

Headland

Headland Impact Report

JUNE 2026

Partnerships for impact





Table of contents

- 05 Foreword
- 06 Our sustainability strategy
- 07 2025/26 highlights
- 08 Thriving environment
- 12 Thriving team
- 16 Championing collaboration
- 19 Appendix
- 24 Contacts

A transformational year of growth and partnership



Foreword



This past year has been defined by accelerated change in the expectations placed on businesses and the forces shaping the environment in which our clients operate.

Against a volatile geopolitical and economic backdrop, with climate risks continuing to rise, AI reshaping markets at speed and sustainability debates becoming more contested,

the need for clear thinking, strong governance and credible communication has intensified. These forces create both risk and opportunity. Businesses must navigate them with discipline, judgment and an ability to bring different perspectives together.

Collaboration remains central to how we do this. It underpins our culture and our client work at Headland. In an increasingly polarised world, the ability to convene, listen and communicate with clarity and credibility is a source of competitive advantage. It's what gives our clients the confidence to act.

We are clear about why this agenda matters to us. At a time when some question the role businesses should play in society and the environment, we remain convinced that acting responsibly supports long-term commercial success. It strengthens investor confidence, helps us attract and retain talented people, and meets the expectations of our many clients who see progress here as critical to the resilience of their own businesses and supply chains.

This year, partnership has been a defining theme for us. We found a new partner in Bladonmore, the international digital, brand and content business. Acquiring Bladonmore deepens our capabilities and reach across Europe, the US and the Middle East. It's an exciting milestone in Headland's journey as we build a broader, international reputation and communications advisory business.

We have continued to apply a sustainability lens to the advice we give clients. Headland has supported over 240 clients this year, helping them navigate complex reputational challenges and opportunities in the UK and abroad. We also bolstered our Climate & Nature team with new

strategic hires and supported clients at major climate events, including New York Climate Week, London Climate Action Week and COP.

We partnered with several important organisations on a pro bono basis, providing a record level of consultancy time to organisations including London Climate Action Week, Foundation for Future London and 93% Club. We also worked with the Good Business Charter to convene business leaders to raise awareness of why good business matters.

We are equally focused on our people. We were awarded full Blueprint status this year, reflecting our continued progress in building a more inclusive organisation, supported by clear targets, governance and accountability. The strength and wellbeing of our people is fundamental to the strength of our client offer and our long-term growth.

We continued to embed sustainability into how we operate as a business. We remain very much on track against our near-term Science Based Target. Our focus is increasingly on Scope 3 emissions, where progress depends on collaboration across our supply chain. Our Good Supplier Agreement is a key mechanism for this, ensuring that our supplier partnerships reflect the standards we set for ourselves.

Being recognised as a leading example of ESG best practice within the LDC portfolio reflects the seriousness with which we approach this agenda. None of this progress happens by accident: it is driven by the commitment of colleagues across the firm and support from our clients, LDC and our board.

As we look ahead, I expect disruption and opportunity will continue to sit side by side. Our priority is to preserve what makes Headland distinctive while continuing to scale and maintain our high standards. By embedding responsible governance and a collaborative culture that embraces different perspectives, we are shaping a business that is built to last.

Dan Mines
CEO, Headland

Our sustainability strategy

Our sustainability strategy focuses on three pillars: a thriving environment, a thriving team, and championing collaboration and action to drive positive outcomes. It is informed by our materiality assessment (see appendix) and guided by our purpose to champion collaboration and a wide range of perspectives to build reputations for a thriving world.

This report outlines the progress made over the 12 months to April 2026. It focuses solely on Headland and does not include Bladonmore. We have also included our 2025 carbon footprint, calculated on a calendar year basis.

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

 <p>Thriving environment</p> <p>Measure, manage & reduce our carbon impact in line with a 1.5-degree warming scenario, the Paris Agreement & Net Zero.</p>	 <p>Championing collaboration & action</p> <p>Create value by bringing people and perspectives together, including applying sustainability as a lens on our advice.</p>	 <p>Thriving team</p> <p>Build the most collaborative workplace that welcomes a diverse range of perspectives & helps our people to thrive.</p>
<p>Building a successful and purposeful business through:</p>		
<p>Being true to our values: ambitious, collaborate, inventive</p>	<p>Building sustainability into our governance to drive action</p>	<p>Reporting transparently and seeking feedback on our performance</p>

We review our progress each year to ensure we continuously strengthen our approach, adapt to change, and refine our priorities to ensure we deliver meaningful impact.

2025/26 highlights

Awarded full Blueprint status

63%

of suppliers signed up to our Good Supplier Agreement



Promoted **33 colleagues** and welcomed **37 faces** to the team

Bolstered our **Climate & Nature** offer with new strategic hires

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



Launched client satisfaction platform Lift and **surveyed over 100 clients**

Record year

for pro and low-bono, delivering work equivalent to **£230k** in FY26

Supported **93% Club** with their Big State School Survey and Social Mobility Factory

Partnered with E3G and London Climate Week, Foundation For Future London and Innovate Ukraine

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 FY26

- Remained on track against our near-term Science Based Target with a 50% reduction in Scope 1 and 2 emissions from our 2021 baseline
- Strengthened supplier engagement through the rollout of our Good Supplier Agreement with 63% of our current suppliers signed up
- Completed the main phase of our office fit-out, with associated emissions expected to reduce from FY27 onwards

We have made strong progress in measuring and managing our carbon impact, particularly across emissions within our direct control. While we operate in a relatively low-emitting sector we know that – with the impacts of climate change continuing to rise – it’s important to our people and clients that we take meaningful action to reduce our impact across our supply chain.

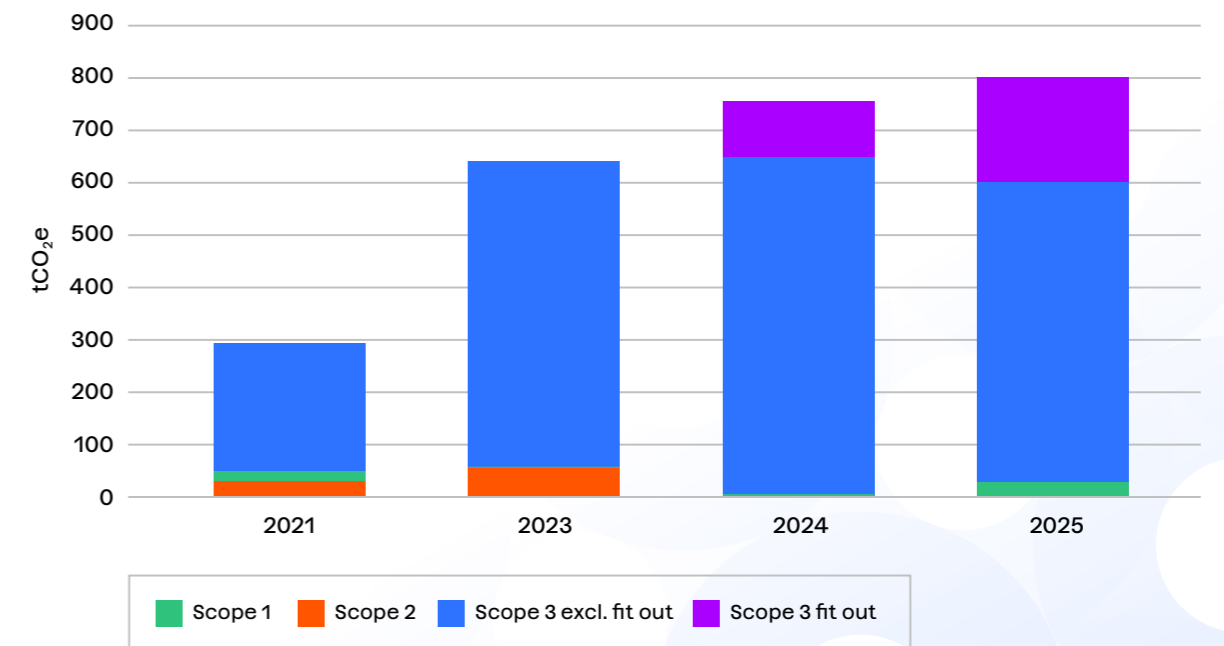
This was our first full year in our new office at One New Change. Our decision to relocate was a strategic decision made with a long-term view – to enable a modern, energy efficient space that better supports our people, clients and growth ambitions. We anticipated a short-term increase in emissions as the final phase of the fit-out was captured in our 2025 data. This is outlined on the next page with the support from our external sustainability partner SEISMIC.

Our carbon footprint from January to December 2025

- We continue to make progress against our Science Based Target, achieving a 50% reduction in Scope 1 and 2 emissions from our 2021 baseline
- Our total carbon footprint increased to 804.6 tCO₂e (market-based), up 25% year-on-year, primarily driven by office fit-out and increased procurement activity
- Scope 1 emissions increased year-on-year due to the introduction of natural gas in our new office, but remain 11% below our 2021 baseline
- Scope 2 emissions remain at zero year-on-year, reflecting our use of 100% renewable electricity
- Scope 3 emissions continue to make up the majority of our footprint at 97%. This reflects the nature of our business model and that we have taken action to address emissions within our direct operational control

Carbon Footprint Overview

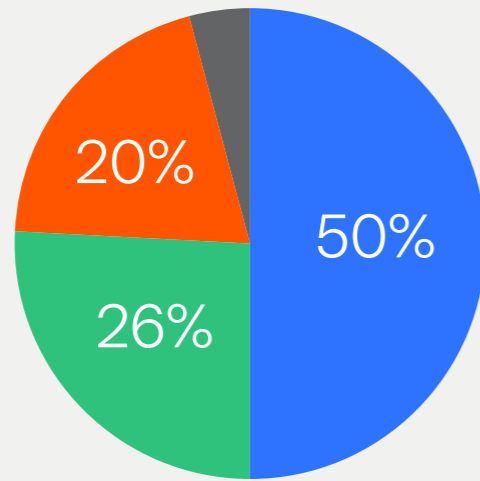
Overview of market based Scope 1–3 emissions by focus areas



Three areas account for most of our footprint

Employees

Employee-related emissions increased in line with business growth and higher levels of business travel, particularly air travel associated with colleagues based outside of the UK. We will continue to encourage a disciplined approach to travel and support positive behavioural change through lower-carbon alternatives where practical. This includes sustainable commuting initiatives such as our cycle to work scheme



Procurement

Procurement remains our most material emissions source, driven by spend across goods and services as our business continues to grow. We will continue to prioritise suppliers with credible Net Zero targets where proportionate and possible, as well as improve data collection across our supply chain. Our Good Supplier Agreement helps us to do this, which we rolled out at the start of FY26 with 63% of current suppliers now signed up

Fit-out

Emissions from office fit-out increased significantly in 2025 as the project reached completion. This is a one-off impact, and emissions from this category are expected to reduce substantially from 2026 onwards



One New Change

We designed our new home to support long-term collaboration, growth and energy efficiency. Landsec, the building owner and manager of One New Change, puts sustainability at the heart of their operations. The building is powered by renewable electricity, holds a BREEAM 'Very Good' rating, and is home to one of the largest ground source heat pumps in Europe, which will be reflected in our footprint from 2026. The site is also zero waste to landfill and achieves a 70% recycling rate. Landsec is continuing to further decarbonise the building, including transitioning away from gas through electrification of heating systems.



We strengthened the quality of our reporting this year and continued to build a more accurate picture of our emissions hotspots. Looking ahead, we are focused on enhancing the quality of our facilities and supplier data and actively reducing emissions where we have influence.

Through closer collaboration with partners like Landsec, by expanding the reach of our Good Supplier Agreement across our supply chain, and continuing to encourage more sustainable behaviours across Headland, we are embedding sustainability more deeply into how we operate and make decisions.



Hannah Smith

Head of Facilities & Operations at Headland



Landsec is committed to creating truly positive places that stand the test of time—that is why we are investing £135m through our Net Zero Transition Investment Plan (NZTIP) to future-proof our portfolio and provide sustainable places for our customers. This year, we began decarbonising the building by replacing gas-fired systems with high-efficiency, electrically powered air source heat pumps (ASHPs) that will not only provide our customers, such as Headland Consultancy, with decarbonised heating and cooling but also deliver EPC B-rated space.



Henry Powell

Sustainability Director – Operations at Landsec

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

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

Achieved in FY26

- Promoted by Blueprint from ally to full status
- Secured an average score of 4 across key metrics
- Recruited 3 of our 6 interns through the Taylor Bennett Foundation
- 43% of final stage trainee candidates from an ethnic minority background
- Increased the percentage of colleagues from lower socio-economic backgrounds; slight decrease year-on-year from ethnic minorities
- New policy providing one day of unpaid leave for religious observance

In October 2025, we were proud to be awarded full Blueprint status building on our Blueprint ally status awarded in 2023. This reflects our continued progress to encourage diversity in all aspects of our business.

We are delivering on a two-year Blueprint plan, which sets out commitments across recruitment, talent, culture and governance. This includes mandatory diversity training (over 50 colleagues attended Blueprint training at the start of the year), strengthened accountability at senior leadership level, transparent data collection and publication, and inclusive recruitment practices.

Alongside Blueprint, we continued to deliver a programme of DEI events, training and mentoring. These included several sessions with external experts to help us become more inclusive communicators. Highlights include inclusive language training with Claire Quansah, an advisor for BME PR Pros; a session on LGBTQ+ representation in media with Jane Hill, BBC news presenter; and Race at Work Awareness Training with Louisa Joseph to educate on inclusive leadership. We trained 90% of client-facing consultants on The Headland Ladder, a framework designed to scale inventive thinking, foster creativity across backgrounds and create a shared approach to campaigning.

We also continued our coaching programme for BME employees, led by external coach Karmjit Kaur, who specialises in supporting under-represented groups.

Apprenticeship scheme

Now in its fourth year, our Apprenticeship scheme is open to school leavers and above. Over 18 months, apprentices combine client work with PRCA-accredited training, gaining experience across financial PR, corporate communications, campaigning and public affairs.



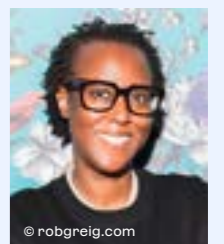
My apprenticeship has taught me how to stay steady in an industry that rarely stands still. The unpredictability of each day, new tasks, shifting priorities and fresh challenges has pushed me to grow quickly and sharpened my skills as a communicator. Along the way, I've built a stronger understanding of our work and where I fit within it. So far, it's been an experience of consistent growth in a constantly evolving environment, and I'm excited to see what's next.

Niyah Lee-Edwards
Apprentice, Headland




In the midst of such a negative news cycle, it's wonderful to not only celebrate organisations walking the DEI talk and doing great things, but to promote one, Headland, to full Blueprint status. Their applications were a joy to read and provided the judges, Henry Rowling, Nyree Connell and Sasha Daly and I, with so much hope. It served as a timely reminder that there are still organisations committed to doing meaningful, accountable, transparent, data-driven DEI work and, crucially, which understand the value diversity, inclusion and equality bring to a business, its clients, its work, and its workforce. On behalf of the judges, it's an honour to award Headland full Blueprint status. I hope their DEI work serves as an inspiration for others.

Elizabeth Bananuka
Founder/CEO, The Pros Collective and architect behind The Blueprint diversity mark




Partnering with DEI organisations



This year, we supported the **93% Club** with the launch of their inaugural 'Big State School Survey', which surveyed 10,000 state school students on issues surrounding social mobility, from financial precarity to career progression. We attended their Social Mobility Factory to help bridge the gap between the PR industry and young working-class young people. We also supported the Black Equity Organisation, a charity that promotes economic, legal, social and political equity for Black communities in Britain, to launch their campaign addressing conscious bias.

“The PR industry continues to face challenges in widening access and improving socio-economic diversity, which is why it's so important to partner with businesses like Headland. Together, we have supported state-educated students to better understand and access careers in PR, reaching thousands of young people across the UK and generating national coverage through our inaugural report, 'Big State School Survey'. By working together, we are helping open pathways into an industry that can often feel too out of reach, and we look forward to building this partnership in the year ahead.”




Sophie Pender
CEO & Founder of The 93% Club

Our partnerships with the **Amos Bursary** and **Taylor Bennett Foundation** continued this year to support individuals from ethnic minority and disadvantaged backgrounds in pursuing careers in our sector. We hosted the Taylor Bennett Foundation Reverse Mentoring Programme Launch in April, which will run until February 2027. Tom Bage, Partner on our Executive team, will be joining the programme as a mentee, gaining guidance from a mentor on the importance of inclusive leadership in driving DEI throughout the business.



“Championing diverse perspectives sits at the heart of who we are as a business and underpins the strength of our client offer. Achieving full Blueprint status this year is something we're incredibly proud of. Whilst we still have a way to go, this milestone reflects the progress we've made at Headland, and the steps we continue to take to build a more inclusive organisation. Over the past few years, the Blueprint framework has helped us to be more intentional and ambitious in our actions, giving us the confidence and structure to build a more diverse and inclusive workplace.”



Suzanne Morris
COO, Headland



“Discovering comms and PR was a genuine accident, and there was no better place to have started my career than at Headland. Working here has shown me the impact of businesses coming together with purpose and reinforced the importance of creating a workplace where every voice is heard, every contribution matters and diverse perspectives can thrive. I've had the opportunity to work on so many projects and learn from everyone around me. This culture has made me a better manager and learner, supporting younger team members and ensuring new voices have the opportunity to grow.”



Temi Oguntolu
Account Manager, Headland

Staying accountable with DEI progress

We collect and publish our employee diversity data annually. This year, we saw a slight increase in the percentage of people at Headland with lower socio-economic backgrounds, but a slight decrease in those from ethnic minorities. Whilst these figures have improved since we started collecting data in 2022, we want to go much further to achieve sustained year-on-year increases and long-term progress. Our Blueprint Action Plan and DEI targets across culture, governance, recruitment, retention and client work provide a clear framework for improving in these areas, supported by our internal DEI team who ensure inclusion remains embedded across the business.

	BAME	White
Nov 22	9.7%	88.3%
April 26	11.9%	85.9%

Socio-economic background	Nov 2022	Apr 2026
Professional backgrounds – modern professional & traditional occupations; senior or junior managers or administrators.	78.9%	74.1%
Intermediate backgrounds – clerical and intermediate occupations; small business owners.	15.6%	17.6%
Lower socio-economic backgrounds – technical and craft occupations; routine, semi-routine manual and service occupations; long-term unemployed.	5.4%	8.2%

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 FY26 equivalent to £116,000 in consultancy time and commit to increase this each year in line with the rate of Headland's growth

Achieved in FY26

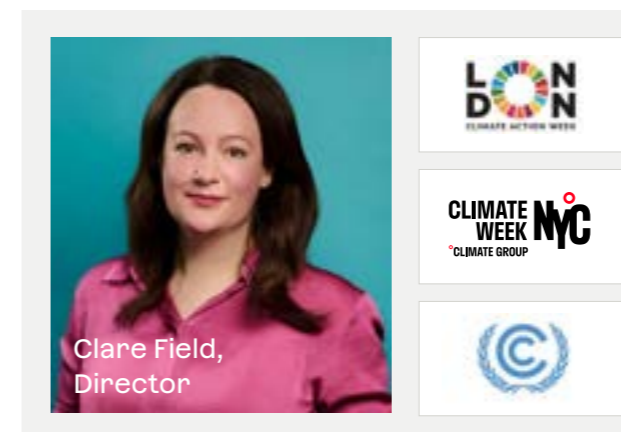
- Bolstered our Climate & Nature client offer with new hires and insights
- Exceeded our pro-bono target with a record year of £230k, partnering with London Climate Action Week, Foundation for Future London, Innovate Ukraine, and others
- Hosted 20 sustainability sessions under our Training and Headspace event programmes, reaching in excess of 50% of the business
- Introduced mandatory training for new joiners on sustainability at Headland

This year, we strengthened our ability to advise on clients' sustainability by deepening our climate & nature expertise. These specialist capabilities build on our existing offer by enhancing the depth, credibility and strategic perspective we bring to clients navigating an increasingly complex and fragmented sustainability landscape, where technical understanding and reputational judgment must go hand in hand.

We hired Clare Field, who spent nearly a decade at The Crown Estate, and more recently led on climate and health communications at Reckitt, including its presence at successive COPs and Climate Weeks. The team supported clients and partners across major global climate moments, including London Climate Action Week, New York Climate Week and COP, and provide regular insights to help clients stay ahead of new developments.

Our Headspace programme and sustainability training helped to deepen understanding across the business and equip our teams to advise clients on sustainability issues. We introduced training for all new joiners on Headland's sustainability strategy, and hosted external speakers such as climate comedian Stuart Goldsmith and Sheeraz Gulsher, co-founder of People Like Us, which drives workplace equity across the UK.

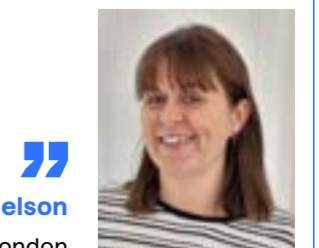
We are proud of our pro-bono and low-bono work from the past year, exceeding our target with £230k of consultancy time in FY26. We partnered with a range of organisations working on climate, social mobility and economic development, helping them to communicate more effectively and increase their impact. The following page highlights some of this work.



Headland's brilliant pro bono support on our communications strategy has been transformative. It has helped us develop a clear, confident narrative, rooted in the lived experiences of East London Communities.

The new narrative has repositioned Foundation for Future London as a hands-on partner and builder, giving us a stronger platform to grow partnerships, deepen trust and prove the value we can bring.

We're also hugely thankful for Headland's generous donation as part of their Headland Christmas charity initiative. This donation will help us continue our work as an independent charity, connecting people, ideas and investment to create real, lasting change.



Sarah Nelson

CEO, Foundation for Future London

London Climate Action Week

Headland worked in partnership with E3G and London Climate Action Week on a narrative designed to challenge increasingly negative and polarised climate discourse.

Drawing on insights from across government, NGOs, business and civil society, our work recognised two central challenges:

how to communicate climate action in a way that feels accessible and relevant to people’s lives, and how to counter the perception that progress is stalling by showing tangible evidence of change already underway.

The resulting campaign – centred on the message “Don’t tell me climate action isn’t happening” – reframed climate action not as abstract sacrifice or political division, but as a force improving lives, communities and economies. It focused on visible progress, shared benefits and real-world outcomes, helping shift the conversation away from the terms set by anti-climate voices. The message was echoed by speakers across the week’s 700 events, creating a clear and consistent narrative throughout London Climate Action Week.

We amplified the campaign through our network, securing complimentary advertising space across prominent locations including Westfield, Piccadilly and Hammersmith. Combined with pro bono design support for the wider LCAW network, the campaign significantly increased the week’s visibility and public resonance during a key moment in the climate calendar.



Innovate Ukraine

Innovate Ukraine is a FCDO-backed programme dedicated to accelerating Ukraine’s energy recovery, decarbonisation and long-term resilience. Headland works with Innovate Ukraine alongside a consortium of commercialisation and investment experts, helping innovative UK and Ukrainian organisations to scale their solutions to Ukraine’s rebuild and energy transition challenges.

We developed core messaging to articulate the ambitions and role of the programme. This messaging underpinned a suite of communications assets, including videos showcasing the accelerator’s purpose, the strength of the UK-Ukraine partnership and the real-world potential of participating projects. In parallel, we identified opportunities to land globally relevant media coverage aimed at financial and commercial audiences, including pieces in the Sunday Times and Financial Times to raise the profile of the accelerator and its projects.



Corporate climate communication has changed significantly. A more contested debate about the role businesses should play has been spurred on by polarised politics that has weaponised terms like net zero. But beyond the noise, we are seeing many businesses remain committed to this agenda as a way to build resilience, embedding sustainability into strategy and operations. That includes many of our clients, for whom communication remains a crucial lever for driving the wider change needed to deliver progress – from influencing policy and supply chains to supporting innovation and scaling new technologies.

Andy Payne

Climate & Nature Practice Co-Lead, Headland



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

- **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 priority actions

- Secure and maintain an average score of four on Headland’s commitment to purpose and values within our employee survey
- Publish an annual Impact Report outlining our progress in creating material social and environmental value
- Publish gender pay gap data in FY26 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 FY26
- 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 FY26

- Secured an average score of 4 across key metrics
- Described by LDC as an example of best practice in sustainability
- Published our Impact Report with carbon footprint and pay transparency reporting
- Launched a new client satisfaction platform and conducted reviews with over 100 clients
- Continued to maintain our Good Business Charter accreditation and co-hosted a joint event to celebrate Good Business Week

We remain focused on building a business that is both commercially successful and aligned with our values. As we continue to grow into a broader, more international business, maintaining a consistent approach to how we govern ourselves and serve our clients will be critical.

Enhancing client service

In 2025, we rolled out Lift Relations, a client satisfaction and relationship intelligence platform, to enhance our client service with real-time insights into our client relationships and opportunities for growth or improvement. Clients review us across key aspects of our service, including quality of work, capabilities, proactivity, and team chemistry.

Since launching Lift, we have surveyed over 100 client teams. By introducing a regular feedback cadence across our retained client base, we can identify and respond to issues earlier and embed continuous improvement into our client service model. This sits alongside direct client engagement, giving us a more structured and scalable approach to maintaining high standards as we grow.

Externally, we continue to be recognised as a leading example of best practice within the LDC portfolio. This reflects how we integrate sustainability into our business operations to drive long-term value creation.

Good Business Charter

We maintained our Good Business Charter (GBC) accreditation as a responsible business and played an active role in the GBC network, convening a group of large national and regional companies during Good Business Week for an event in York with Julian Richer, the entrepreneur, philanthropist and founder of GBC. The event raised awareness of why good business matters and the importance of treating people fairly, directly leading to further signups to the charter.



To mark Good Business Week, we convened a group of business leaders in partnership with Headland. Put plainly, good business is about doing the right thing, and proudly communicating that with your stakeholders. Together with Headland, we discussed the steps that businesses can take to benefit customers, colleagues, suppliers and society, and how more organisations can lead the way in ethical business practice.



Julian Richer
Founder of The Good Business Charter



Headland has delivered another year of strong growth and remains one of the leading ESG performers in our portfolio, setting a benchmark for others in the industry. By strengthening its Climate & Nature offer with strategic hires and partnerships such as London Climate Action Week, Headland is continuing to deepen its sustainability expertise and broaden its ability to help businesses drive positive change on critical issues across their supply chains.



David Andrews
Partner, LDC



Pay transparency

Headland is committed to voluntarily publishing our pay equity. Although we are not legally required to report, we believe transparency is important. It helps us understand where progress is being made, where gaps remain, and where we need to focus our efforts. This is our second year of reporting, and this information is shared each year with our colleagues. We also voluntarily report on gender pay gap as part of our commitment to good practice.

Most levels remain close to balance, and this reflects the work already underway across Headland. This includes how we support progression, maintain clear governance around pay and promotion, and create an environment where our people can build long-term careers at Headland. The direction of travel is positive but there is more to do.

Level	Apr-25	Oct-25	Apr-26
Partner	-3%	-1%	0%
Director	8%	9%	12%
Associate Director	-3%	-4%	-5%
Account Director	0%	-5%	-2%
Account Manager	-3%	-3%	-3%
Senior Account Executive	3%	1%	0%
Account Executive	4%	3%	1%
Trainee Account Executive	0%	0%	N/A
Apprentice	0%	0%	0%

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

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 DEI 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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