

**S<sup>4</sup>Capital plc**

**2020**

**Annual  
CSR Report**





**S4**

**CAPITAL**

# Preface.

2020 marks the first year that we bring all the S<sup>4</sup>Capital mergers together. MediaMonks developed its sustainability strategy in alignment with the Sustainable Development Goals in 2019. Today we are proud that this strategy is embraced by all S<sup>4</sup> companies. Enabling us to make an even bigger impact.

Therefore, we see this year as the baseline to assess where we stand and what we need to improve our performance. We are determined to make these improvements as we've set ourselves a clear ambition: winning the decade. Besides winning award shows for our work and being the most relevant digital company, winning the decade for us also means excelling in ESG-related subjects (environmental, social and governance). People want to work in more diverse teams, in sustainable offices and for clients that have the same values. In this light, we have asked ourselves; How can we become the most diverse team in the world? How can we run our offices as sustainably as possible? And how can we support our clients in creating the most impact?

I am proud of the key figures we managed to show this year. We have spent a lot of attention to diversity, which can be seen in the improved diversity balance. This is especially difficult in a tech heavy company like us. Moreover, our CO<sub>2</sub> emissions per FTE went down considerably. This mostly has to do with the reduced travel due to COVID-19, but we want to hold on to this positive trend with our new sustainable travel policy.

I believe in leading by example. This also means making clear decisions. At the end of 2019 we stopped working for tobacco companies for example. My personal view is that we can truly change the world by bringing art, science and technology together. I promote this within S<sup>4</sup>, but it is also something I work on personally by investing time, money and effort in sustainable and social impact enterprises. I choose one charity per year that I try to scale up. For 2021 it will be 100weeks.org, a platform for giving cash directly to women living in extreme poverty, which MediaMonks also supported with pro-bono consultancy in 2020.

To align with this belief in leading by example, we are currently working on creating an S<sup>4</sup> Forest to offset our emissions and becoming B Corp Certified. We want to use our business as a force for good and win this decade. We can only do this with the power and commitment of all our employees - let's take the next step in our CSR journey together!

Victor Knaap, Executive Director S<sup>4</sup>Capital

# 2020 Key Figures



	<b>S<sup>4</sup>Capital 2020</b>	<b>MediaMonks 2019<sup>1</sup></b>
Employees (headcount)	3.247	944
Total number of projects	7.800	3.200
Net revenue	£295,2 million	£169,9 million
Emissions per FTE <sup>2</sup>	1,24 ton CO <sub>2</sub> emissions	4,2 ton CO <sub>2</sub> emissions
Donations to charity	£356.568 (0,12% of our net revenue)	£32.211
Projects for Good	41	12
Diversity	45% women   55% men	32% women   68% men

<sup>1</sup>The 2019 report only covered MediaMonks' performance, including their 12 offices and the 944 employees working there. This report includes all S<sup>4</sup>Capital companies (acquired before 01-01-2020 and Circus Marketing) for the first time, hence the comparison of key figures should be seen in this light. See chapter 5.3 About this report for the scope of this report.

<sup>2</sup>Based on average employees during 2020.

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# 1 About S<sup>4</sup>Capital



# Who we are and what we do

**S<sup>4</sup>Capital plc is a tech-led, digital advertising and marketing services company. A communications business for the new marketing age, we believe in disruption; to bring something that is better than it used to be.**

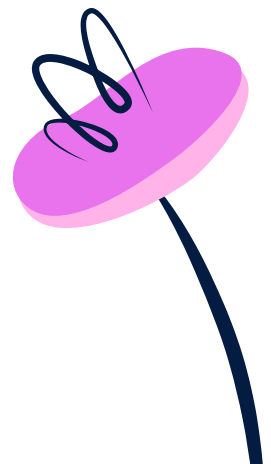


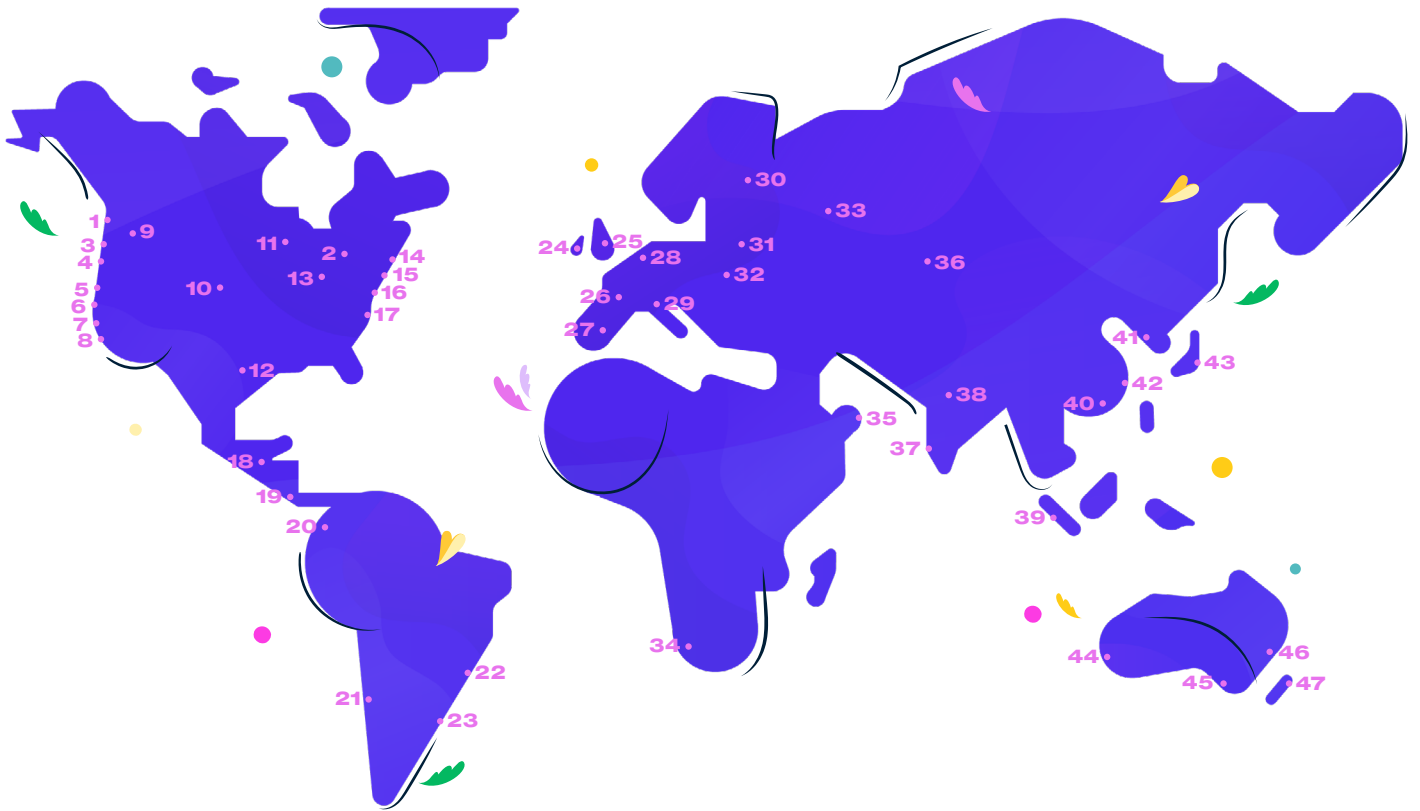
Our strategy is to build a purely digital advertising and marketing services business for global, multinational, regional, local clients and youth-driven influencer brands. This will be achieved initially by integrating leading businesses in three practice areas — first-party data, digital content, and digital media planning and buying — with an emphasis on “faster, better, cheaper” executions in an always-on, consumer-led environment, supported by a unitary structure.

S<sup>4</sup>Capital merged with MediaMonks, the leading Advertising Agency A-listed creative digital content production company, and with MightyHive, the market leading data & digital media solutions provider for future thinking marketers and agencies, in 2018. Since then, MediaMonks and MightyHive have grown considerably and expanded their operations by welcoming amazing new companies to the family. This unique combination of joined forces enables us to offer integrated productions for our clients and allows us to work with an agile, flexible business model for client engagement.

Per 31 December 2020, 3792<sup>3</sup> people in more than 30 countries across the Americas, Europe, the Middle East, Africa and Asia-Pacific are dedicated to contributing to our digital journey. The importance of our people, their dedication and their can-do mentality, cannot be overstated, as they are the key in delivering amazing results for our clients. Together we realized a net revenue of £295,2 million. Through our hard work and dedication S<sup>4</sup>Capital has achieved unicorn status in a little over a year, which is unique in the advertising and marketing services industry. Moreover, all our companies have achieved recognition for their work through prestigious awards, which we elaborate on below.

<sup>3</sup> The number of employees includes all the labels at 31-12-2020. The rest of this report only covers the 3.274 employees of S<sup>4</sup>Capital companies acquired before 01-01-2020. and Circus Marketing. See chapter 5.3 About this report for the scope of this report.





## S<sup>4</sup>Capital Across the Globe

### Americas

#### Canada

1. Vancouver
2. Toronto

#### USA

3. Seattle
4. Portland
5. San Francisco & San Bruno
6. Mountain View
7. Los Angeles
8. Irvine
9. Sandpoint
10. Denver
11. Superior
12. Austin
13. Chicago & Cedar Rapids
14. Boston
15. Worcester
16. New York
17. Baltimore

#### Mexico

18. Mexico City

#### Costa Rica

19. San José

### Europe

#### Colombia

20. Bogotá & Medellín

#### Chile

21. Santiago

#### Brazil

22. São Paulo

#### Argentina

23. Buenos Aires

#### Ireland

24. Dublin

#### UK

25. London & Windsor

#### France

26. Paris

#### Spain

27. Madrid

#### Netherlands

28. Amsterdam & Hilversum

#### Italy

29. Milan

### Asia Africa

#### Sweden

30. Stockholm

#### Germany

31. Berlin
32. Stuttgart & Munich

#### Russia

33. Moscow

#### South Africa

34. Cape Town

#### United Arab Emirates

35. Dubai

#### Kazakhstan

36. Nur-Sultan

#### India

37. Mumbai & Bangalore
38. New Delhi

#### Singapore

39. Singapore

#### Hong Kong

40. Hong Kong

### Oceania

#### South Korea

41. Seoul

#### China

42. Shanghai

#### Japan

43. Tokyo

#### Australia

44. Perth
45. Melbourne
46. Sydney

#### New Zealand

47. Auckland



# The S<sup>4</sup> companies and their award- worthy work

We are combining the forces of great companies to create integrated solutions for our clients. All our companies provide unique added value by bringing in their skills, knowledge and creativity.

## **MightyHive**

The leading data and digital media consultancy that helps brands take control. MightyHive's global team of experts provides change and innovation advisory for business transformation, data consulting and digital media services. Clients gladly partner with MightyHive to build a digital media transformation strategy, to launch and measure digital campaigns, to create a data strategy, or to unlock Amazon ecommerce solutions. MightyHive can be extremely proud of the work they have done over the past year to achieve recognition through two AdExchanger Awards, being named the top Australia and New Zealand Google Marketing Platform Partner of the year for the third year running, and being shortlisted for the Australia/New Zealand Consultancy of the Year 2020.

## **MediaMonks**

Is one of the largest and fastest growing creative production companies in the world. Founded in 2001 in Hilversum, the Netherlands, you can find MediaMonks anywhere on the web as well as in many cities around the globe. From creative campaigns and content to bespoke development and design, MediaMonks operates at the intersection of creativity and technology, ranging from augmented reality (AR) or virtual reality (VR) experiences, campaigns, games, (music) videos, platforms and everything in between. In 2020, MediaMonks received 25 FWA's, five Eurobest awards (part of the Cannes Lions family), five Webby awards, five Epica awards, seven ADC Global awards, 10 Lovie awards and 12 awards from The One Show.

**“As one of the leading creative production companies in the world, it's important that our clients gain the recognition they deserve for the groundbreaking work they partner with us to create.**

**This is especially important for nonprofits and NGOs that we work with, because awards and accolades help spread and establish their cause to the global stage—rewarding organizations who tackle some of the world’s greatest challenges through innovative thinking. Given our belief in the power of creativity and technology to do good, we place careful focus in amplifying these brands by putting them in front of international juries.”**



Kate Richling  
Chief Marketing Officer  
MediaMonks

### **Superhero Cheesecake**

Acquired by MediaMonks in July 2018, supports modern brands to stand out through creativity and craft. As a boutique creative studio, Superhero Cheesecake can be recognized by its personal approach, being informed by a deep understanding of the brands they collaborate with, hands-on and equipped with the digital tools and skills to make anything a reality while being obsessed with the best. Superhero Cheesecake’s work has been recognised with multiple FWA (3) and Awwwards (10) wins, which is a credit to the hard work, dedication, and positive attitudes of the whole team, and shows that they continue to be leaders in the digital creative industry.

### **BizTech**

Is a leading marketing transformation and customer experience company and merged with MediaMonks in June 2019. With over 25 years’ experience in the IT industry, BizTech provides a full range of specialist IT services for customers throughout Australia, from IT systems integration and computer network services, to cloud computing and digital dictation. In 2020, BizTech was awarded the Adobe APAC Partner of the year. Previously recognized five times as Partner of the Year in the Australia and New Zealand region, it is a big deal to be recognized in the whole of APAC for the quality of service and the amount of business BizTech developed with Adobe. Additionally, they received six Adobe Specialisations, which puts them on par with the largest integration companies in the world. This is a point of pride, as their tech people worked hard to reach this level of certified skill recognition.

### **IMAgency**

Having merged with MediaMonks in August 2019, IMAgency Holding supports brands to engage and activate audiences worldwide through top influencers. IMA develops and executes creative influencer marketing strategies to amplify brand stories

at scale and reach millions of people, putting an emphasis on harnessing the power of authentic connections. IMA won two Influencer Marketing Awards for their HelloFresh campaign #RefreshWithHelloFresh and was highly commended in the International Performance Marketing Awards 2020 for their Johnson & Johnson Aveeno campaign #GetSkinHealthy.

Nathalie Van Kenhove (Senior Digital Marketing Specialist) and Axelle Lelièvre (Creative Digital Marketing Specialist) and the HelloFresh campaign team:

**“Sometimes you need a reason to start developing better habits, so we invited a group of 15 dynamic UK based influencers, led by celebrity Davina McCall, to try HelloFresh for three weeks”.**



**Nathalie Van Kenhove**  
Senior Digital  
Marketing Specialist



**Axelle Lelièvre**  
Creative Digital  
Marketing Specialist



**Eveline Koppejan**  
Senior Brand  
Partnerships Manager



**Fleur Van Schaik**  
Senior Influencer  
Project Manager



**Laura Burrige**  
Senior Account  
Manager

### **Firewood Marketing**

MediaMonks merged with Firewood Marketing, the largest digital marketing and creative agency based in Silicon Valley, in October 2019. Founded in 2010 on the idea that good people are good business, Firewood partners with brands that are changing the world, collaborates with the solidarity of an in-house team, and

integrates services for solutions beyond marketing. Firewood brings a flexibility that makes clients feel at home. Being ranked #13 in Ad Age's Best Places to Work list emphasizes the importance they see in their people. They create great work, placing Firewood as #1 Largest Bay Area Advertising Agency (San Francisco Business Times) and Largest Advertising, Marketing and PR agency in Silicon Valley (Silicon Valley Business Journal). Moreover, Firewood was included in Adweek's Top 10 large Agencies list, finalist in the EIS Awards for Email Marketing Excellence (Media Post) and co-founder Lanya Zambrano won the Campaign US 40 Over 40 Awards.

### **Circus Marketing**

Fully integrated digital agency Circus Marketing merged with MediaMonks in March 2020. Circus partners with its clients to develop high-impact ideas, strategies and content for successful campaigns in the attention economy. They provide service and design-thinking mentality to allow for the rigorous creation and measurement of campaign ideas. Circus' work has been recognized by various awards in 2020, such as by El Dorado, Circulo, IAB MIXX and Diente.

**“2020 was an interesting year for us, not only in terms of COVID-19, but also regarding the merger. Whereas some might be afraid to ‘become a number’ in such times, we created a group led by creative entrepreneurs in which our people are at the core of what we do. While we are here, it must be the best place to be.”**



Ignacio Liaudat  
CEO Latam  
Circus

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During 2020, we further integrated leading businesses in our three practice areas by welcoming other great organizations to the family, such as data and analytics consultancy Digodat, market leading full-service Amazon agency Orca Pacific, creative agency Dare.Win as well as Decoded. These are not yet included in the scope for this report, but will be from next year onwards.



# The world around us

We are connected with the best tech companies, and are therefore on top of new and potential tech developments. Keeping track of what happens in the world around us is an important part of our daily business, as we always try to be in the vanguard to best support our clients. Because we are an agile and flexible organization, new developments constantly inform the directions we take and how we can create value in the long-term.

## **Digital is growing in the advertising market**

Digital is by far the fastest-growing segment of the advertising market. It was estimated that in 2019 digital accounted for approximately 47.5% or \$275 billion of total global advertising spend. By 2022 it is expected this share will grow to approximately 55-60% and to 65-70% by 2024. It is anticipated that in 2020, total global advertising spend has shrunk to approximately \$500-550 billion, driven by a fall in traditional media advertising expenditure. However, digital advertising spend is expected to remain constant or increase slightly, thereby exceeding 50% of total advertising spend for the first time.

## **Online shopping with elevated consumer experiences**

With purchase decisions being made increasingly online, especially since COVID-19, the tactility and physicality of the experience has never been more important. Whether it is evoking the feel of a product's materials up-close, or the excitement of trying on a new outfit. And this is especially true when it comes to premium brands, who excel in providing unparalleled craftsmanship and service to loyal audiences. As we see a trend in fashion brands addressing the need to virtualize their processes, both creatively and operationally, MediaMonks stands ready to offer the industry a range of bespoke solutions with its new fashion and luxury practice, strengthened by the full team from Wednesday Agency.

**“It’s great to combine skills in branding, design and building iconic fashion campaigns with MediaMonks’ arsenal of UX, technology, production capabilities and expertise in virtual events.**

**Together we can supercharge the luxury industry, bring life to the purpose of the brands and elevate consumer experiences—both in the physical and digital world.”**



Liam Osbourne  
Client Partner, Fashion and Luxury  
Mediamonks

### **Virtual events support**

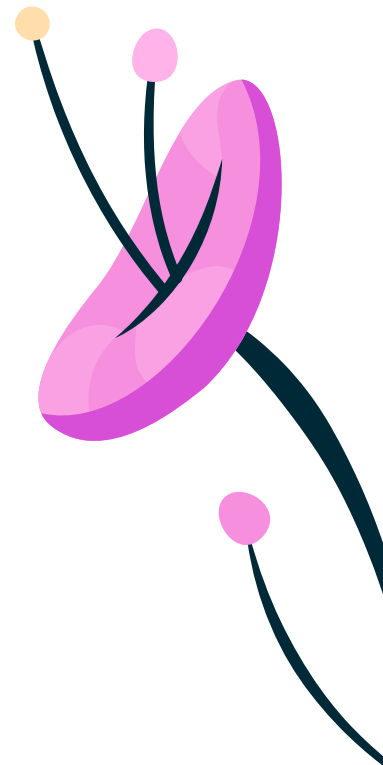
As most of us have to stay at home more often due to the measures governments take to control the impact of COVID-19, virtual events become more and more common. While in lockdown, people still enjoy “going out” to virtual concerts, lectures and conferences. We gladly respond to this need by helping brands virtualize their events. We go a step further in giving audiences and performers alike a sense of presence and agency by driving interaction, turning fans and event attendees into true participants and collaborators because this connection is what we all long for during lockdowns.

A positive result of all these virtual events is that we can more easily participate in events on the other side of the world, eliminating a need to travel, and thereby reducing emissions caused by driving or flying. For the Climate Adaptation Summit (CAS) in January 2021, for example, we developed a virtual event platform.

**“Taking the CAS2021 conference virtual created an impact we never could have imagined. World leaders reached a bigger audience than ever before, urging the world to take action now, and to accelerate initiatives to stop climate change.”**



Dik Klicks  
VP Growth  
Mediamonks EMEA



1.3

## **Our vision and strategy**

**We have a firm belief that creativity and technology are a force for good and are powerful tools required in the transition towards a more sustainable society. We want to be the catalyst for change. This belief lies at the core of our sustainability vision and strategy.**

At the end of 2019 MediaMonks defined its sustainability strategy, which was adopted and further embedded by S<sup>4</sup> in 2020. This strategy, divided into three pillars, is based on our potential impact, stakeholders' opinions and our contribution to the Sustainable Development Goals. Whereas **Sustainable Production** focuses on our work for and with clients, **Zero Impact Workspaces** concentrates on our own operations. The third pillar, **Diversity, Equity and Inclusion (DE&I)**, focuses both on our own workplace and on inspiring others. Our strategic framework summarizes the pillars and the two core targets, which are expanded on in the following chapters.

When exploring complex sustainability issues, together with our clients, partners as well as NGOs and social entrepreneurs, we believe that we can make the biggest impact through using our creativity as a force for good. At the end of 2020, it was this belief that inspired us to decide that we would like to become a Certified B Corporation. B Corporations are leaders of the global movement of organizations using business as a force for good. There are over 3600 B Corporations from more than 150 industries and 74 countries with 1 unifying goal: to redefine success in business. The performance standards B Corporations meet are comprehensive, transparent and verified. They measure a company's impact on all its stakeholders: their workers, suppliers, community, customers and the environment. Unlike traditional corporations, B Corporations are legally required to consider the impact of their decisions on all their stakeholders. Therefore, our commitment to become Certified will shape and bring our sustainability efforts to the next level in the years to come.

# Our Goal

is to build a sustainable and inclusive organization that uses its creativity as a force for good.

To support this goal, we want to become B Corp Certified.



## Zero Impact Workspaces

**Our goal:**  
a climate neutral and environmentally-conscious household, with tangible efforts in our daily operations

Develop our procurement policy and measure our performance through EcoVadis before EOY 2021

Operate carbon neutral before EOY 2024



## Sustainable Production

**Our goal:**  
a catalyst for change, by leveraging our expertise to innovate with technology and creativity for good for and with our clients

Develop and implement our Sustainable Production Manifesto for client-work before EOY 2021

At least 50% of our client-work aligns with our Sustainable Production Manifesto before EOY 2025



## Diversity, Equity and Inclusion

**Our goal :**  
a workplace that fosters an inclusive culture that values people with different backgrounds, genders, sexual preferences, caregiving status and health

Implement DE&I training for all our employees before EOY 2021

Increase diversity to at least match population levels where we work sooner rather than later

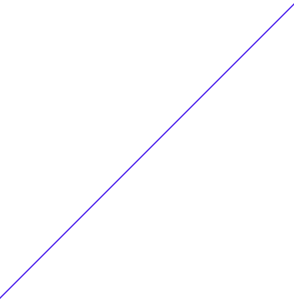


# How we create value with our strategy and contribute to the SDGs

The impact model below explains how our sustainability strategy, our activities, and the resources we utilize each lead to our ultimate impact goal. It visualizes how we create added value, not only now, but also in the long-term.



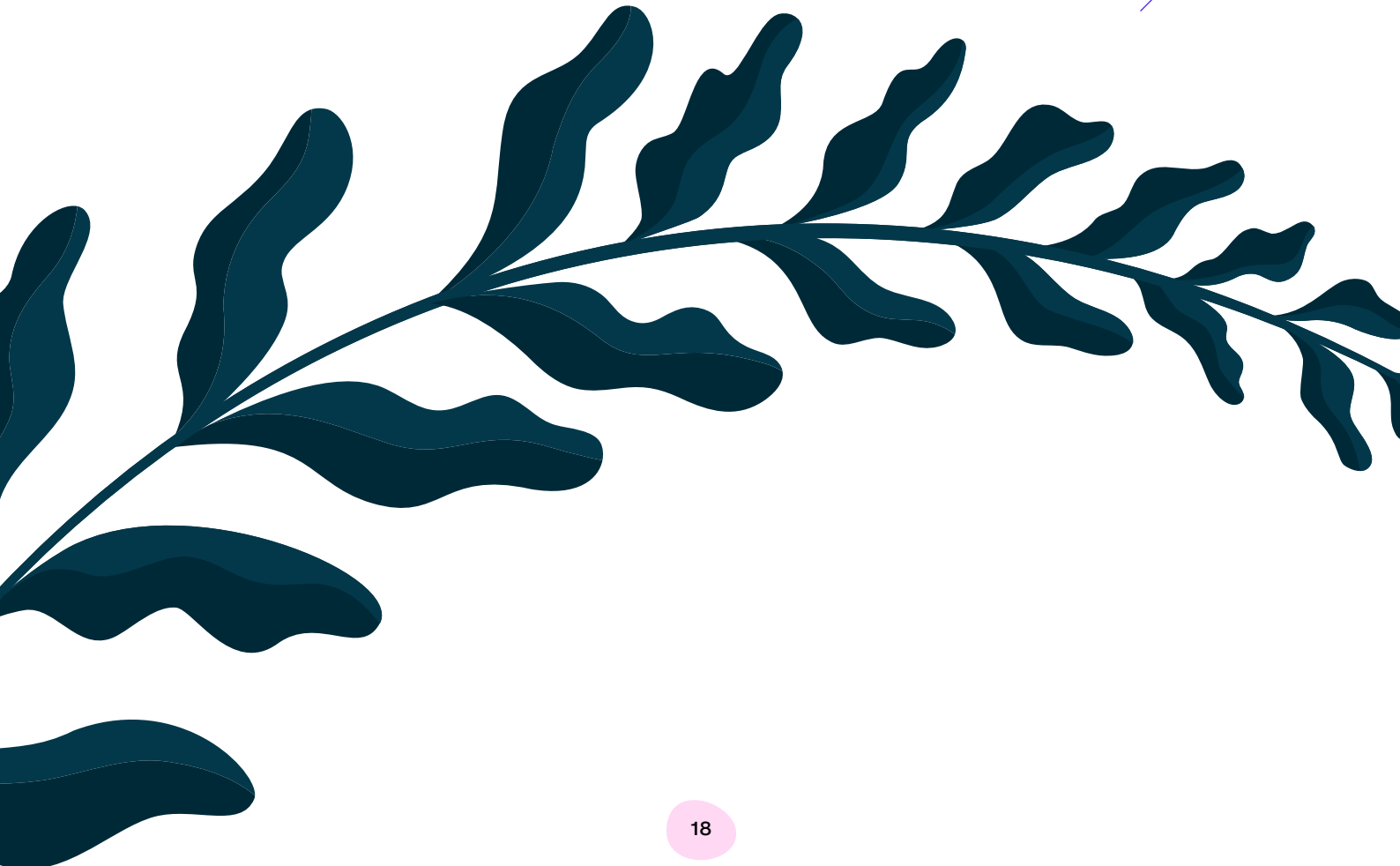
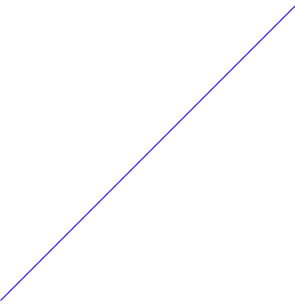
<sup>4</sup> Covers only MediaMonks due to data restraints.



Significant positive impact can be found in our work for clients, ranging from awareness raised on social topics to changed consumer behavior to conserve our environment. However, as the inputs show, we also need natural resources to enable our work for our clients. These resources relate to a negative impact mainly due to greenhouse gas emissions and waste associated with our business activities. Throughout this report we elaborate on our ambition and activities to decrease this negative impact of our business operations and increase our positive added value through our creative work.

As visualized in our impact model, we aim to contribute to the Sustainable Development Goals (SDGs) with our sustainability strategy, which is also elaborated on in the following chapters. These 17 development goals, developed in 2015 by the United Nations, provide a framework for government agencies, civil society, the private sector and citizens to work together to create a more sustainable future. These goals range from ending extreme poverty and reaching zero hunger to mitigating climate change and degradation of land.

It is our vision that good communications, increased awareness and empowered consumers are essential to bring about the shift in attitudes and behavior that is needed to reach the SDGs by 2030. Therefore, our contribution to the SDGs lies beyond our own operations, which is reflected in the variety of work for our clients and our pro-bono work on social and environmental themes. In the following chapters we elaborate on the SDG targets for each pillar and explain how we contribute to those targets.



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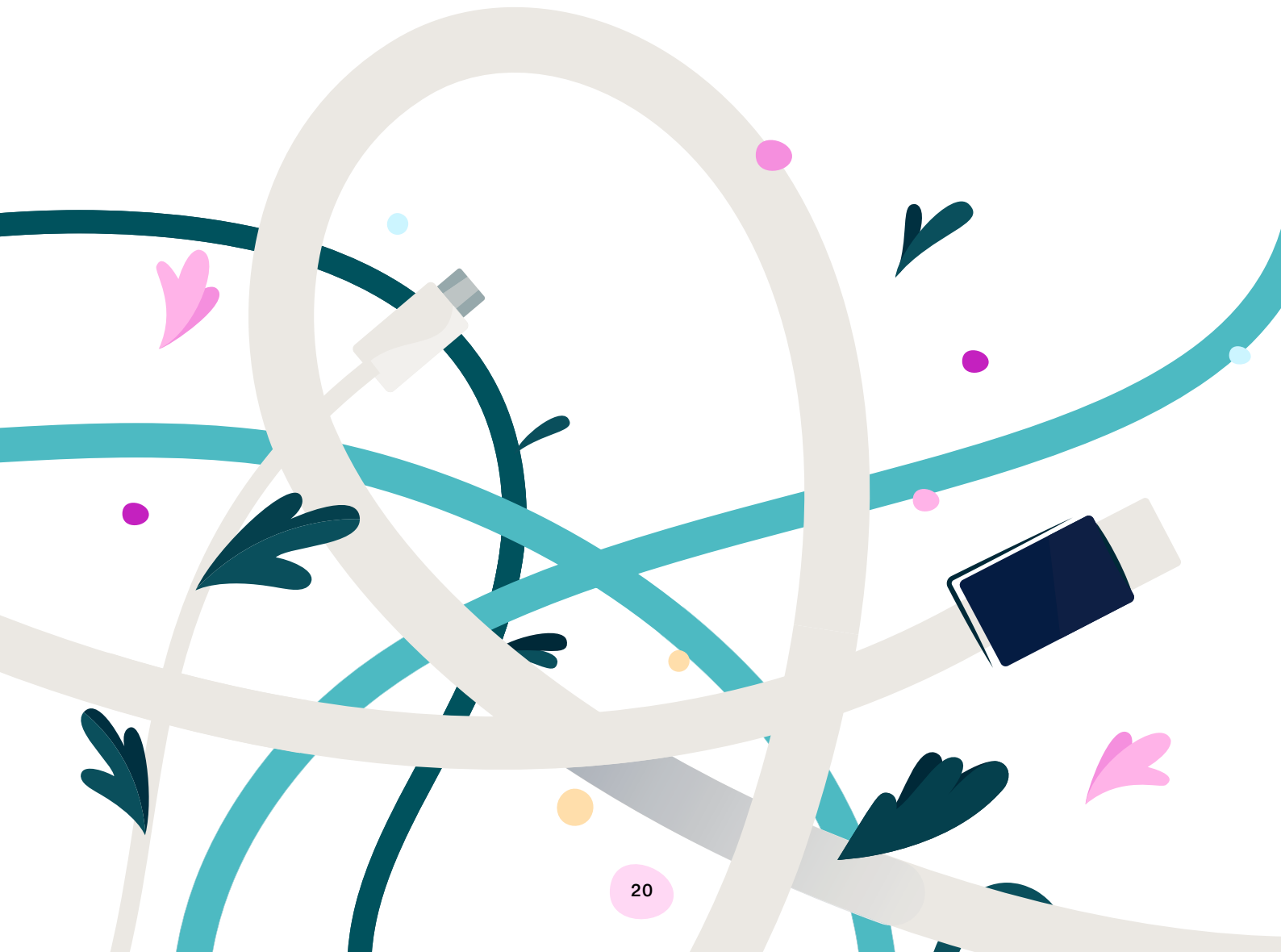
# Zero Impact Workspaces



**“As a fast growing company, we’re focused on making sure our economic growth always remains larger than our ecological footprint. This is not a one-person job and there isn’t a magic button to solve it but rather a complex mosaic of solutions that will help us do better. Our main goal is to help everyone in the company to make an effort to contribute to tackling this challenge and to enable them to prioritise this within their means.”**



Victor Knaap  
Executive Director  
S<sup>4</sup>Capital



# Towards a climate neutral business operation

As an international company that experiences continual growth around the globe, we have a relatively large carbon footprint. Therefore, we want to put effort into creating a climate-neutral and environmentally-conscious household through tangible efforts in our daily operations. By doing so we want to build zero impact workspaces and contribute to increase the share of renewable energy (SDG 7), reduce waste generation and promote sustainable procurement practices (SDG 12) and reduce our CO<sub>2</sub> footprint (SDG 13).



## SDG 7.2

By 2030, increase substantially the share of renewable energy in the global energy mix.

**We want to broaden the renewable energy share in our own energy mix by covering our roofs with solar panels or procuring green energy.**



## SDG 12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**We want to reduce our waste production per FTE and increase our recycling percentages.**

## SDG 12.7

Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

**We want to align our procurement with sustainability standards and engage with suppliers on sustainability.**



**SDG 13.2**

Integrate climate change measures into policies, strategies and planning.

**We want to reduce our own CO<sub>2</sub> footprint by reducing our energy and travel emissions per FTE, moving to green certified buildings when possible and compensating the remaining emissions.**

In response to the World Economic Forum 2020 Davos Manifesto, S<sup>4</sup>Capital announced its commitment to achieve carbon neutrality by 2024. We are highly aware of this challenge, as digital companies like us are big consumers of energy, especially electricity. For example, all the data centers in the world combined consume 1% of the global electricity supply<sup>5</sup>. This is why we started tracking our sustainability performance and continue to make progress when it comes to our workspaces.

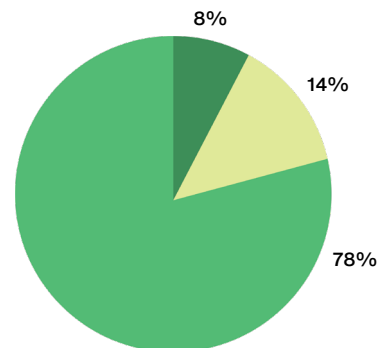
2.2

# Our performance in 2020

In our aim to build zero impact workspaces, it is of utmost importance that we have a good understanding of the impact caused by our own operations and in our supply chain. In 2020 we measured our carbon footprint for the whole S<sup>4</sup> company for the first time and aligned it with the Greenhouse Gas Protocol<sup>6</sup>. This was the first year in which we also included external servers in our scope 3 emissions. We aim to broaden the scope of our carbon footprint in the future to also include all the greenhouse gas emissions in our supply chain<sup>7</sup>.

Total emissions  
2812.46  
(in ton CO<sub>2</sub>)

- Scope1 . Direct emissions
- Scope2 . Indirect emissions
- Scope3 . Other indirect emissions



<sup>5</sup><https://www.iea.org/reports/data-centres-and-data-transmission-networks>.

<sup>6</sup>The Greenhouse Gas Protocol provides the world's most widely used greenhouse gas accounting standards for companies.

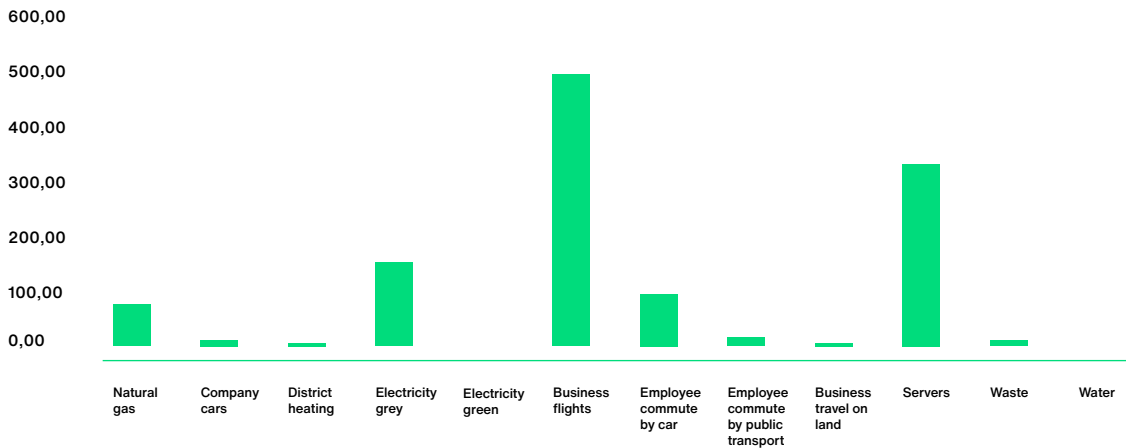
<sup>7</sup>Emission factor for servers is calculated based on data from one of our servers and extrapolated. Not all server usage could be included this year as some data for external servers were not accurate. We are working on improving this as we move forward.

# Overview of our CO<sub>2</sub> emission per scope

	S <sup>4</sup> Absolute 2020 (ton CO <sub>2</sub> )	S <sup>4</sup> per FTE 2020 (kg CO <sub>2</sub> )	MM per FTE 2019 (kg CO <sub>2</sub> )
<b>Scope 1. Direct emissions</b>			
Natural gas	194,55	72,60	137,94
Company gas	27,39	11,66	94,96
<b>Total Scope 1</b>	<b>221,94</b>	<b>84,26</b>	<b>232,90</b>
<b>Scope 2. Indirect emissions</b>			
District heating	19,15	8,15	-
Electricity - grey	368,77	153,05	436,44
Electricity - green	0,00	0,00	-
% Green electricity of total consumption	39%		
<b>Total Scope 2</b>	<b>387,92</b>	<b>161,20</b>	<b>436,44</b>
<b>Scope 3. Other indirect emissions</b>			
Business flights	1097,43	499,24	3247,54
Employee commute by car	226,46	96,38	203,35
Employee commute by public transport	63,28	26,93	55,00
Business travel on land	18,02	7,67	-
Servers	747,98	346,90	-
Waste	38,60	14,49	2,21
Water	10,51	4,41	2,52
% Waste separated for recycling	31%		
<b>Total Scope 3</b>	<b>2202,60</b>	<b>996,02</b>	<b>3510,62</b>
<b>Total CO<sub>2</sub> emissions</b>	<b>2812,46</b> ton CO <sub>2</sub> emissions	<b>1241,47</b> kg CO <sub>2</sub> emissions	<b>4179,96</b> kg CO <sub>2</sub> emissions

# S<sup>4</sup> emissions per category per FTE

(In kg CO<sub>2</sub>)



The aforementioned figures visualize our CO<sub>2</sub> emissions in 2020<sup>8</sup>. MediaMonks' 2019 data is included in the table to show performance over time, but it should be noted that the comparability is limited due to the increase in the number of companies, locations and employees.

**In 2020, our total carbon footprint comes down to 2.812 ton CO<sub>2</sub> emissions and a relative CO<sub>2</sub> emission of 1,24 ton CO<sub>2</sub> per FTE.**

Of course we need to take into account that many of our people had to work from home for a large part of the year due to COVID-19. Although we all miss giving high fives in reality, these measures show a positive result regarding our footprint and have strengthened our awareness and the belief in our business travel policy, which will put digital first and physical second. Also after COVID-19.

<sup>8</sup> Averages per FTE are based on the average number of FTE throughout the year. Where possible we used accurate consumption data. However, since it is the first year for most S<sup>4</sup> companies, except MediaMonks, to report on emissions, for some offices data was not yet available. In order to correct for this, we extrapolated the data by using the data of offices for which we did have accurate data. Also note that due to COVID-19 many of our offices were only open for three months and we did not include data from the home-workspaces of our employees (e.g., gas use, energy consumption, wastage). Therefore, the actual CO<sub>2</sub> emissions are most likely higher than what we can report here.



# 1

scope 1

## Our buildings

The scope 1 emissions include the emissions from our direct operations, such as use of business cars and fuel combustion from gas, which is currently 84 kg CO<sub>2</sub> per FTE. Since we produce creative ideas and do not own carbon intensive machinery, our scope 1 emissions are relatively low. **Many of our offices were closed during the lockdowns, which is reflected in our lower scope 1 emissions.**

Once we can all go to the offices again, we still think that many employees will make use of the flexibility to work from home once in a while. Although we support this flexibility as much as possible, we do not expect that our offices will become obsolete. We now better understand that it is not always necessary to meet one another face to face, but most of us also acknowledge that we miss working together in the same space, allowing for spontaneous meetings, and in-person collaboration.

# 2

scope 2

## Our energy use

Our scope 2 emissions include the emissions from our electricity consumption. Energy is an important resource for our business operations, as we need electricity to be a digital pioneer. Hence, as a company working in the digital sector, this is one of the areas where we can cut emissions on a large scale. **Currently, 39% of our electricity consumption (1.433,9 MWh) comes from green sources, mostly solar panels.** This is mostly due to the fact that our biggest office location, which also consumes the most electricity by far, procures green energy from solar panels on its roof. We are currently working on a roadmap that allows us to use 100% green energy by replacing old energy contracts as soon as possible.

# 3

scope 3

## Travel

Our scope 3 emissions represent the largest contribution of CO<sub>2</sub> emissions: this category includes the activities of third parties and objects not owned but used by S<sup>4</sup>Capital, including business flights and daily commutes of employees. We have less influence on the sustainability performance of these vehicles, however we are able to reduce our emissions by offering employees alternative options to reduce use such as subsidizing public transit cards and facilitating virtual meetings with colleagues across the globe rather than flying.

Our business flights emit 1.097 ton CO<sub>2</sub>, which represents almost 50% of our scope 3 emissions. **Therefore, we have been working on a new travel policy in 2020 with the aim to reduce our footprint effectively.** Of course, the situation due to COVID-19 has accelerated the reduction in travel by plane and with our new travel policy, which will be further developed and implemented this year, we hope our familiarity with video conferencing will be here to stay when COVID-19 is no longer among us. In Amsterdam we also did a trial with hotels with which we made an agreement for the use of rental bikes that employees can use when visiting instead of using a taxi. Most people were enthusiastic about this trial (if they had the courage, and ability to cycle), so we plan to make it a default once we are out of lockdowns.

# 4

scope 3

## Water use and waste

As we work in the field of digital advertising and marketing, our water consumption and procurement resulting in waste is relatively low. However, it is not zero, and is therefore worth tracking as well. **Due to COVID-19, measurements of our water consumption and wastage was relatively low, as we only include the measurements in our own buildings.** Where possible, we separate our waste for recycling. Currently, 31% of our waste is separated. However, reducing waste is even more important. To reduce our paper waste for example, we make use of Adobe Sign and DocuSign which help us sign documents without having to print them. Moreover, two of our offices in Buenos Aires have a green certificate, GIRO, which is developed by the Ministry of Public Space and Urban Hygiene to promote the correct management and implementation of programs aimed at reducing, reusing and recycling waste in offices. Various offices also implemented their own initiatives, such as the TAPAO JAR in one of our Singapore offices recently. Everyone who leaves the office and comes back with a disposable container has to give a fine of \$1, which will be donated to a charity every month. These small bottom-up initiatives matter—we can only embrace them.

## Procurement

**A zero impact workspace also means that we should be considerate about the suppliers we work with.** To assess our performance in this regard we looked at the top 20 suppliers of our companies<sup>9</sup> based on procurement expenditure. This resulted in a list of almost 160 suppliers (with some doublings as some companies use the same suppliers) and covering almost 90% of our total procurement budget. 7% of the procurement budget spent on these suppliers went to organizations local to our operations<sup>10</sup>. All multinational organisations were not considered local in this exertion, and as we procure from quite many multinationals this percentage is relatively low. However, we also assessed whether our top suppliers have a CSR policy and publicly disclose CSR information. Over 80% of our procurement budget is spent on suppliers that publicly disclose a CSR policy.

2.3

# Outlook

**Zero Impact Workspace means that we ensure the basis is good. We see climate neutrality as our most important challenge, but that does not mean we are not working on other elements to improve this baseline.**

This year we are working on further developing and mainstreaming our procurement and supplier policy. We are currently working on ensuring that our used IT products, like cellphones and computers, are re-used. Moreover, we are making a roadmap to ensure the energy we procure in the future comes from renewable sources. For this year we have the ambition to measure our performance through EcoVadis, an internationally trusted business sustainability rating with a special focus on supply chain transparency. Hereby we want to benchmark ourselves and be a sustainable partner within our supply chain.

In 2020 we made a start with our travel policy, which we further want to develop and implement this year. 2020 was a year in which most of us travelled less than usual. We want to hold on to that positive side effect of the COVID-19 measures. The basis of our policy is that travel, especially air travel, should be limited to the essential need. Therefore we have two rules of thumb.

1. Digital first and physical second, based on the urgency of our presence. 2. In case we need to travel, prioritize public transport first, and car and plane only when necessary. And when we do travel, we want the destination to align with our sustainability standards as well. Therefore, we will enter into dialogue with the hotels we have contracts with this year, to get insight into their carbon footprint and into whether they improve over the years. Moreover, we made the commitment that all new vehicles for employee lease construction should be electric from now on. As such, if we need to travel by car, we travel lightly.

This year we are launching our S<sup>4</sup>Capital forest! Tree-Nation will plant enough trees for all our employees to capture their average annual emissions<sup>11</sup>. In the future we want to plant trees in our forest based on our own carbon footprint to make it more accurate, including more categories (such as long business flights and servers) and become a carbon neutral workplace by 2024! Next step is to offer clients the opportunity to offset the emissions caused by the production of their digital solution in our S<sup>4</sup> forest as well. In 2021, we are also signing Amazon's Climate Pledge to support our net zero carbon target.



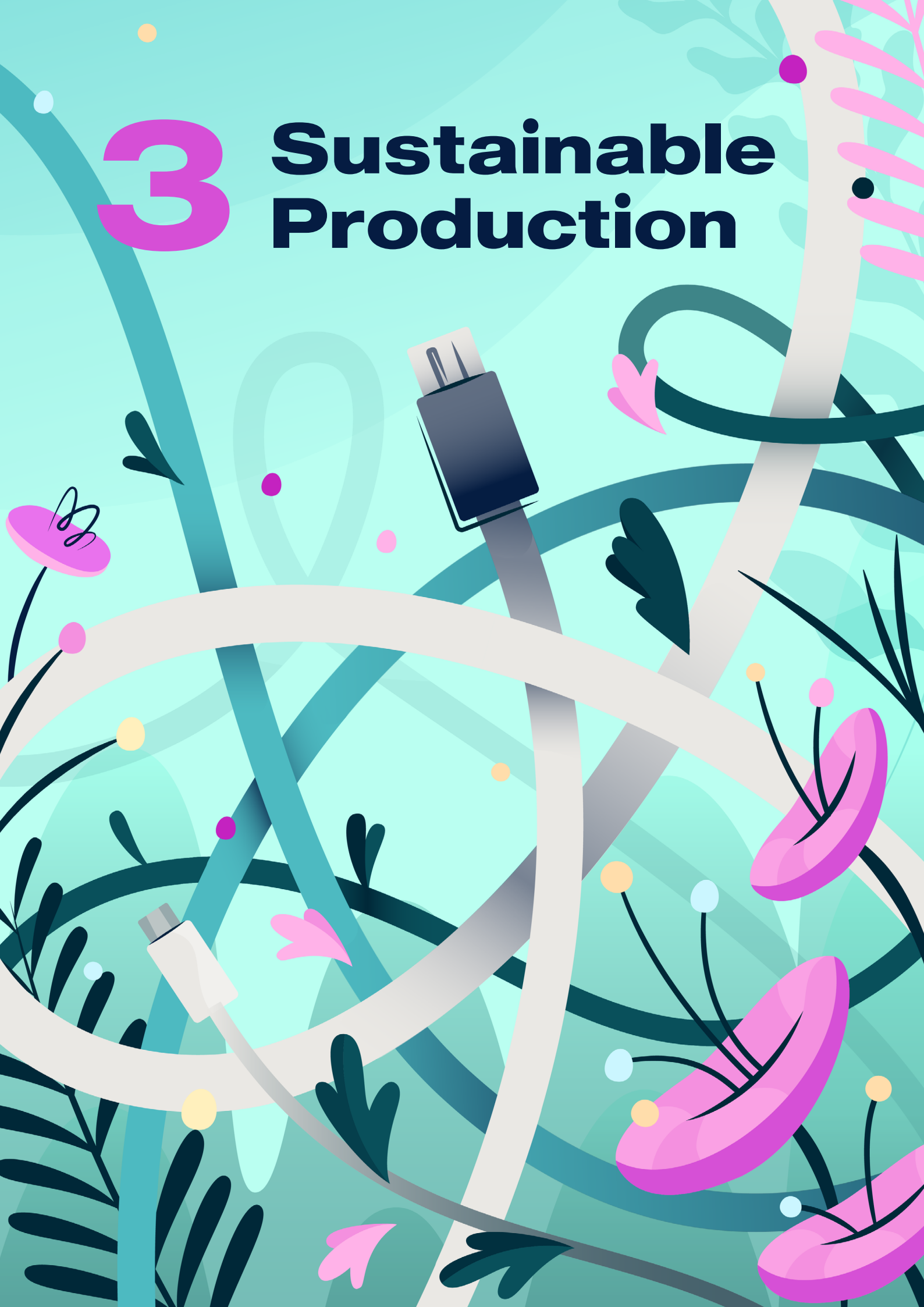
<sup>9</sup> This includes S<sup>4</sup>Capital, MightyHive, MediaMonks, Superhero Cheesecake, BizTech, IMAgency, Firewood Marketing and Circus Marketing.

<sup>10</sup> Meaning within 200 kilometers distance of the office that supplied the goods and services.

<sup>11</sup> Based on average emissions of an office-based employee between 3 and 3.6 tonnes of CO<sub>2</sub> equivalent per year. The calculation of this average is based on the French analysis by Sinteo/ARSEG and adapted to a European average. It takes into account the consumption of energy, water, paper as well as fixed assets and short business trips.

3

# Sustainable Production



**“It is our ambition to facilitate our clients with sustainable production options that limit the environmental impact and, in addition, to work on For Good projects that have an actual positive impact on our surrounding.”**



Richard Nieuwenhuis  
Chief Operations Officer  
Mediamonks

3.1

## **Sustainable creation and Projects for Good**

The sustainable production pillar of our sustainability strategy concerns everything that revolves around the work we do for our clients and with our partners. As we work with many brands around the globe, S<sup>4</sup>Capital has an outstanding position to become the catalyst for change.

This can be done through two ways: sustainable creation of projects and the sustainable content of projects.

**The latter we call “For Good.”**

For the first element, we want to facilitate our clients with an optimal way to produce and run projects sustainably. We create awareness while developing the Statement of Work (SOW) with our client by offering them choices that contribute to more sustainable work practices. This can be an agreement to work remotely instead of flying or to make explicit use of green hosting services. At the heart of this lies the idea that we support others to reduce the negative and increase the positive impact.

Besides facilitating sustainable production options for our clients, we use our creative skills to make content that contributes to the greater good with its message. In support of For Good projects we invest in R&D and share our insights with the world, and aid For Good causes either financially or through pro-bono work.

For both sustainable creation and For Good projects we aim to contribute to the SDGs as set out below. This year we are working on a Sustainable Production Manifesto to ensure we can further leverage these practices.



#### SDG 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills for employment, jobs and entrepreneurship.

**Through on-the job learning, we want to increase the number of people with relevant skills, with special focus on underrepresented groups (e.g., female developers). See also our chapter on Diversity, Equity and Inclusion.**



#### SDG 9.4

Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean technologies.

**We want to reduce the CO<sub>2</sub> emission per unit of value added through facilitating our clients with an optimal way to produce and run projects sustainably (our Sustainable Production Manifesto).**

#### SDG 9.5

Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, including encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

**We want to steer and drive global solutions focused on technology and design evolution by investing in R&D with, amongst others, MM Labs and the MightyHive Innovation team.**



#### SDG 12.2

By 2030, achieve the sustainable management and efficient use of natural resources.

**We want to reduce the material footprint of our projects by sustainably managing and increasing the efficient use of our project resources.**

Through the content of For Good projects, we also contribute to SDG 3, 5, 9, 10, 12, 13.

3.2

## Our performance in 2020

As the pandemic hit most sectors worldwide, it has been a challenging year for many companies. In terms of production, we are very proud that 2020 was a year in which we could still realize many amazing projects. One of the benefits of working from all over the world is that we realized early on from our

Shanghai office that we had to prepare all our offices for potential lockdowns. Being proactive, we prepped team leads and ran tests with working from home to see which challenges we would face. Moreover, we actively explored the needs of our clients and quickly developed ways to support them to adapt to the “new normal” with virtual events and digital campaigns, for example. These new products also support clients in their sustainability challenges as it allows for less travel, as demonstrated by the CAS event (see p. 14).

## Our Sustainable Production Performance<sup>12</sup>

Total number of projects	7800 projects
Projects for Good	41 Projects for Good (0,47% of our total hours)
Charity	£356.568 (0,12% of our net revenue)
Innovation	1,23% of net revenue invested in innovation (including employee hours)

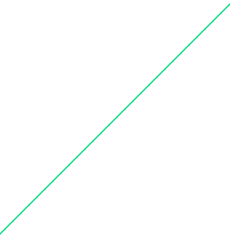
3.2.1

# Sustainable production

We want to ensure that the work we make is produced sustainably. This entails the materials we use, our activities such as business flights as well as the end product we steer on. It matters, for example, whether we create a production that is mobile-first or that only allows the consumer to watch the content when connected to Wi-Fi. Both options enable a reduction in energy by default. Therefore we are working on a Sustainable Production Manifesto to increase the sustainable performance together with our clients. Although developments make people’s activities more sustainable, the Manifesto is especially needed due to the constantly increasing demand for more energy. For example, innovations like artificial intelligence need more computing power, resulting in an increased need for energy. Making the algorithms smaller and thereby more energy efficient is something which our R&D teams are working on.

As a baseline, we measured our performance in 2020, without having implemented the Manifesto yet. This revealed that we already have some projects during which we offered and used green hosting (0,04%), used sustainable, second-hand or recycled materials (0,77%), took measures regarding the end-product (e.g., dark modus or mobile first) (0,47%), took the end-of-life of our product/service into account (1,31%), used

<sup>12</sup> Within this data Circus Marketing is excluded. It covers the work done by the other six companies: MightyHive, MediaMonks, Superhero Cheesecake, BizTech, IMAgency, Firewood Marketing.



integrated production (0,97%) or re-used existing codes (2,12%). However, as the percentages of the total number of projects reveal, these sustainable measures are so far more sporadic than systematic. Therefore we need a Sustainable Production Manifesto which helps us in integrating these sustainable solutions effectively and making these the default.

Producing sustainably also means that we take the social aspects into account. As digital advertisers and marketers, we can deepen customer connections by ensuring that audiences see themselves reflected authentically in our content. However, each piece of marketing creative does not need to represent everyone—instead, our work as a whole should be inclusive. We find it important to consider not only who is represented in images, but how, and adjust for cultural differences globally. To ensure good representation “in front of the camera,” Firewood produced a Diversity, Equity and Inclusion Imagery Tipsheet for marketers. Through some examples, the Tipsheet helps the advertising sector to create powerful and inclusive marketing visuals. In the meantime we are further working on giving our teams the information, tools and examples to support them in developing work with inclusivity in mind and helping clients navigate the world of inclusive marketing to authentically reach deeper audiences.

We also find diversity “behind the camera” important, those who work on the creation of our digital work. We believe that if our teams represent a broad range of experiences and perspectives, this leads to better ideas and products for our clients. We also see clients, such as Google, more often request diverse project teams. Please read more on our efforts to create a diverse and inclusive workplace in the following chapter.

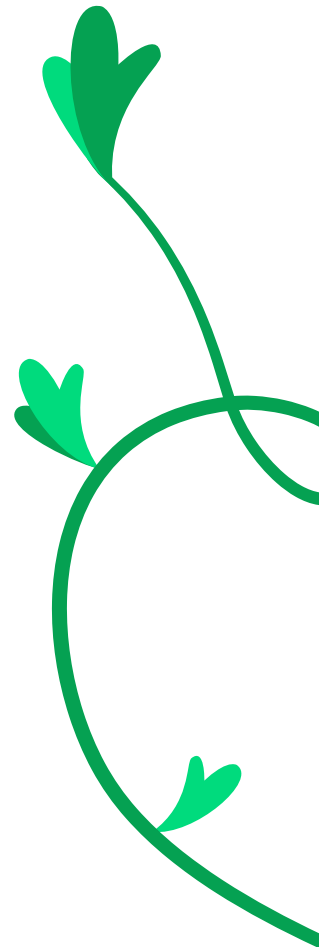
### 3.2.2

## For Good

The second focus area is a structured push for concepts, ideas and messages that contribute to the Sustainable Development Goals. We call this “For Good.” We do this through R&D, donating to For Good charities and, most importantly, through our For Good projects by working closely together with our clients on creative ideas that contribute to a better world.

### Research and Development

To spur innovation we invest in research and development through MediaMonks Labs and MightyHive’s innovation team. 1,23% of our net revenue is spent on innovation and development work. This includes the hours we invest in innovations. MightyHive’s innovation team works on identifying opportunities and productizing capabilities. Moreover, MediaMonks Labs is an innovation group





to steer and drive global solutions focused on technology and design evolution. The gained knowledge, findings and learnings are shared on a monthly basis to enable everyone interested to build upon our work.

### For Good Causes

With our work we also want to contribute to For Good causes, either directly with our hours or indirectly with monetary donations. In 2020, all labels together donated £356.568 (0,12% of our net revenue) to over 35 organizations and foundations For Good, with a main focus on healthcare, diversity and educational projects. A large part of these donations were raised in light of our Commitment To Change, to support racial equality and justice. In addition, our Buenos Aires office also gave in-kind donations to various charities, such as food for COVID-19 patients in hospitals nearby our offices, while our Singapore office has supported community work in several forms at Willing Hearts, a local community hub.

In addition, we supported For Good Causes with our time through projects (see cases below) or by supporting simple but important initiatives such as #justpickitup. This initiative, endorsed by our Executive Director Victor Knaap, aims to change behavior regarding litter and to motivate people to #justpickitup when they see a piece of plastic or garbage on the ground. Another example is an initiative in the Los Angeles office, followed by one office in Singapore, First Friday. Before COVID-19 made this event impossible, the Singapore office worked out a plan to use these First Fridays to connect with partners in the industry and support charities with our combined knowledge and expertise. We spoke to around 20 organizations, and once the situation allows us to safely connect again, we will further roll out this initiative. Yet other initiatives were set out by MightyHives Cares, MightyHive's volunteering and donation program which started with its partnership with Juma Ventures, a local San Francisco organization that provides youth from underserved communities with job opportunities, training, and mentorship, needed to improve their digital strategy.

### For Good Client Work

For many years we have supported our largest clients in developing the best and most innovative campaigns for For Good purposes by contributing our talents and skills in digital communication (either as a mainstream project or pro-bono). The hours spent on For Good projects represent 0,47% of our total hours worked and 0,25% if we leave out the mainstream paid work<sup>13</sup>. We have the ambition to increase these efforts to one percent of our total hours worked. Below we have arranged a selection of 12 of the 41 For Good projects we finished in 2020. By linking them to the global goals, we are able to gain insight into the broader social and sustainable impact of our projects. Most of our projects target specific SDGs, allowing us to be able to increase the positive impact we make through our work.

<sup>13</sup> This calculation is based on an estimate of total hours worked (taking average hours per work week for full-time and part-time employees and vacation days into account). The hours worked on per project is estimated based on the quotes for projects.



## **Ensure healthy lives and promote well-being for all at all ages**

### **HP + Folding@Home**

In 2020 we collaborated with HP and Folding@home to introduce the Crowdsourcing Computing Power project. A crucial step in finding a cure for Covid-19 is running many complex simulations; a task that can take decades on one machine but less than a month on just a thousand machines. We created the landing page that encourages people to donate their computing power. Gregory Bowman, director at Folding@home, remarks that “By crowdsourcing individual computers, we have accessed more processing power than 100 of the world’s fastest Supercomputers. Imagine what we’ll unlock when we get to 1,000.” Together, we help to fight against Covid-19.

### **Red Cross / Rode Kruis Amsterdam-Amstelland**

Together with MassiveMusic, IMA and MediaMonks created a fundraiser to help Amsterdam’s Red Cross continue to protect vulnerable citizens in times of COVID-19. The campaign quickly raised over €20,000 by speaking to the compassionate nature of the city. Our animation encourages people to make a small donation that helps make a big difference – providing food, shelter and psycho-social assistance for the people who need it most. The campaign is styled in the city’s red-on-white colour scheme and is complemented by an unmistakable Amsterdam soundtrack, courtesy of MassiveMusic. Because now more than ever, we need to support each other.



## **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

### **The Department of Education from New South Wales - Online Learning Platform**

Together with the Department of Education for NSW, we crafted a video-based learning platform that makes it easier for parents (and primary caregivers) to teach their kids maths. The site provides educational videos, learning activities and subject breakdowns, several of which are produced by MediaMonks. We were also responsible for the creative direction and design of the platform, setting a clear, colourful and inviting style to help users better understand the complex subjects. The platform serves as a test for future initiatives for accessible online learning experiences and education solutions during COVID-19.

### **The Royal SpringBoard Foundation**

The Royal SpringBoard Foundation works across the UK's boarding and independent schools sector to expand the number of bursary places and ensure that these opportunities are targeted towards young people who need them the most: those that have faced challenging circumstances or growing up in households and communities where opportunities to flourish are limited. MightyHive consultants supported the organisation last year by conducting a digital assessment. In addition, we donated 40 hours of pro-bono work to provide the organization with recommendations.



## **Achieve gender equality and empower women and girls**

### **Argentine Football Association - The Incomplete Team**

In Argentina, a femicide takes place every 26 hours. To raise awareness of this social issue, Circus created a campaign for the Argentine Football Association. On the International Day for the Elimination of Violence against Women, every team in the Women's League stepped onto the field with drastically fewer players than usual—the missing players signifying the number of femicides that occurred since each team's last game. The teams then united to film an online video to take the message global. Reaching 34 million impressions on the first day alone, the campaign shone a bright light on this often overlooked reality.

### **Kotex - No More Stigma Activation**

Kotex wanted an eye-catching activation to intrigue passersby at São Paulo's busy Paulista Avenue, so MediaMonks created an immersive, audio-visual booth featuring our hero film, No More Stigma. Combining creativity and technology, our out-of-the-box installation makes people of all genders ponder over misconceptions around menstruation. When stepping inside, people are completely immersed by the booth thanks to spatial audio and floor-to-ceiling video walls. The experience reminds us to act with more empathy by featuring short stories on everyday prejudice against women during their period. We developed the concept and film together with Ogilvy and also produced the experience itself.



## Reduce inequalities within and among countries

### **Google - Honoring Excellence in the Transgender Community**

Firewood provided strategy and community insight, bringing in external consultants to develop partnerships with trans-led service organizations. We developed tech-based solutions (using Google's tools) to help solve problems facing these organizations. Working directly with Google.org and local policy and government relation teams, we found stories to feature trans-led organizations that also had a strong business success story.

### **COMMON Foundation - One Million Truths**

During the George Floyd protests in 2020, Mark Eckhardt, CEO of COMMON, continued to post about his experiences as a Black man in America. Surprised by shocked reactions from white friends, Eckhardt decided to create a platform for more Black Americans to share their experiences. MediaMonks helped produce onemilliontruths.com and the introductory film, encouraging people to share video stories of how they have been affected by racism. By tapping into the power of personal testimony to record past and present accounts of racism, One Million Truths aims to amplify Black voices so they are heard, documented and recognized.

### **Havaianas - #AllLevelsWelcome - Pride Campaign**

As Havaianas launched a brand-new line of Pride-themed products, Circus created and produced their #AllLevelsWelcome campaign. Celebrating the LGBTQIA+ community, we created campaign assets in English and Portuguese in addition to documentary-style shorts featuring the increased challenges of LGBTQ+ people during lockdown. Accordingly, we went the extra mile by hosting and officiating virtual ceremonies where couples came together to marry, renew their vows, and celebrate Pride at home.

### **Omroep Zwart**

In the Netherlands, it is quite difficult to start a new show and become part of the public broadcast system. The first thing you have to do is gather 50.000 paying members for your new broadcast association. Omroep Zwart (Broadcast Black) is a new initiative that focuses on diversity and inclusion and wants to reach an audience that does not recognize themselves in what they see on today's Dutch television. MediaMonks supported Omroep Zwart with the concept, creation and production of the launch campaign. They now already have more than 50.000 members.



## Ensuring sustainable consumption and production patterns

### **WildAid China - Sea Turtle protection campaign**

Casting ourselves as sea turtle custodians, we partnered with WildAid China to device, design and develop a public awareness campaign. The initiative highlights everyday actions, such as reducing single use plastic consumption, that all of us can take to help protect sea turtles. Visitors of the campaign are invited to show their support by creating a turtle-guardian avatar to share on WeChat alongside a pledge to commit to the actions. The campaign had an impressive reach of over 475 million OOH views across 12 cities and over 16 million views online. By encouraging individuals to make small changes, we're making a big difference for China's sea turtles.



## Take urgent action to combat climate change and its impacts

### **Amazon and Global Optimism - The Climate Pledge**

Craft and commitment come together in our new work for The Climate Pledge. In partnership with Global Optimism and Amazon, MediaMonks created a collage-style website and animation built around bold statements and climate action. The site rallies signatories for a critical cause: preserving our planet by reaching the Paris Agreement 10 years early. We scripted, scored and animated a one-minute video that captures the ambition of wanting to be net-zero carbon by 2040. In addition to informing about the pledge, partners and signatories, the AEM-powered site also includes a timeline that shows the progress made as well as the road ahead.

# Outlook

**2020 marks the first year in which we gave insight into the amazing projects and productions of all S<sup>4</sup> companies. Therefore, this year will set the baseline for the years to come. In order to structure this pillar for all S<sup>4</sup> projects, we are currently working on the development of our Green Production Manifesto. These will be used as a guideline for all our client work. It will include the values and principles we will live by regarding sustainable practices during our work with clients.**

Moreover, we want to contribute to projects that have a real impact and will therefore further define our For Good strategy in the Green Production Manifesto. This also includes a charity selection procedure, taking into account our anti-bribery policies.

In releasing the Green Production Manifesto, we want to set a good baseline for all our work. MediaMonks has for example set up a complete information security management system based on ISO 27001. This allows us to also become ISO 21007 certified in 2021, first for our office in Hilversum (since the certification is office-based). Going forward, we will roll this out to our other offices. ISO 27001 is a world-wide recognized norm for information security. In 2020, MediaMonks hired a security manager and has also set up a security awareness training, which will be given to all employees in 2021. This helps us in improving our information security standards and management practices with the aim to secure our availability, confidentiality and integrity towards clients and partners we are working with.

At the end of 2021, we want to have published this Manifesto. It is our goal to commit at least 50% of our client work to the guidelines of our Green Production Manifesto by 2025, reducing the negative impact of our productions and increasing the positive.



4

# Diversity, Equity and Inclusion



**“Looking back at 2020, the fact that diversity, equity, and inclusion (DE&I) has become such an important area for everybody at S<sup>4</sup>Capital makes me proud. We had diversity as a goal in the past. In 2020, we systematized it, set up action steps, and gave ourselves a series of goals to measure our progress. These goals inform our recruitment practices, career pathing, DE&I training, the Fellowship program for students from underrepresented groups, ERG promotion, public forum participation and additional programs that will launch soon for the women of S<sup>4</sup>.”**



Imma Trillo  
S<sup>4</sup> SVP  
Global People/Talent





# Our values

The people who work at S<sup>4</sup>Capital are at the heart of our business. Their talents are the fuel of the engine that keeps our business going. Employees are more likely to feel comfortable and happy in an environment where inclusivity and equality are priority. We are happy to see that our work on providing the best environment for our people is already being recognized as Firewood ranked number 13 on Ad Age's Best Places to Work 2020 list and MightyHive received the Great Place to Work certification for the year 2019-2020.

S<sup>4</sup> set out four core values to guide decisions on who to work with, what projects to work on, and how to interact with one another:

## Humility.

We strive for understanding and to always learn from each other.

## Inclusivity.

We reject the notion of otherness. Everyone belongs here.

## Authenticity.

We encourage everyone to always stay true to themselves.

## Responsibility.

We believe our social obligations and profitability can coexist.

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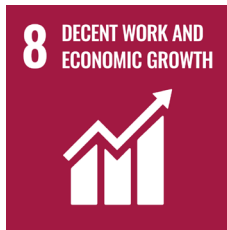
For and with our great workforce we aim to contribute to SDG 5, 8 and 10 through this pillar as elaborated below.



### SDG 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

**We want to ensure equal opportunities for women in leadership and managerial positions, with a first step in measuring our current proportions from 2020 onwards.**



#### SDG 8.5

Achieve productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

**We want to ensure equal pay for equal value on our premises, with a first step in measuring our current earnings for similar work from 2021 onwards.**



#### SDG 10.3

Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory policies and practices and promoting appropriate policies and action in this regard.

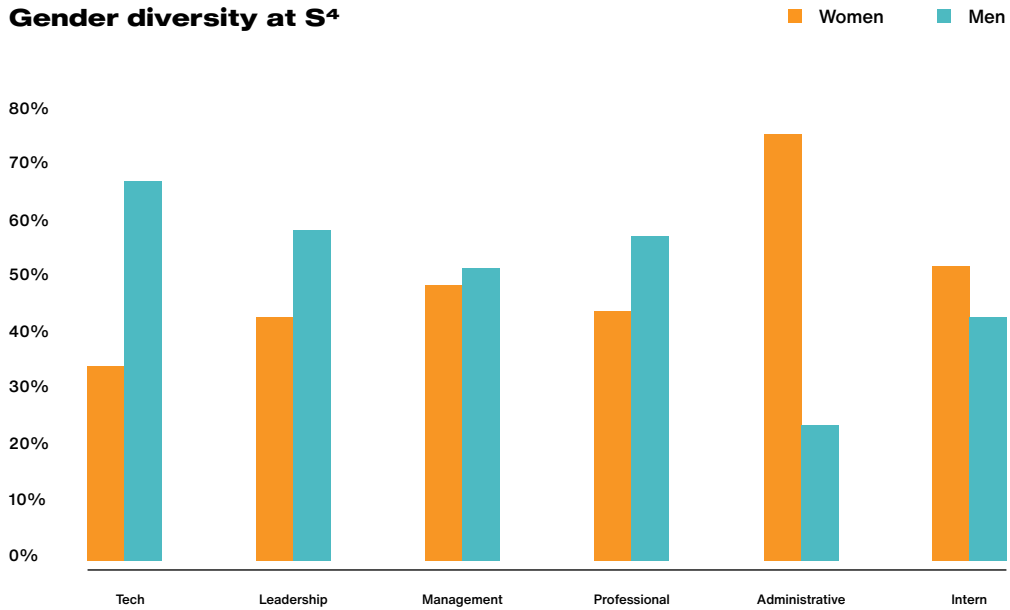
**We want to ensure discrimination against people from an underrepresented minority group is not taking place on our premises by training our people (with a focus on allyship, anti-racism, anti-bias and other initiatives that promote racial and gender equity), creating Employee Resource Groups (ERGs), increasing ethnic and gender diversity at all levels of our company (especially in leadership roles) and increasing our involvement in organizations that promote diversity, equity and inclusion.**

4.2

## Our workforce and activities in 2020

Our S <sup>4</sup> people (headcount)	Total	Women	Men
Employees (without interns)	3.274	45%	55%
Part-time	4%		
Full-time	96%		
Fixed contract	30%		
Temporary contract	12% <sup>14</sup>		
Covered by collective bargaining agreement	0%		
Employees who participated in a DE&I training	26% <sup>15</sup>		
Absenteeism	2,66% <sup>16</sup>		

## Gender diversity at S<sup>4</sup>



Diversity in cultures, nationalities, backgrounds, race, gender identity and sexual orientation is valued at S<sup>4</sup>Capital. The table and graph above show our diversity numbers and additional workforce data for the whole S<sup>4</sup> company. Overall, our gender diversity is relatively balanced. However when we look at the graph one can see that especially in the tech departments, in leadership and administrative positions, our gender diversity is less balanced.

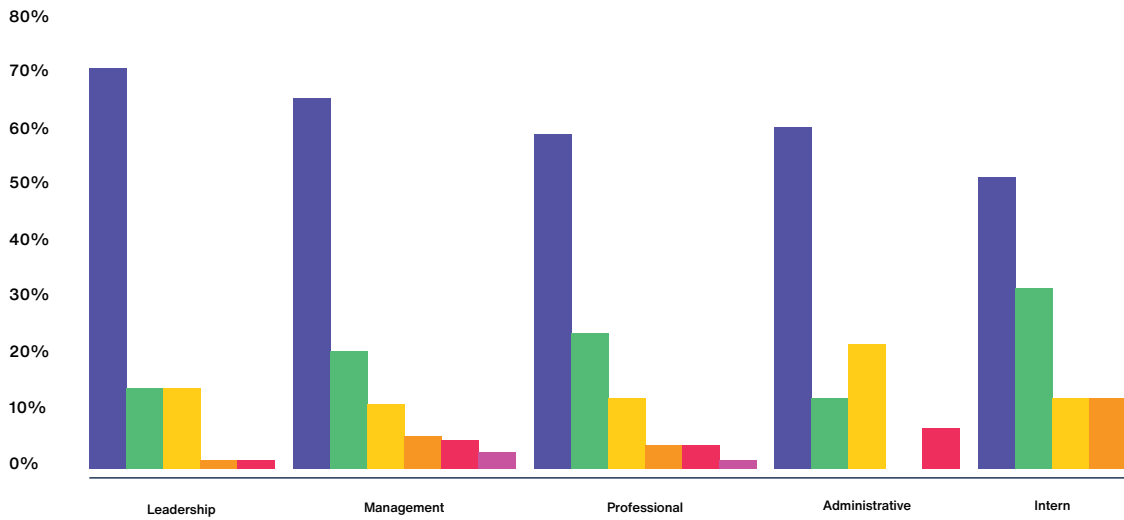
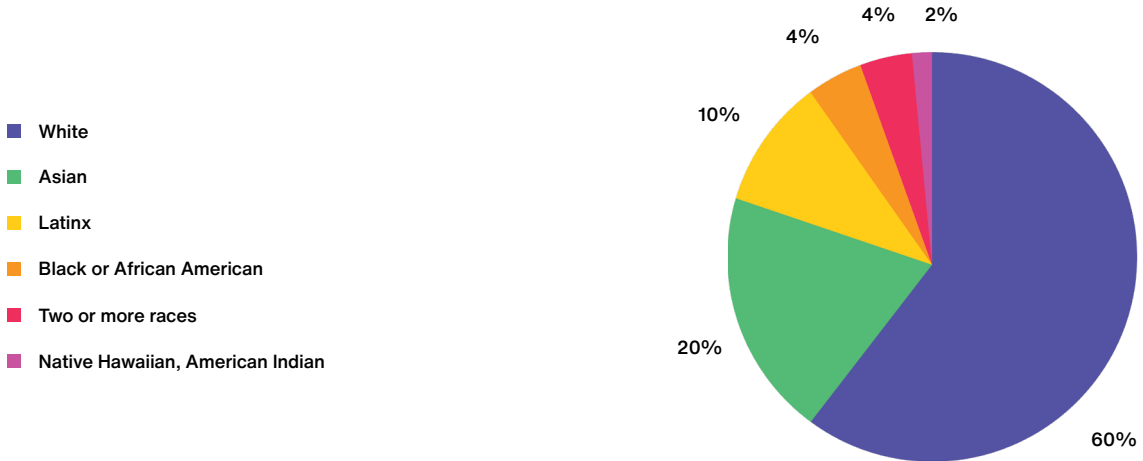
Since companies are not allowed to register someone's ethnic origin everywhere, for example in the EU, we separated the information of our US employees and employees located elsewhere. We know we're not yet where we want to be (our employees to represent the population diversity within the city office), but measuring is a first step.

<sup>14</sup> All other contracts do not have fixed end dates.

<sup>15</sup> Based on actual data and estimates, as not all participants were registered beforehand.

<sup>16</sup> This only includes data for the following offices: MediaMonks NL, Germany, UK, Sweden, Singapore, Shanghai, Buenos Aires, São Paulo, Cape Town, Dubai and Ebuilders and SuperheroCheesecake. Other offices were not yet able to measure their absenteeism.

**Overall ethnicity S<sup>4</sup> US  
(937 employees)**



In the wake of George’s Floyd’s murder, over 600 Black Advertising executives signed an open letter to demand an end to systemic racism in the creative industry. S<sup>4</sup>Capital chose to answer their Call for Change by making their US diversity data public and we made strong commitments to change. One of those commitments is that we want our employees to represent the population diversity within the city office.

This will not be an easy task, especially in those fields where diversity balances are harder to find, such as in the tech sector. One initiative we set up in 2020 to work towards our ambition is the S<sup>4</sup>Capital Fellowship Program. This program, starting in 2021, aims to mitigate this challenge by empowering exceptional students from traditionally underrepresented communities to leave their own mark in shaping the path of technological

innovation. This year four students from historically black colleges and universities (HBCUs) are invited to participate. Fellows are provided the opportunity to learn about an industry from the very best while jump-starting their career. In addition, we hope that the fellows will serve as role models for youth in the field and inspire the next generation of talent.

**“Pete Kim (Co-founder and CEO of MightyHive and one of the leaders that Fellows can expect to apprentice with): "I firmly believe in both the power of diversity and inclusion and the responsibility that companies bear to take part in positive change. The teams at S<sup>4</sup> have made a public commitment to move forward in this regard, and this initiative is one example of how we are keeping our word.”**

Recognizing that the number of women in leadership positions is still limited, over the world but also in our teams, MediaMonks set up WoMMen in Tech for all the ambitious women in our (predominantly) male industry. This initiative intends to inspire, advise, and sponsor women hoping to enter or find success in the tech industry. In addition, we developed a Women in Leadership program at the end of 2020. Leadership nominates women to participate in a six-month training with the aim to enforce them as leaders. The training allows a maximum of 50 participants each year and we hope that experiences and representation of women in leadership will also trickle down into the whole organization.

We also gladly partner with other organizations all over the world to create opportunities for those from underrepresented groups in the tech and digital industry. In November 2020, for example, we officially announced our partnership with TechGrounds, a school for IT learning in the Netherlands with a focus on cultural and gender diversity. Together with Salesforce we contribute to the curriculum and organize workshops and events. Moreover, to ensure people from underrepresented groups in the tech sector get a chance, our Dutch tech teams are required to actively hire diverse talent by offering them a paid traineeship. After successfully completing the six months traineeship, they will join our tech teams as junior developer. In the US we are partnering with Hack the Hood, an organization that introduces young, underserved people of color to tech careers. Firewood's digital marketing team is supporting them in developing an internship program. To repair the pipeline of girls in tech we also support Code like a Girl. Our Australian team supports this social enterprise with their communications to accelerate their quest to make tech accessible, inclusive, open and fun for women and girls. As for greater representation in creativity, we also support Free the Work by providing mentorship and financial support to women directors.

# Equity and Inclusion

**Equity is about ensuring that everyone has access to the same opportunities, hereby recognizing that advantages and barriers exist for different people. As a result, not everyone starts from the same place. Equity begins by acknowledging this unequal starting point and accordingly the commitment to correct and address the imbalance.**

This has been addressed in various ways. Circus, for example, hired a third party to set up protocols for all its offices to create a safe space and work on women leadership in the creative departments. In general, our offices have a whistleblower policy and for 2020, no incidents were reported. As we are working on S<sup>4</sup> broad programs, every new employee must follow an inclusivity learning path on LinkedIn Learning since 2020. The coursework includes content on unconscious bias, allyship, inclusive conversations, and other topics relevant to living our value of inclusivity. Currently, approximately 26% of our employees followed a DE&I training in 2020. The target for 2021 is that all our employees followed our DE&I training, including a special leadership training for those in leadership positions. Hence, the training will be part of everyone's job and annual performance review.

In 2020 we also started drafting a framework encouraging and making it easier for our colleagues to set up Employee Resource Groups (ERGs). These groups are great for supporting and learning from one another. In addition, they also inform our internal policies. Already some ERGs were established in 2020, such as the ERG for Black employees at Firewood, which will become inclusive of all S<sup>4</sup> companies this year. Female identifying people at MightyHive are supported through the ERG Broadcity and the CultureCollective is set up for minorities within the MightyHive company. Both receive a quarterly budget per member to organize events and activities. Additionally, the MediaMonks office in Buenos Aires has created a private Slack channel that offers a safe space to chat and share advice for LGBTQ+ employees. The channel grew from a private support group to a force that drives more inclusive practices on the local level and is thereby a good example of how ERGs can make an impact, both in everyday interactions in the workplace as well as on a policy level.

# Talent development and well-being

The health and well-being of our employees is an important and serious matter to us. Especially in these times where most of us are working from home. Therefore, we find it important to regularly check in with everyone.

Since COVID-19 impacted our way of working, the board has daily standup meetings in which the well-being of employees is discussed. Moreover, as most of us were and are still working from home, we introduced the Shift, an S<sup>4</sup>-wide internal video platform with the aim to provide visibility into the many workstreams running across S<sup>4</sup>. It strives to connect all employees and will continue to serve a key role into the future as our global team continues to grow. The platform allows for sharing insights and upcoming events, learning from one another and toasting to shared successes.

An example of how we create awareness around the importance of everyone's well-being is the Mental Health Awareness Week, amongst others, a lecture on Back to Work after a Pandemic and lessons from Hagakure, the book of the Samurai with self-help tidbits. All sessions were recorded and uploaded to the Shift, which allowed all S<sup>4</sup> employees to watch the sessions at a later stage.

Each company has different programs in place to support talent development and create the right career paths. MediaMonks for example has regular performance reviews for all employees, and MightyHive offers specific development training through its MightySchool, the company's intensive training bootcamp for new employees. In addition, MightyHive has a professional development program that helps employees set career goals, identify skills they need to achieve those goals and create pathways to pursue those skills. In 2021 we will create more alignment between the local initiatives and ensure that there are common development opportunities and metrics for annual performance reviews for everyone throughout S<sup>4</sup>.

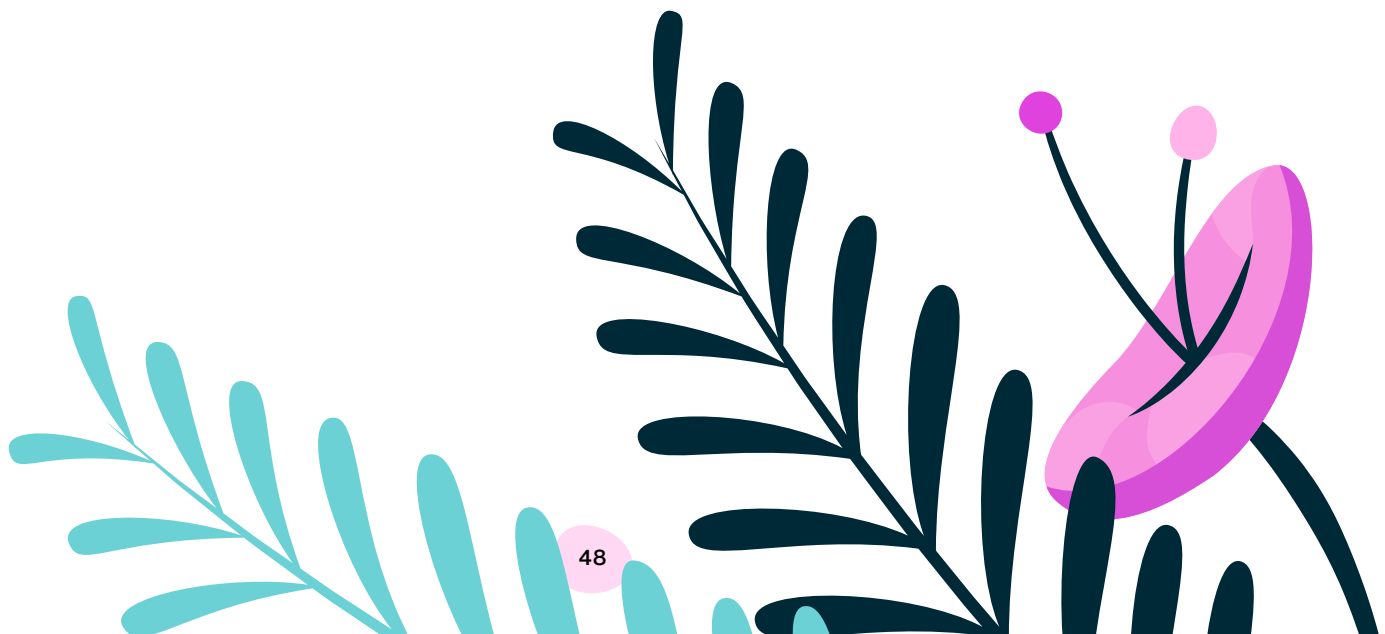
These initiatives support our employees in staying healthy, which can be reflected in MediaMonks' still relatively low absenteeism in 2020. We had 2,66% absenteeism in 2020 (compared to 2,13% in 2019).



# Outlook

Core to our Diversity, Equity and Inclusion pillar is that we commit to promoting diversity and inclusion. We want our employees to represent the population diversity within the city office. Therefore we will focus on diverse hiring, making inclusivity training mandatory for everyone and developing a mandatory training for leadership, and further roll out our S<sup>4</sup>Capital Fellowship program. In early 2021, we will also outline a clear Code of Conduct, including our policies regarding discrimination, sexual harassment, workplace bullying and addressing and reporting misconduct (anonymously).

v





# 5

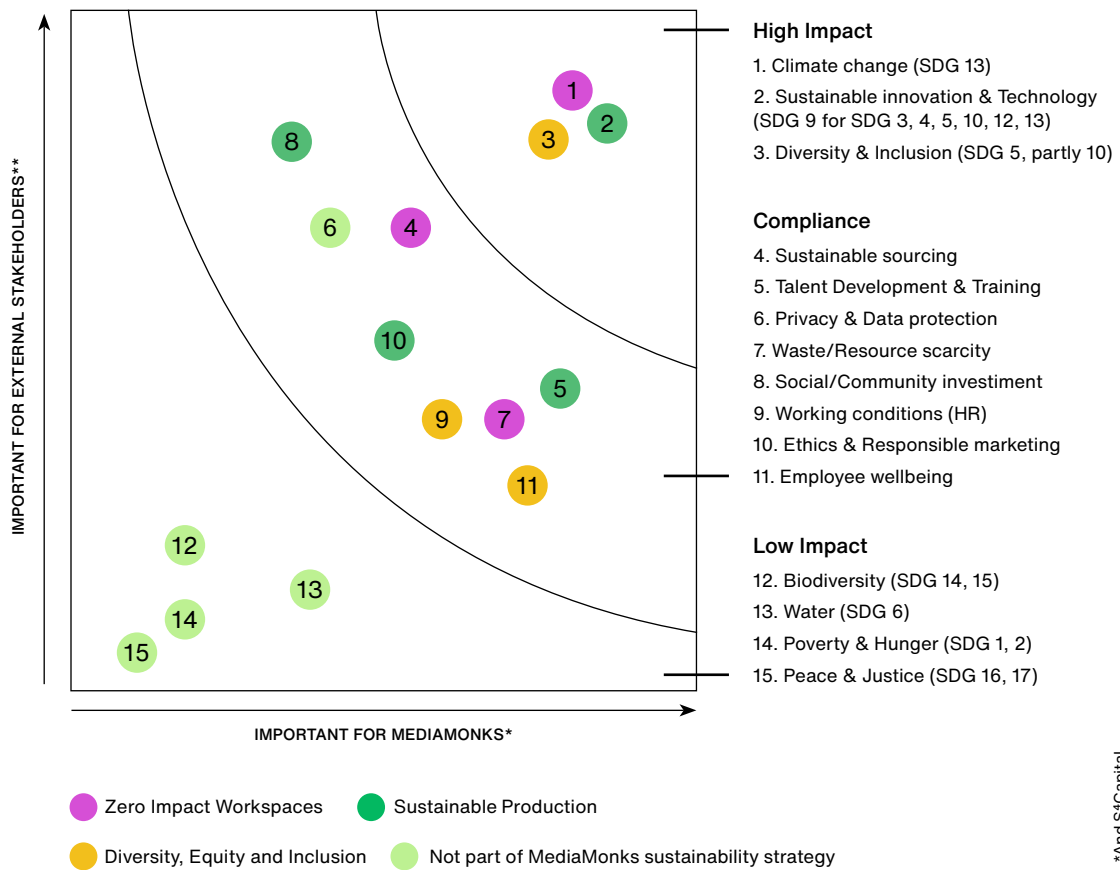
# Appendix



# Our Impact Matrix and stakeholders

To develop our sustainability strategy, we have conducted an extensive impact analysis with one single question in mind: where can our company make the biggest environmental and social impact?

**MediaMonks Impact Matrix**



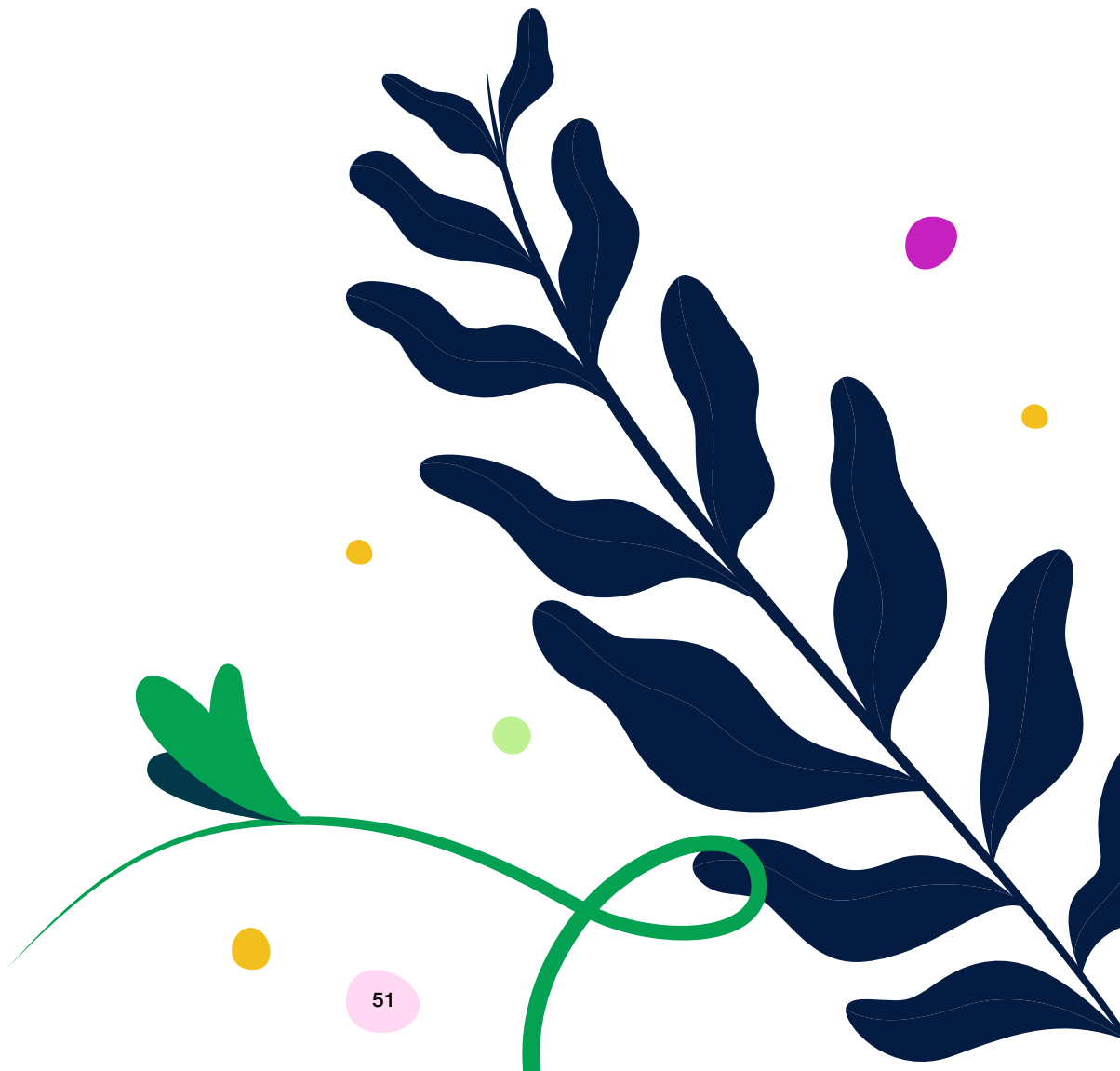
\*And S+Capital  
\*\* Based on internal assumptions

During this exercise we did not only look at our own expectations and key sustainability strengths, but also looked at our business from the perspective of important stakeholders: our employees, investors, suppliers, clients, partners and the Sustainable Development Goals—representing the planet, our climate and society at large. These stakeholders were selected based on the impact we have on certain interest groups on the one hand and the influence they have on our business operations on the

other hand. This way we were able to identify the topics that we think are most relevant to our stakeholders and that we can have a positive impact on. We performed this analysis in 2019 for MediaMonks, but we believe the outcome, reflected in our Impact Matrix, represents the whole of S<sup>4</sup>Capital as our stakeholders and impact areas overlap.

The topics in the upper right corner are the most important and therefore serve as the backbone of our sustainability strategy. How we respond to the issues most relevant to our stakeholders (e.g., climate change & environment, sustainable innovation & technology, diversity & inclusion, and social/ community investment) is elaborated on throughout this report.

In addition to this report we communicate regularly with our stakeholders on the above-mentioned topics. We see our people as our most important stakeholder group, since their talent is crucial for our existence. We regularly engage with our employees to get to know what they find important and to communicate on our progress. Through social media, articles, blogs and (virtual) events we also connect with other stakeholders, such as clients and partners. We organize (virtual) workshops for brands and do roadshows during which we gain insight into the challenges brands face.



5.2

## Our sustainability governance

Over past years, sustainability was run by a small group of people in our offices. However, as sustainability is becoming more and more a group-wide effort, it is time to bring the management of our sustainable business to the next level. Responsibility for execution on the three pillars in the sustainability strategy is divided over multiple persons and departments in the organization. Each pillar has one lead with a team of people from all the companies to support. The CFO of the MediaMonks Multimedia holding is responsible for the overall sustainability strategy and the reporting process, which is executed by the sustainability core team.

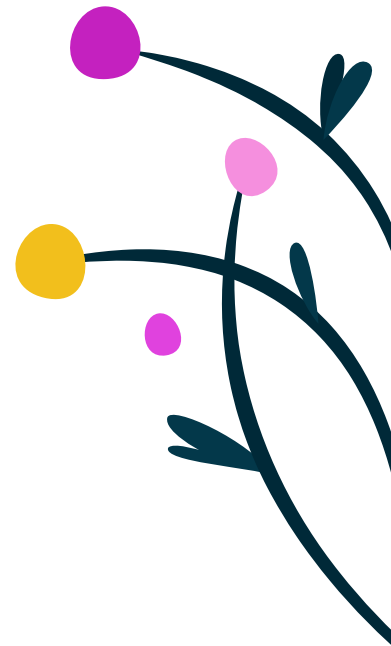
However, we must admit that sustainability is a joint effort pur sang. We cannot change the world alone. Our people and clients are our most important partners in realizing our positive impact. To boost the effect of our work, we work together with a number of other partners as mentioned throughout this report.

5.3

## About this report

**This report is written in accordance with the GRI Standards: Core and reviews the Corporate Social Responsibility performance of S<sup>4</sup>Capital over 2020.**

The report content is based on the three pillars of our strategy and the outcome of our impact matrix. The 2020 financial information in this report covers all S<sup>4</sup> companies, all other information covers the performance of all S<sup>4</sup>Capital companies acquired before 2020 including Circus, which merged with MediaMonks in March 2020. This includes MightyHive, MediaMonks, Superhero Cheesecake, BizTech, IMAgency, Firewood and Circus. Hence, the reporting includes data on our +60 offices around the world, with S<sup>4</sup>Capital's Headquarter based in London. Acquisitions made in 2020 will be included in the reporting scope of our next report. For the CO<sub>2</sub> calculations we used accurate data where possible, and in some cases used estimates based on extrapolation. For example, for shared offices that were not able to provide us with measured data.



As we are an internationally operating company, we had to change the currency of some financial data to report all numbers in GBP. A year-to-date exchange value is used for the year 2020 if currency changes were needed.

This document is part of our annual cycle of reporting on our CSR and sustainability performance and covers the period 1 January 2020 – 31 December 2020. Our most recent report, which only covered MediaMonks, was published last year (July 2020). Significant changes in this report compared to the previous year include the increase in the number of companies and therefore offices and employees. To ensure the data is still comparable, we reported on the average per FTE where relevant. The content of the report is currently not externally assured, however we work together with various partners to ensure our data is correct and communicated transparently.



**For questions, recommendations or ideas about sustainability at S<sup>4</sup>Capital and this report, please contact us: [sustainability@mediamonks.com](mailto:sustainability@mediamonks.com)**

5.4

## Principles of United Nations Global Compact

MediaMonks has been a member of the United Nations Global Compact (UNGC) since 2012 and to support this membership, Victor Knaap joined the Dutch board of the UN Global Compact in 2019. It is our ambition that all companies of S<sup>4</sup> become a member of the Compact.

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, the environment and anti-corruption. Below we outline these 10 principles and MediaMonks' support, which is elaborated on throughout this report.

**Principle 1 - Support and respect protection of internationally proclaimed human rights**

MediaMonks takes a clear position and global responsibility against violations of basic human rights, such as the right to privacy and integrity.

**Principle 2 - Make sure business is not complicit in human right abuses**

We promote fair labor conditions in all our offices, and take care that human rights are not violated in our way of working.

**Principle 3 - Uphold freedom of association and right to collective bargaining**

MediaMonks respects the freedom of association and employees' rights to organize or join employee organizations.

**Principle 4 - Support elimination of all forms of forced and compulsory labor**

We do not tolerate any forms of forced and compulsory labor. Labor at MediaMonks is freely given and employees are free to leave in accordance with established regulation.

**Principle 5 - Support effective abolition of child labor**

Active responsible supply chain management helps us track possible human rights violations such as child, forced or compulsory labor.

**Principle 6 - Eliminate discrimination in employment and occupation**

We do not tolerate bullying or other physical or verbal acts of an abusive character. Decisions that concern employment, promotions, development and compensation are based on the employees' job knowledge and competence.

**Principle 7 - Support a precautionary approach to environmental challenges**

MediaMonks works actively with minimizing its environmental impact. Focus areas within our environmental policy are energy and mobility.

**Principle 8 - Undertake initiatives to promote greater environmental responsibility**

In 2019 we started with the development of our new sustainability strategy, with the aim to promote greater environmental responsibility at MediaMonks and to support our clients within this transition.

**Principle 9 - Encourage the development and diffusion of environmentally friendly technologies**

Knowledge is an important factor to our environment and energy management. We work together with our strategic partners on innovative energy measurements. For example with our data center supplier.

**Principle 10 - Work against all forms of corruption, including extortion and bribery**

MediaMonks has zero tolerance with regard to all forms of bribes and corruption. We neither offer nor accept gifts and hospitality that are improper. This is integrated in our contracts with our employees. Also, they have signed a non-confidentiality agreement to prevent data breaches.





## GRI 102: General Disclosures 2020

### 1 - Organizational Profile

### Reference

102-1	Name of the organization	Cover
102-2	Activities, brands, products and services	1. About S <sup>4</sup> Capital
102-3	Location of the organization's headquarters	5.3. About this report
102-4	Number of countries operating	1. About S <sup>4</sup> Capital
102-5	Nature of ownership and legal form	5.3. About this report
102-6	Markets served	1. About S <sup>4</sup> Capital
102-7	Scale of the reporting organization	Key Figures 2020 4.2 Our workforce and activities in 2020
102-8	Information on employees and other workers	4. Diversity, Equity and Inclusion 4.2 Our workforce and activities in 2020
102-9	Supply chain	1. About S <sup>4</sup> Capital
102-10	Significant changes to the organization and its supply chain	5.3. About this report
102-11	Precautionary Principle or approach	5.4 Principles of United Nations Global Compact
102-12	External initiatives	3. Sustainable Production 4. Diversity, Equity and Inclusion 5.3 About this report
102-13	Memberships of associations	5.3 About this report

### 2 - Strategy

102-14	Statement from senior decision-maker	Preface
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### 3 - Ethics and integrity

102-16	Values, principles, standards and norms of behavior	1. About S <sup>4</sup> Capital 4. Diversity, Equity and Inclusionur
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## 4 - Governance

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102-18	Governance structure	5.2 Our sustainability governance
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## 5 - Stakeholder Engagement

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102-40	List of stakeholder groups	5.1 Our Impact Matrix and stakeholders
102-41	Collective bargaining agreements	4.2 Our workforce and activities in 2020
102-42	Identifying and selecting stakeholders	5.1 Our Impact Matrix and stakeholders
102-43	Approach to stakeholder engagement	5.3 About this report
102-44	Key topics and concerns raised	5.1 Our Impact Matrix and stakeholders

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## 6 - Reporting practice

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102-45	Entities included in the consolidated financial statements	5.3 About this report
102-46	Defining report content and topic Boundaries	5.1 Our Impact Matrix and stakeholders 5.3 About this report
102-47	List of material topics	5.1 Our Impact Matrix and stakeholders
102-48	Restatements of information	5.3 About this report
102-49	Changes in reporting	5.1 Our Impact Matrix and stakeholders 5.3 About this report
102-50	Reporting period	5.3 About this report
102-51	Date of most recent report	5.3 About this report
102-52	Reporting cycle	5.3 About this report
102-53	Contact point for questions regarding the report	5.3 About this report
102-54	Claims of reporting in accordance with the GRI Standards	5.3 About this report
102-55	GRI content index	5.5 GRI Index
102-56	External assurance	5.3 About this report

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## Topic Specific Standards

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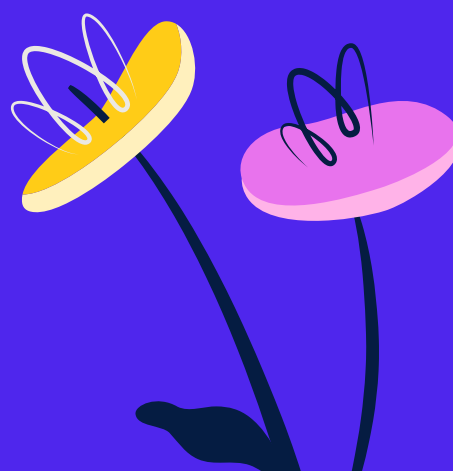
### Climate Change and Environment

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302: Energy 305: Emissions	Management approach disclosures	2. Zero Impact Workspaces
302-1	Energy consumption within the organization	2. Zero Impact Workspaces

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302-4	Reduction of energy consumption	2. Zero Impact Workspaces
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	2. Zero Impact Workspaces
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	2. Zero Impact Workspaces
305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	2. Zero Impact Workspaces
<b>Sustainable Innovation and Technology</b>		
	Management approach disclosures	3.2.2 For Good
Own Indicator	Percentage of hours spend on Research & Development	3.2.2 For Good
<b>Diversity and Inclusion</b>		
405: Diversity and equal opportunity	Management approach disclosures	4. Diversity, Equity and Inclusion
405-1	Diversity of governance bodies and employees	4.2 Our workforce and activities in 2020
<b>Sustainable Sourcing</b>		
308/414: Supplier Assessment	Management approach disclosures	2. Zero Impact Workspaces
Own indicator	Percentage of top 20 suppliers that have a CSR policy in place and disclose their sustainability efforts	2.2 Our performance in 2020
<b>Talent Development and Training</b>		
404: Training and Education	Management approach disclosures	4. Diversity, Equity and Inclusion
-	Not all S <sup>4</sup> companies offered the same talent development and training programs this year. In 2021 more alignment will be created, allowing us to measure this again.	4. Diversity, Equity and Inclusion





**S4**

**CAPITAL**