - in favour of men

Level	Apr-25
Partner	3%
Director	-8%
Associate Director	3%
Account Director	0%
Account Manager	3%
Senior Account Executive	-3%
Account Executive	-4%
Trainee Account Executive	0%
Apprentice	0%

The small differences in pay at each level reflect the differing experiences within each cohort. Colleagues with more experience who have been performing in the role for longer will have a higher salary in comparison to those with less experience who have recently been promoted into the level. The differences also reflect the specific roles individuals at the same level may have. For example, those who have particularly specialist skills or knowledge may be paid differently to someone else within

the same level, due to them performing a different role and having a different set of responsibilities and expectations.

We are committed to ensuring we continually monitor gender pay gaps and have strategies in place – including around recruitment and the governance of pay and promotion decisions – to reduce any gender imbalance in pay.

Enhancing client service

Our client service review programme gathers feedback from clients to ensure we consistently deliver great service and outcomes. In FY25, we conducted reviews with clients representing 12% of our revenue, with our scores increasing across every category. We are adding more scale and rigour to this process by introducing a new feedback platform in FY26 which we trialled this year with several clients.

As we continue to grow, we're as committed as ever to assessing new business opportunities from an ethical and sustainability standpoint. We have a process in place to ensure that those requiring deeper consideration are escalated to our Partner group for discussion and agreement. Our rigorous approach ensures that we apply our principles consistently, making informed decisions that align with our long-term vision while driving commercial success.



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.

1. 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.

2. 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.

3. 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.

4. 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.

Headland

To find out more about our sustainability strategy or how we might help your organisation, contact:

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