

ACCOUNTABILITY

NEXT15

Next 15 Group plc
Sustainability Report 2026

Sustainability report

RENEWED COMMITMENT AND FOCUS TO KEEP US ACCOUNTABLE.

Over the past year, our Group has undergone significant change – bringing in a new leadership team, simplifying our structure and sharpening our focus around reaccelerating our growth through a new tech- and data-driven business strategy. ESG and sustainability remains

integral to that strategy and as core enablers of long-term value creation, risk management and performance across our business.

To reflect those changes and future-facing priorities, our ESG priorities, of which AI is now one, will become standing agenda items at Next 15 Board meetings, and the ESG Committee, as a standing committee, will close. This is a deliberate evolution, integrating ESG oversight into the heart of our corporate governance and recognising its material importance to our strategy and performance. It signals continuity, stronger ownership and a more direct line between our sustainability and governance priorities and executive decision-making.

In keeping with the Group's simplification theme, we reviewed our approach to ESG to ensure it was accessible and in alignment with our new context. This included a deep-dive of our ESG Strategic Priorities, established at a time when we were on a very different path and strategy.

We have also reviewed our materiality assessment, originally carried out in 2022 with the aim of establishing our key ESG focus areas, and identifying the risks and opportunities most relevant to our business at that time.

By leveraging insights and feedback from senior stakeholders across the Group, we were able to reset our approach to ESG giving it more clarity and focus. The outcome, shared on pages 3 to 5 of this report, shows clearly that all ESG topics, originally identified as part of our materiality assessment, remain important to us. Critically, we recognise that certain topics need to be elevated, including those related to data and cyber security and governance. Still, other topics need to be repositioned, and new ones, such as AI, need to be brought into play. This is about focus – aligning our efforts with the areas that matter most to our stakeholders today, which make sense in the context of our new business strategy, and where our capabilities in technology and data can help accelerate progress.



Paul Butler
Chair of the
ESG Committee

Sustainability report continued

To reflect these shifts, we are adopting a more accessible and joined-up approach this year. Governance, previously included as part of this section of our report, has been consolidated within our main Strategic Report to provide a more consistent and interconnected approach. This reflects how governance operates at its best at Next 15 – embedded in strategy, oversight, risk and accountability, rather than treated as a standalone topic. It is a more holistic approach that aligns directly with our new strategy and the importance we know our stakeholders place around this critical area.

Meanwhile, we now include a Sustainability Report in our Annual Report, with an update focused on Environment and Social, followed by our Non-Financial and Sustainability Information Statement ('NFSIS').

To meet regulatory requirements and practices, we continue to strengthen our climate-related reporting as part of our NFSIS. This puts us on the front foot for UK SRS, once disclosure requirement timelines have been finalised in our context, ensuring we are ready with the governance, metrics, targets and decision-useful insights that regulators and investors expect.

Additionally, we have reset our emissions baseline to reflect the Group's restructured shape and updated operations, and as part of that have revised our Group targets, which will allow us to embed clear reduction pathways into planning and decision-making, not only at a Group level but at a brand level too. Leveraging more robust data to

track progress will be key to this, as will baking in accountability at all levels, and prioritising actions that we believe will deliver real reductions in the years ahead.

Social for us is about our people, whose talents and experiences drive our work and workforce. Over the last year, we've had to face and make some difficult decisions across the Group and brands, including not least, the realities of restructuring, leading to a substantial reduction in headcount. We do not take the impact of these decisions on our people lightly. Throughout, we have aimed to act with care and to communicate transparently. With a new structure and refreshed leadership team, we are committed to building around a stronger foundation, including a new future-facing strategy. Our Sustainability Report sets out how we are translating those experiences into concrete actions so we can rebuild trust and renew momentum. We are actively addressing our latest Employee Net Promoter Score ('eNPS') through wider sharing of best practice and more regular review of the actions required to improve across the Group. We are advancing our EDI maturity model and using fresh data insights to better support our people across multiple generations – focusing on inclusion, wellbeing, progression and the everyday experiences that shape engagement and help build resilience. This is a commitment to listen, to act and to measure impact over time.

I am grateful to colleagues across Next 15 who have inspired and contributed to this work – through analysis, honest feedback and the day-to-day actions that advance our priorities. I invite you to read the Sustainability Report in full. It is pragmatic, focused and designed to help us deliver – on emission reductions, on people outcomes and ensuring we are demonstrating a clear and ongoing commitment to sustainability compliance. With our evolved agenda and leadership focus on a clearer set of priorities, sustainability will continue to feature prominently in our tech- and data-driven future so we can create long-term value for all our stakeholders.



Paul Butler
Chair of the ESG Committee
6 May 2026



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next15.com/sustainability



See also:

Non-financial and Sustainability
Information Statement – pages 13 to 27

Sustainability report continued

Resetting our ESG priorities and our ambition to do better

How we delivered on our ESG priorities in FY26

FY26 priorities (as per 2025 Annual Report)	Status against FY26 priorities
Progress emissions measurement and reporting through further refinement of data and data collection processes in line with our science-aligned approach.	We continued refinement of our emissions reporting. Given significant changes to the Group, including headcount, we decided to rebaseline from FY20 to FY26, reset targets and start the process of giving greater responsibility and accountability to our brands – see Sustainability Report pages 6 to 9.
Leverage our existing supplier engagement programme, which focuses on risk in areas including ESG, to further deepen our understanding of our Scope 3 emissions.	We expanded our supplier engagement programme beyond 'high-risk suppliers' to include engagement of key suppliers on their carbon footprint and net-zero commitments – see Sustainability Report pages 6 and 8.
Continue maturity of media and production-related emissions Working Groups, establishing best practice for capturing critical data in collaboration with wider industry.	With the restructuring of the Group during FY26, we paused our production- and media-related emissions Working Groups to focus on more pressing areas of data refinement and Group disclosures. At brand level, we are still fully engaged with AdGreen – see NFSIS page 21.
Further strengthen foundations and values alignment through improved awareness and stronger engagement with Next 15 Framework of policies, including Client Ethics Policy and Environment Policy.	We rolled out a more robust Client Ethics Policy, complete with tracking of engagement through quarterly reporting. While a step forward, we know that we still have work to do to ensure we are consistently values-aligned as a business through deeper collaboration and engagement with our C-suite across the Group and leveraging technology to increase accessibility – NFSIS pages 22 and 25. Our Environment Policy was updated to ensure alignment with our environmental stewardship and goals, demonstrating our ongoing commitment to the impacts of climate change – see Environment Policy on our website.
Ensure Next 15 is aligned and future-facing in context of changes to the sustainability reporting landscape.	We continue to strengthen our climate-related reporting as part of our NFSIS, with plans to further strengthen our reporting in FY27 in early preparation for UK SRS – see NFSIS pages 14 to 17.
Revisit Next 15 materiality assessment to ensure it is still relevant and aligns with our Group trajectory.	We carried out an internal review of our 2022 materiality assessment in collaboration with senior stakeholders across the Group which gave us key insights in the context of our new business strategy and how we should move forward from here – see Sustainability Report pages 4 and 5.
Continue to build out cross-Group Employee Resource Groups ('ERGs') through our EDI Council.	Newly formed connected communities started to emerge across brands including M Booth and SMG in FY26. Our focus for the year ahead is to bring these groups together to work as more joined-up communities – see Sustainability Report page 10.
Up-level the employee value proposition for all brands to ensure benefits reflect the needs of our people.	We have been reviewing what our people need rather than what has been offered historically, positively impacting employee engagement – see Sustainability Report page 11.
Continue to refine our data sources to enable better predictability, as well as deeper insight into our people across the Group.	We have made great strides in the accuracy of our data which has ensured we have a more accurate understanding of our workforce. We will continue to gather data so we are in a strong position to report on ethnicity pay gap – see Sustainability Report pages 10 and 11.
Strive to achieve high levels of psychological safety in our brands, improving all working environments.	Our eNPS survey has a question focused on psychological safety providing employees with an opportunity to anonymously share how comfortable they feel bringing their authentic selves to work. This continues to provide valuable insights into the mood and sentiments of our employees – see Sustainability Report page 12.

Sustainability report continued

Resetting our ESG priorities and our ambition to do better continued

Reviewing our ESG topics, resetting our approach

Topic area	ESG Topic
Environment	Climate crisis
	Circular economy and waste
Social	Attracting and retaining engaged talent
	Equity, Diversity and Inclusion
	Employment practices and remuneration
	Employee health, safety and wellbeing
	Communities
Governance	Impact of Company acquisitions
	Robust governance
	Data privacy and cyber security
	Responsible procurement
	AI

Our ESG Strategic Priorities were first introduced in our 2022 Annual Report. These priorities were further informed by our 2022 materiality assessment, a process supported by a broad range of internal and external stakeholders who helped us define what ESG topics mattered most at that time, to both the Group and our stakeholders. The outcome of this assessment was shared in our 2023 Annual Report.

Given the changes to the Group's structure and strategy over the last year, FY26 was the right moment to pause and reflect, to ensure that we were both prioritising in the right way, and also delivering in a way that was realistic for us in our new context.

An internal review of the ESG topics was carried out in collaboration with senior stakeholders across the Group. The outcomes reflect the changing shape of the business and how executive level (including ESG Committee) priorities at Next 15 have shifted as a result. Through discussion and survey feedback, we have been able to clarify and simplify our ESG topics, which has included removing 'Customer' as a separate topic and, importantly, acknowledging areas we have yet to fully address.

This is not just an update, it is a reset designed to ensure our ESG priorities are relevant, realistic and aligned with the material issues that matter most in a rapidly evolving tech- and data-driven world.

Environment topics: In FY27, we are focusing our resources on reducing emissions against our revised near-term targets. As a result, we are deferring any previously defined work on offsetting measures under our climate crisis topic under the 'Environment' topic area. We aim to revisit these initiatives in line with progress on our revised near-term targets.

📖 See Sustainability Report pages 6 to 9.

Social topics: An existing topic that emerged as even more critical under 'Social' included attracting and retaining engaged talent, with the latter specifically focused on employee training and development in the context of AI adoption. Social and environmental innovation, previously mapped as an ESG topic under the 'Customer' topic area, now forms part of attracting and retaining engaged talent topic given our focus around creativity and innovation when it comes to recruitment and development.

📖 See Sustainability Report pages 10 to 12.

Governance topics: Under 'Governance', ensuring we continue to strengthen our robust governance was deemed critical, taking into account Board and executive accountability, regulatory compliance and ethical conduct, and balancing trade-offs with shareholder value. See pages 66 to 71 in our 2026 Annual Report.

Impacts of client selection and growth, and responsible marketing and behaviour change, previously mapped as ESG topics under 'Customer', now fall under our robust governance topic under 'Governance', given the policies and processes in place to help guide around good business practice.

Data privacy and cyber security, previously mapped as an ESG topic under 'Social', now also fall under 'Governance', given the broader impact and implications of this critical area. Not only is this in the context of our people, but regarding our clients too, as updated in this section in relation to AI.

Sustainability report continued

Responsible procurement, previously mapped as an ESG topic under 'Social', has also been repositioned under 'Governance'. This is an area we have already highlighted as one we want to further develop in the coming years. It is our goal to build on the work we are doing, including around policy and managing high-risk suppliers, in the context of our ESG priorities, to ensure better alignment with responsible procurement expectations more broadly.

Impact of Company acquisitions, previously described as one of Next 15's 'superpowers', were deemed by most respondents from this year's survey as being less relevant today. However, while activity has naturally slowed during restructuring, changing the currently perceived criticality of this topic, acquisitions remain part of our capital allocation strategy.

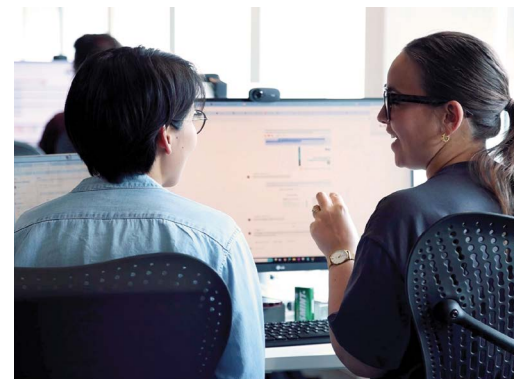
Across all aspects of ESG, but especially in the context of our governance, AI was highlighted as a new critical topic that needed to be considered and that now sits under 'Governance' in the wider Strategic Report. This was expected given AI's central role in our business strategy.

 See 2026 Annual Report pages 58 and 59.

These outcomes – combined with our ongoing commitment to sustainability and broader business strategic direction – have helped shape a refreshed approach to Environment, Social and Governance at Next 15.

Our focus going forward is clear:

1. Elevate the role we must play in the climate crisis, grow engagement, accountability and action around our decarbonisation roadmap, and deepen our commitment to compliance through more robust and transparent sustainability reporting.
2. Stand firm on our commitment to our most important asset – our people – ensure they continue to have the opportunity and support to develop, that we follow up on our eNPS action plans and continue to embed our EDI Strategic Plan in our new structure.
3. Embed governance seamlessly into the way we operate, and expand our focus to meet the expectations of our stakeholders at all levels, both internal and external, and as the regulatory landscape continues to evolve.



“This is not just an update, it is a reset designed to ensure our ESG priorities are relevant, realistic and aligned with the material issues that matter most in a rapidly evolving tech- and data-driven world.”

Sustainability report continued**Environment****Renewing our commitment to climate change****Unifying our approach**

Our commitment to tackling climate change and persistence in driving continual improvement have remained strong over the past year, despite the expected challenges of a changing business.

Through our ESG Collective we continued to educate and engage the business via brand-level emissions workshops. These sessions helped clarify and re-emphasise the most relevant and impactful emissions sources across our operations. By focusing on key data points behind our spend, we further strengthened the rigour and accuracy of our reporting ambitions.

A pivotal milestone this year was the decision to reset our baseline and targets for the Group (see pages 8 and 9). To support this transition and provide confidence to our stakeholders, we adopted the Greenly climate action platform. This platform, once fully rolled out, will enhance our emissions data collection and reporting processes and will equip our brands with the tools they need to take greater ownership of their own emissions.

We are excited about this new collaboration with Greenly and confident it will deepen engagement and foster stronger collective action across Next 15, creating more meaningful commitments and more achievable outcomes as we strive for real progress in the years ahead.

Progressing our climate action**Scope 1 and 2 – Facilitating more meaningful progress**

As part of our commitment to enhanced disclosure, we are reporting both total and normalised emissions across Scope 1, 2 and 3 for the Group – see page 7. We continue to provide both location-based and market-based figures, enabling stakeholders to understand the impact of our energy procurement in combination with progress being made independently at our office locations globally.

Amidst all, our ambition to improve the integrity of our data remains central to our approach. We work to capture environmental data across all offices, including emissions linked to energy use, in order to track improvements and progress, such as the continuation or transition to renewable energy providers. These efforts are complemented with annual updates to our global offices (including local office building management) on the status of our environmental ambitions and performance, and keeping abreast of positive measures implemented by them across our office footprint. For details on our renewable energy performance in FY26 see NFSIS, Renewable energy update on page 25.

Our hybrid working model continues to add value, taking pressure off both our global office space requirements and, more importantly, providing flexibility to our employees. The significant changes to the business over the last year have also lessened the need for office space more generally as we moved from a total of 65 offices in FY25 to 53 offices in FY26.

Next 15 office count and type globally in FY26

(as at 31 January 2026)

Leased	Subleased	Co-working	Co-working (dedicated)
39	2	8	4

Scope 3 – Leveraging our resources

These emissions continue to represent the most complex and challenging aspect of our wider climate footprint – see page 7. Like many organisations, the Scope 3 category of purchased goods and services accounts for a significant share of our value-chain emissions and remains the most difficult to measure, influence and reduce, especially in our decentralised context. While this challenge is common across industries, with many companies still navigating uneven progress in decarbonising their supply chains, we are continuing to take steps to strengthen our approach and improve measurement, reporting and the ability to reduce over time.

“Our commitment to tackling climate change and persistence in driving continual improvement have remained strong over the past year, despite the expected challenges of a changing business.”

Sustainability report continued

Next 15 reporting boundary including entities as at 31 January 2026*

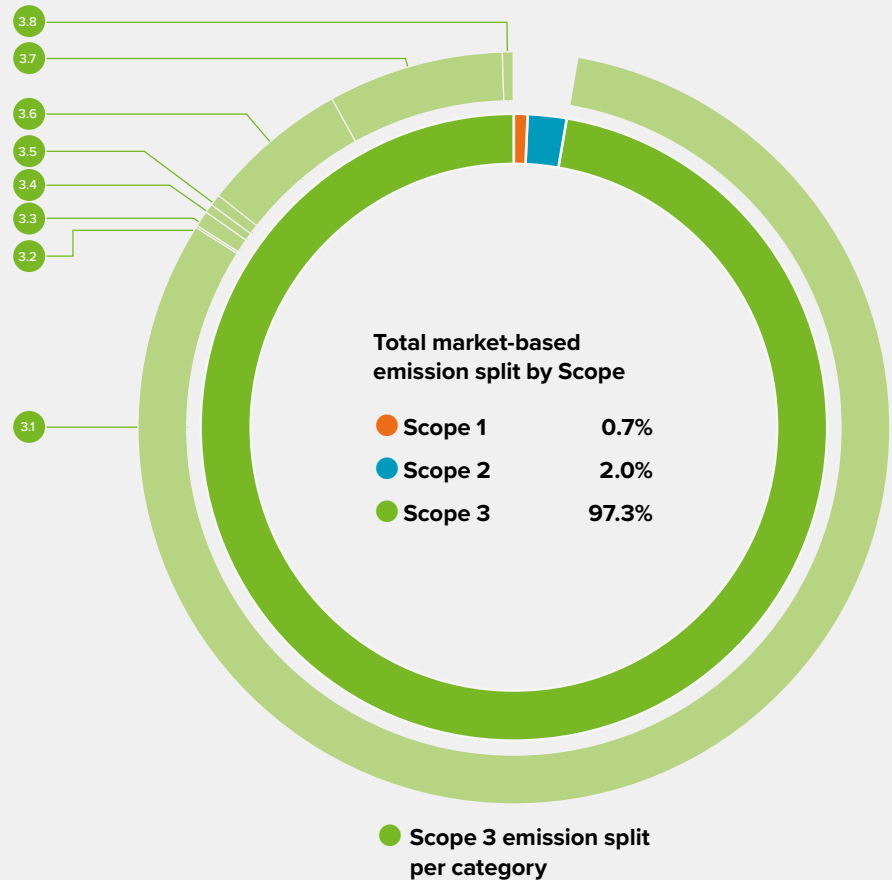
(Market-based emission split by Scope)

● Scope 1	1.1	Stationary combustion	0.7%
	1.2	Mobile combustion	
	1.3	Fugitive emissions	
● Scope 2	2.1	Purchased electricity	2.0%
● Scope 3	3.1	Purchased goods and services	83.5%
	3.2	Capital goods	0.1%
	3.3	Fuel and energy related activities	0.7%
	3.4	Upstream transportation and distribution	0.4%
	3.5	Waste generated in operations	0.5%
	3.6	Business travel	6.6%
	3.7	Employee commuting	7.7%
	3.8	Upstream leased assets	0.5%
			97.3%

Total location-based and market-based emissions for FY26 broken down by Scope*

	FY26 (Location-based)	FY26 (Market-based)
● Scope 1 tCO₂e	220.09	220.09
● Scope 2 tCO₂e	1,043.33	604.42
● Scope 3 tCO₂e	29,978.44	29,838.13
Total tCO₂e	31,241.86	30,662.64
Total tCO₂e – normalised by FTE	8.71	8.55

* For transparency, the estimated total location-based emissions generated by Next 15 in FY26, i.e. including any brand disposals/divestments was 32,091.77 tCO₂e. This total does not include Mach49, included in this report as a discontinued operation in FY26. Please refer to note 9 on page 151 in our 2026 Annual Report.



Sustainability report continued**Environment** continued**Progressing our climate action** continued**Scope 3 – Leveraging our resources** continued

Towards the end of FY26 we launched our new Greenly partnership, which included the rollout of a new climate action platform across Head Office in preparation for our Group reporting. Our rollout will continue across the wider business, including our brands, in FY27. This new emissions reporting platform, which includes a climate action training module, will give stakeholders across our organisation the ability to engage more directly, take responsibility and build accountability for the drivers of our emissions, including Scope 3.

We started to communicate more meaningfully with some of our key suppliers in FY26 on the emissions associated with the work we do with them. While still at the early stages, we are encouraged by the success of our engagement to date, particularly with our utilities, IT and business travel suppliers, and that in combination with the supplier engagement feature in our new emissions reporting platform, we will be able to make further progress in the year ahead.

Ultimately, we know that reducing our footprint is heavily reliant on our supply chain impact. Making responsible procurement decisions, being efficient with how much we use our suppliers, and partnering with those who can support us with the reduction, reuse and recycling of resources, including our IT hardware, will put us in a better position to achieve our goals.

Target update**Rebaselining and resetting our targets**

We continued our journey of engagement and collaboration with the same energy and ambition seen in FY25 in an effort to even further refine our emissions reporting. Despite coming to the end of a year that experienced further restructuring, impacting Group headcount, we believed that the end of our reporting year was an appropriate time to rebaseline and reset our Group targets for the years ahead.

In FY26, we undertook a review of our carbon-reduction pathway as part of our commitment to remain science-aligned in our approach, and to ensure it was reflective of the new structure of our business as at the end of FY26. Using an updated methodology, we have reset our emissions baseline from FY20 to FY26. This recalibration provides a more accurate platform from which to track progress, taking into account our decentralised operating model and potential to evolve and grow in the future.

As part of this update, we moved from a solely single aggregated target to a more transparent, scope-specific approach, by establishing new near-term (2033) reduction targets – under Scope 1 and 2, a separate near-term reduction target for Scope 3, and a combined target for Scope 1, 2 and 3. This will help us to rebuild a credible pathway to net-zero in the coming year.

To maintain consistency and comparability over time, our revised baseline excludes all brands and office locations that had exited the Group as at 31 January 2026. This ensures that reported progress reflects the emissions profile of the business as it is today.

We believe that this refreshed target framework will strengthen our pathway to decarbonisation, provide a more accurate foundation for us to establish a climate strategy, improve transparency for all stakeholders involved and ultimately support us in tracking our progress towards a net-zero future.

Baseline tonnes of CO₂ equivalent (tCO₂e) per FTE for FY26 (Market-based)8.55 tCO₂e/FTE**Target tonnes of CO₂ equivalent (tCO₂e) per FTE for FY27 (Market-based)**8.34 tCO₂e/FTE**Environmental Management System**

Leading by example at our Next 15 Head Office
Our Environmental Management System ('EMS') remains a cornerstone of how we embed sustainability into our operations. We continue to focus our EMS at our Head Office in London, supported by a strong cross-functional team led by our Head of Sustainability, and working closely with our operations, facilities and building services teams to ensure compliance, performance and continuous improvement.

Sustainability report continued

Our commitment

Reduce our greenhouse gas ('GHG') emissions in line with science-based net-zero targets

Our target

Reduce our Scope 1 and 2 GHG emissions by

39.81%

by 2033 from an FY26 baseline.

Reduce our Scope 3 GHG emissions by

20.00%

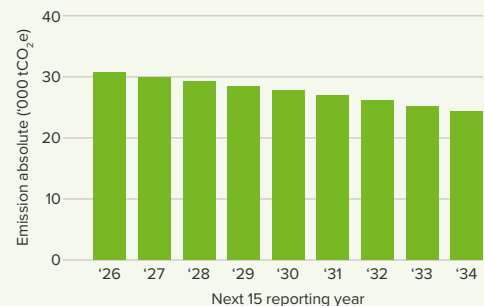
by 2033 from an FY26 baseline.

Reduce our Scope 1, 2 and 3 GHG emissions by

20.53%

by 2033 from an FY26 baseline.

Emissions per year evolution total in absolute (tCO₂e)



In August 2025, we successfully achieved ISO 14001 recertification for our London Head Office, reaffirming our commitment to maintaining the highest standards of environmental management and governance.

Our Green 15 team continues to play a key role in building awareness and influencing positive behaviour change across the business. This year, efforts centred on key initiatives such as London Climate Action Week, Plastic Free July and our Autumn Warm Clothing Swap & Donate, all designed to engage employees and drive practical, everyday actions that make a difference.

This all forms part of our EMS targets and objectives, which include having measures in place to help minimise water, waste and energy usage. These are part of our wider ambitions to lean into and leverage the circular economy. See NFSIS, Transition opportunities on page 21.

We also rolled out a new, more robust Environment Policy, integral to an EMS, now shared publicly on our website, better aligned with our priorities and broader commitments in the context of climate change.

Collaboration remains important to us, not only internally with Green 15 and our ESG Collective, but externally too. We are proud of the strong relationships we maintain with key suppliers at Head Office. We also continue to support our local Head Office Fitzrovia community, by leaning into the Fitzrovia Partnership's Sustainability Strategy and initiatives, including leading by example with the progress we have made through energy and water efficiency measures implemented at our London Head Office.

Sustainability report continued

“Building communities for our people has never been more important than it is now. With the ever-changing global political landscape, we want to ensure our people feel like they belong and bring their authentic selves to work.”



Social

Diverse, inclusive and kind at our core

At Next 15, our philosophy is that everyone performs at their best when they feel trusted, included and heard.

As a network of brands, our impact is greater when we join forces. In FY26 we continued to weave Equity, Diversity and Inclusion ('EDI') through every aspect of our work across the whole organisation, recognising that at times there might be some misunderstanding around diversity due to a challenging political landscape. Equity, diversity and inclusion are not just words or activities, they are fundamental aspects of our daily working lives and how we will achieve success as a business. They shape our interactions, our decisions and our environment. Embracing EDI means recognising and valuing the unique differences each person brings to the table, fostering creativity, innovation and growth. This, collectively, is what brings value and a positive future to our people.

Our workforce is changing in many dimensions. Internally, our employees include a range of identities, personal experiences and professional backgrounds. That widens our skills and our learning opportunities, stimulates creativity and innovation, and increases the perspectives that serve our own business and the businesses of our clients. We work with a wide range of clients, who also have expansive workforces, who provide products and services for customers across the globe, in many sectors, with many different needs.

Our priorities remain focused around:

Connected communities

Building communities for our people has never been more important than it is now. With the ever-changing global political landscape, we want to ensure our people feel like they belong and bring their authentic selves to work. Since FY25 we have been building communities internally in brands; keeping the focus internally first has ensured that we establish strong foundations within brands before joining forces across Next 15 more widely. Both M Booth and SMG have strong internal networks and are sharing their learnings with the wider Group. Group-wide, our NeuroMinds community continues to thrive and has recently circulated its second Group-wide newsletter. Our successful women's mentoring initiative has provided more opportunities for women across the Group to build a strong network, which we will be expanding globally across all genders in FY27.

Evolving our diversity metrics

Measuring and monitoring our progress is essential if we are to make an impact in EDI. Our data project continues to evolve. Brands are taking ownership for disclosures internally to ensure continual improvement. This allows them to build trust amongst their people with regard to the importance of collecting their data and how this will further shape their workforce. In FY26, we upskilled our brands on the why, what and how of collecting diversity data and the insights that can be gained to help grow and shape their brand. This work will remain a priority in FY27.

Sustainability report continued

In the UK we now have two brands over the headcount threshold requiring us to report the gender pay gap, and as we have been tracking prior to meeting reporting requirements, we are encouraged to have seen improvement in the pay gap. With our improved reporting capability, we are also running gender pay gap reports internally, for all brands with over 150 employees. This data provides brands with insight on where they can begin to close their pay gap before having to officially submit reports.

Strengthening our representation

Representation is crucial to the success of our business and diversity of people, and views will continue to drive innovation and improve decision-making. Tracking our diversity metrics provides us with a better insight of who our workforce are and how we can continue to attract and retain talent.

We are also beginning to see more increased representation across our brands; this is particularly important so employees can develop a sense of belonging. For the first time it's encouraging to note that 55% of our CEOs are female.

% of Next 15 brands led by female CEOs:

55%

Enhancing our EDI maturity model

In FY25 we rolled out a framework that helped our teams and brands develop goals and track progress in areas of EDI. The data we received from our brands demonstrated where they were on their EDI journey in respect of three categories

(representation; talent management, mobility, promotion and advancement; and HR policies and procedures). We have refined our EDI maturity model and in FY27 our brands will be reassessing in order to measure progress. With the renewed focus on brands working together, we will be taking the opportunity for brands to learn from each other and work collectively on developing their inclusive practices.

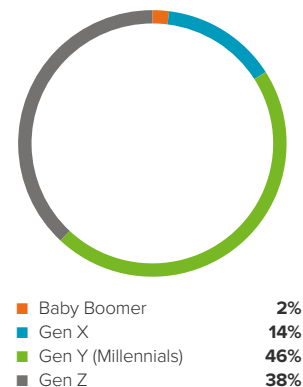
Considering our generations

When it comes to how we work in partnership with our employees, we recognise that one size does not fit all. In FY27 we will be using generational data to enrich our understanding of the context of our people globally, so that we can help support and create a space for them in an even more meaningful way. It has always been our goal to tailor to our employees' needs based on what is important to them. This approach will help increase our awareness of our people, at whatever stage of life they are in. It will help us to better understand how they have been impacted and shaped by world events, mindful that lived experiences very much determine how we think and behave. Analysing our workforce through this generational lens will enable us to be more cognisant and proactive in adapting employee experiences where needed.

Attracting and retaining engaged talent

Our maturity model assessment includes recruitment, retention, remuneration and development as a key element of measurement, and through our EDI Council we now have direct engagement with each brand on how they can improve in all areas of their people management. Centrally, we monitor retention,

Considering our generations (US and UK employees)



Employee Net Promoter Score ('eNPS'), gender pay gaps and general salary benchmarking in each region we operate. This allows us to identify any issues as they arise.

📖 See Sustainability Report pages 10 to 12.

Staff retention:

70%

Staff retention increased from 69% in FY25 to 70% in FY26, which, considering the scale of restructuring the Group experienced, we are encouraged by. We are working closely with our brands on developing a culture that creates an environment where their people would like to remain.

Sustainability report continued**Social** continued**Learning and development**

In FY25, we evolved our leadership offering from Group-wide interventions to brand-led, tailored sessions. This shift ensured our development programmes remained agile and directly aligned with the specific operational needs of our diverse portfolio.

Key learning development activities included:

- Bespoke leadership programmes: We have upskilled 62 managers through brand-specific initiatives.
- Human-centric leadership: We successfully piloted a dedicated coaching track for 14 users, focusing on high-empathy, people-first management.
- Essential training in feedback, accountability, and effective conversations: We delivered this training to an additional 57 line managers.

Usage of the platform has gone from 88% in FY25 to 44.8% in FY26. While traditional engagement metrics show a 50% year-over-year decline in raw platform hours, this figure is a lagging indicator of a much more significant and positive transformation within our ecosystem. This shift reflects a deliberate move towards operational efficiency and a strategic refinement of our brand portfolio.

Through agentic integration and embedding learning directly into the flow of work via autonomous agents, we have shifted from a destination-based model to an integrated-utility model. We aren't losing engagement; we are gaining productivity.

Employee engagement

Our previous Employee Listening sessions, sponsored by our Non-Executive Director Paul Butler, provided our employees with a valuable opportunity to share their views and sentiments with regard to their brands and what is important to them. Giving employees at any and every level in the organisation a safe space to discuss the future and to extend their connections within the Group environment continues to be important to us. We will be running more sessions in FY27, and to ensure we capture more people, will run additional sessions virtually.

Employee Net Promoter Score ('eNPS'):

**0 on a scale of
-100 to 100**

Incentivising around positive impact

eNPS remains our one non-financial quantitative measure, which we use to evaluate employee sentiment and satisfaction. Our eNPS score dropped from 13 in FY25 to 0 in FY26. Although it is disappointing to see the score reduce from the previous year, FY26 saw more large-scale disruption truly impacting our people more than ever before, and we were anticipating the score to remain in the low digits.

While some of our brands saw a decline in their score, Transform saw a 4-point improvement from 33 in FY25 to 37 in FY26. M Booth and M Booth Health also retained high scores in the 40 – 50 point range.

This year also saw the highest response rate we have seen and has provided valuable insights into the views of our people. Due to the number of changes across our brands, this level of data will be crucial with helping our brands plan for FY27.

Employee health, safety and wellbeing

We continue to review and ensure we provide access to the best resources and advice for our people's physical and mental wellbeing. Our Employee Assistance Programme and effective healthcare schemes continue to ensure our people get early access to advice and support.

We have also started incorporating a coaching approach into our management training in order to better equip our managers with the skills to have wellbeing conversations with their team members. This includes ensuring managers are also equipped to have conversations that they may not have previously felt comfortable having, such as on menopause support, neurodiversity and how employees work to manage their personal circumstances.

Non-financial and sustainability information statement

Non-financial and sustainability information statement ('NFSIS')

The table below sets out where information relating to non-financial and sustainability matters can be found in our wider Strategic Report including our Sustainability Report.

Compliance statement

Next 15 Group plc has complied with the requirements of sections 414CB of the Companies Act 2006. Section 414CB sets out the detailed requirements for the NFSIS, which companies must produce if they fall within climate-related financial disclosure requirements. It was introduced through the 2016 and 2022 Climate-related Financial

Disclosure Regulations, which expanded 414C and added 414CA and 414CB. 414CB therefore applies specifically to mandatory climate-related disclosures, aligned with Task Force on Climate-related Financial Disclosures ('TCFD'), in our Climate-related Financial Disclosures ('CFD'). It is intended to provide an understanding of our development, performance and position on key non-financial matters.

S.414CB requirement	Relevant Strategic Report section	Page reference
1. Environmental matters	Sustainability Report, Environment	Pages 6 to 9
2. Employees	Sustainability Report, Social	Pages 10 to 12
3. Social and community	Sustainability Report, Social	Pages 10 to 12
4. Human rights	Report of the Directors	Page 107 in our 2026 Annual Report
5. Anti-bribery and corruption	Principal risks and uncertainties Audit and Risk Committee report	Page 60 in our 2026 Annual Report Page 82 in our 2026 Annual Report
6. Business model	Our new strategy	Pages 7 and 8 in our 2026 Annual Report
7. Principal risks and how they are managed	Principal risks and uncertainties	Pages 54 to 63 in our 2026 Annual Report
8. Non-financial key performance indicators	Sustainability Report, Environment Sustainability Report, Social NFSIS	Pages 6 to 9 Pages 10 to 12 Pages 24 to 27

Non-financial and sustainability information statement continued

Climate-related Financial Disclosures ('CFD') and Streamlined Energy and Carbon Reporting ('SECR')

Context

Next 15 Group plc and its subsidiaries are committed to operating as responsible global citizens by integrating sustainable practices into our business operations. As international regulatory requirements continue to expand, we acknowledge the increasing emphasis from investors, clients, governments, broader society and other stakeholders on climate accountability. We understand that credible disclosures are a hallmark of robust corporate governance and market trust.

This is our third CFD report. CFD continues to be important for three key reasons – the need for transparency; the understanding of how climate change impacts financial stability; and investment decisions. See CFD disclosure requirements on page 15 of this report. All else in this section of the report is voluntary, including any move towards aligning with TCFD. Although the Task Force was formally disbanded in 2023 and its disclosures are not yet mandatory for us, TCFD remains embedded in global reporting requirements and has been fully incorporated into the International Financial Reporting Standards ('IFRS') Sustainability Disclosure Standards – specifically IFRS S2 and, at a general level, IFRS S1 – issued by the International

Sustainability Standards Board ('ISSB'), under the IFRS Foundation. TCFD principles are also reflected, in part, in California's Climate-related Financial Risk Act (SB 261).

Our commitment to transparent corporate reporting positions us well for UK Sustainability Reporting Standards ('UK SRS') finalised earlier this year. UK SRS has adopted IFRS S1 and S2 as UK SRS S1 and S2. While UK SRS is currently voluntary for AIM companies, mandatory adoption is expected in the near future. UK SRS S2 will effectively replace TCFD as the regulatory requirement, as IFRS S2/UK SRS S2 fully incorporates TCFD recommendations.

This report comes at an important moment for Next 15. After a period of significant change, we are entering a new chapter guided by a refreshed strategy. Throughout this evolution, our commitment to climate action remains central, reflected in our renewed focus on ensuring our ESG priorities are realistic, robust, meaningful and right for our business.

 See Sustainability Report pages 1 to 5.

Our approach

For this NFSIS reporting period, we have:

- maintained disclosures consistent with UK CFD requirements; and
- updated our SECR in line with UK reporting requirements in our AIM-listed context.

It is our hope that this approach ensures continuity for our stakeholders while signalling our progression towards preparation for the regulatory changes that lie ahead.

Non-financial and sustainability information statement continued


CFD disclosure requirements (mandatory)	Next 15 response to CFD
Governance	
(a) A description of the Company's governance arrangements in relation to assessing and managing climate-related risks and opportunities.	Page 16
Risk Management	
(b) A description of how the Company identifies, assesses and manages climate-related risks and opportunities.	Pages 16 and 17
(c) A description of how processes for identifying, assessing and managing climate-related risks are integrated into the Company's overall risk management process.	Pages 16 and 17
Strategy	
(d) A description of (i) the principal climate-related risks and opportunities arising in connection with the Company's operations; and (ii) the time periods by reference to which those risks and opportunities are assessed.	Pages 17 to 19
(e) A description of the actual and potential impacts of the principal climate-related risks and opportunities on the Company's business model and strategy.	Pages 20 to 23
(f) An analysis of the resilience of the Company's business model and strategy, taking into consideration different climate-related scenarios.	Pages 20 to 23
Metrics and Targets	
(g) A description of the targets used by the Company to manage climate-related risks and to realise climate-related opportunities and of performance against those targets.	Pages 24 and 25
(h) A description of the key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and of the calculations on which those key performance indicators are based.	Pages 24 and 25

Non-financial and sustainability information statement continued**Governance**

Given the significant changes in the executive and non-executive teams, the decision was taken to review the governance structure in line with our approach to ESG. As outlined on pages 1 to 5 of our Sustainability Report, we have made significant changes to the way we are intending to approach ESG in FY27 and beyond, having taken the decision in FY26 to make ESG a standing item on our Board agenda, rather than in a separate committee. This aligns with our intention to ensure governance underpins our operating model, and non-financial reporting on environment and people, and that it is reviewed regularly throughout the year.

The Audit and Risk Committee continues to take responsibility for monitoring the Group's risk management systems, which includes an annual review of our principal risks. As part of this review, it takes into account any material climate-related risks determined by management, including the management of these risks. In FY26 this work was supported by the ESG Committee.

This process provided the Audit and Risk Committee with assurance that climate-related risks continued to be assessed and managed throughout the year. In FY26 members of both the ESG and Audit and Risk Committees comprised Non-Executive Directors and other Directors and individuals were invited to attend as and when appropriate.

 Details of their membership and meeting attendance in FY26 can be found on pages 64, 65 and 75 in our 2026 Annual Report.

The Executive Leadership Team ('ELT'), supported by the brands and Head of Sustainability, maintains responsibility for identifying and overseeing the day-to-day climate-related risks and opportunities and ensuring that there is a comprehensive strategy in place to mitigate any risks in line with our risk appetite and to maximise any potential opportunities. With improved data and reporting processes across ESG, including our new climate action platform, see pages 6 and 8 of our Sustainability Report, we are now in a position to more accurately capture and monitor emissions data, which will also help us to better understand our climate related risks as well as engage more effectively at a brand level across the Group.

During FY26, both the ELT and the Risk and Compliance Team collaborated with the Head of Sustainability to move forward in the context of our Next 15 CFD requirements.

Risk management

Our risk management systems and process are described on pages 54 to 63 in our 2026 Annual Report. The same principles, which are used for risk management across the business, continue to be applied, not least in monitoring our climate-related risks, using impact criteria that take into account not only financial impact, but non-financial factors too, which, in our context, are linked to business disruption and reputational damage. Our risk management approach continues to be used by all our brands and key stakeholders, so that an ongoing and consistent process is maintained across the Group.

The responsibility for identifying, assessing and managing climate-related risks is shared between the brand CEOs and Head of Sustainability, and supported by the Risk and Compliance Team. During their annual risk identification and assessment cycle, brands, depending on their business model, identify how relevant climate-related risks are for their business. A similar exercise is performed at a corporate level by the Head of Sustainability with support from the Risk and Compliance Team. Where climate-related risks are identified, business and functional leaders are required to assess them in line with our risk management process. This includes an impact and likelihood assessment along with an assessment of existing mitigating controls and activities. The outcome of this assessment then determines the relative significance of that risk and related management activities. If climate-related risks are assessed as being critical to our operations, they are included in our 'principal risks', which are reviewed and approved by the Board. Climate is not currently considered a 'principal risk'. The Head of Sustainability, on an ongoing basis, reviews the climate risk profile of the Group – any significant movements in the risk profile are discussed at the relevant governance forums including, in FY26, the ESG Committee.

The nature of our business and the diversified nature of our portfolio mean that we have an inherent resilience to certain types of risks including market risks.

Non-financial and sustainability information statement continued

We continue to actively consider the risk of climate change as part of our ongoing risk management procedures. Our main climate-related risks continue to take the form of physical risks and transition risks. These risks are considered as part of our risk management process and included within our risk registers.

1. Physical risks: Extreme weather conditions and scarcity of key resources such as water/ electricity impacting us or our supply chain leading to a loss of productivity. We consider our physical risks through both an acute and chronic lens.
2. Transition risks: Exposure to sectors/clients with higher exposure to climate-related risks.

See Strategy on pages 20 to 23 of this report for our response to both mitigating risk and maximising opportunity.

Annually, impacts, likelihood and consequences of the risks and mitigations are considered.

Strategy

In this section, we share an update on progress made and planned next steps based on the primary risks and opportunities related to climate change in our context, with an understanding of their potential impact on our business, including financial planning and risk rating, and how we are managing those impacts.

While we had hoped to progress our climate-related modelling in our FY26 reporting year, due to components of the business that would be impacted (and assessed) being restructured, see pages 1 and 2 of our Sustainability Report, we were unable to move forward as planned. But irrespective, whilst the Group has gone through many changes in FY26, our risk profile has not changed in the main, with the primary risks and opportunities related to climate change as they were for FY25. This includes their potential impact on our business, our strategic response to that potential impact and the level of resilience implicit in that response.

We continue to use three time horizons designed to indicate the level of risk and opportunity – short term (next three years), medium term (2030) and long term (2050) – see pages 18 and 19 of this report for further understanding of how this applies to us in our context.

Classification of risks and opportunities as low, medium or high continues to be based on a qualitative assessment of impact, which we have reviewed in the context of progress made this year. We still consider these impacts using three emissions pathways, which form our interpretation of Intergovernmental Panel on Climate Change ('IPCC') guidance¹ and the Network for Greening the Financial System ('NGFS') guidance.²

We will be progressing with our climate-related scenario modelling in FY27 as part of our move towards aligning with future disclosures, and in the context of our new strategy. This quantitative assessment will be carried out by our Finance team and Head of Sustainability, supported by our new Greenly climate action platform and in alignment with the Risk and Compliance Team. Having a deeper level of understanding of the potential impacts of climate change in our context will help shape our financial planning in FY27 and beyond. Outcomes of this process will be shared in next year's Annual Report.

- 1 IPCC, 2022: Climate Change 2022: Impacts, Adaptation and Vulnerability. Contribution of Working Group II to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change: H.-O. Pörtner, D.C. Roberts, M. Tignor, E.S. Poloczanska, K. Mintenbeck, A. Alegría, M. Craig, S. Langsdorf, S. Lösschke, V. Möller, A. Okem, B. Rama (eds.). Cambridge University Press. Cambridge University Press, Cambridge, UK, and New York, NY, US, 3056 pp., doi:10.1017/9781009325844.
- 2 Network for Greening the Financial System Workstream on Scenario Design and Analysis. NGFS Short-Term Scenarios for central banks and supervisors, May 2025. The first vintage of the NGFS Short-Term Scenarios is a collaborative effort of the members of the Workstream on Scenario Design and Analysis and was prepared under the auspices of Livio Stracca (European Central Bank), Chair of the Workstream with support from the NGFS Secretariat. The NGFS Workstream on Scenario Design and Analysis has been working in partnership with an academic consortium from Climate Finance Alpha (CLIMAFIN), E3-Modelling/ RICARDO, International Institute for Applied Systems Analysis (IIASA).

Non-financial and sustainability information statement continued**Strategy** continued

Pathway	Definition	Scenario description
IPCC-aligned pathway	Ambitious climate policies are introduced to limit global temperature rises to below 1.5°C by 2050, consistent with the Paris Agreement.	<p>This is expected to involve:</p> <ol style="list-style-type: none"> 1. rapid policy introduction from government, with levers, such as carbon taxes, removal of subsidies for fossil fuel industry, introduction of subsidies for green industries, such as renewable energy, emission caps, and disclosure requirements. While positive in the long term, short term this would mean companies have limited time to adapt their operations, finances and supply chains causing, for example, increased costs, non-compliance and reputational damage; and 2. a transition to a circular economy disrupting traditional industries in a meaningful and far-reaching way. This would provide products and services that enable a reduction in overconsumption, climate change and biodiversity loss and an increase in inclusion, wellbeing and job creation. Impetus for this transition comes from both consumers, who recognise that the current system is not environmentally sustainable and demand change, and businesses, which drive innovation across multiple sectors.
NGFS-aligned pathway (Delayed Transition)	Global emissions do not meaningfully reduce until 2030. Our current approach continues until 2030, when increasing climate change and major weather events force change and we limit global temperature rises to below 2°C by 2050.	<p>This is expected to involve:</p> <ol style="list-style-type: none"> 1. minor changes until 2030, with science-based targets remaining largely voluntary. Multiple pathways and competing initiatives arising that do not adequately capture the system change required; 2. government policies being introduced from 2030 onwards, which have a significant impact on encouraging sustainable behaviours; and 3. a pace of transition from 2030 onwards leading to traditional industries being severely disrupted and economic loss for businesses that fail to adapt; although highlighting there are a lot of winners who are and will be able to successfully implement a circular economy.
Business as Usual	Implemented policies are preserved but limited meaningful new action occurs, resulting in global temperature rises of >2°C by 2050.	<p>This is expected to involve:</p> <ol style="list-style-type: none"> 1. slow, incremental changes; 2. concern and anger with increasingly severe impacts of climate change leading to civil unrest, significant inequality, resource scarcity and mass migration, which makes it even harder to reach consensus on change; and 3. a circular economy not realised and the 'take, make, waste' model remaining widespread.

Non-financial and sustainability information statement continued

We believe that the 'Delayed Transition' pathway is still the most likely to occur. We expect that this scenario will result in an overall low negative impact on our business; however, we are supportive of this approach because we still consider the 'Business as Usual' pathway far more damaging to the environment globally, and to our business.

We expect that the market opportunity from a transition to a circular economy will have a net positive impact on our business. This is driven by our strategic intent to contribute to accelerating positive impacts (such as circularity, inclusion, and wellbeing) and/or reduce negative impacts (such as overconsumption, climate change and biodiversity loss) through client work. However, there are some climate-related risks that may offset this, for example government levers such as carbon taxes are more likely to be implemented and would impact both our business and that of our stakeholders.

The 'Business as Usual' pathway is considered detrimental because it would present less opportunity for us and would also significantly increase the level of physical and transition risks.

Our planned climate-related modelling in FY27, as mentioned on page 17, will give us an understanding of the financial implications of our risks and opportunities.

We will continue to progress our direct supplier engagement work as shared on page 8 of our Sustainability Report, to continue improving our understanding of the carbon footprint of our supply chain where available, in combination with leveraging the supplier module and supplier integration feature as part of our new Greenly climate action platform. All of this will further strengthen and refine the granularity of data underlying our Scope 3 emissions.

With increased understanding of the physical risks in the context of our business globally, we aim to establish any significant financial impact of climate on our office locations in geographical locations deemed high risk.

In the tables that follow on pages 20 to 23, we have updated, where possible, our response to both mitigating risks and accelerating opportunity.

Non-financial and sustainability information statement continued

Key: ● Low ● Medium ● High
 ⊕ Positive ⊖ Negative

Strategy continued

Climate-related risk or opportunity Potential impact < 3 years (short term) By 2030 (medium term) By 2050 (long term) Response and resilience

Physical risks



Acute: Increased severity of extreme weather events (including flooding, heatwaves, wildfires and hurricanes).

Chronic: Chronic alterations (including rise in mean temperatures and extreme variability in weather patterns).

For example, in the UK offices, the most significant physical risks are heatwaves and flooding. In the US offices, the most significant physical risks are heatwaves, wildfires and hurricanes.

There is still the possibility of a decline in productivity of employees and other stakeholders in the supply chain both at home and in office spaces due to both acute and chronic climate events, impacting margins. Extreme weather events also pose a risk of damage to, or loss of, physical assets – most notably IT hardware.

The effect of such events could be exacerbated by lack of affordable and readily available mitigation solutions such as heating and cooling systems. There could also be an increase in energy costs during heatwaves.

There could be an increase in insurance costs to protect our physical assets.

Failure to reduce our own environmental emissions could negatively impact our reputation.

IPCC-aligned pathway: ⊖

On this pathway, impacts of major climate events are manageable and can be contained.

Delayed Transition: ⊕

Despite limited action until 2030, the impacts of major climate events are manageable and can be contained.

Business as Usual: ⊖

As above for Delayed Transition.

IPCC-aligned pathway: ⊖

As noted in the short term.

Delayed Transition: ⊕

As noted in the short term.

Business as Usual: ⊖

As noted in the short term.

IPCC-aligned pathway: ⊖

Efforts made keep global temperatures below 1.5°C and mean impacts can be managed.

Delayed Transition: ⊕

Efforts made keep global temperatures below 2°C and mean impacts can be managed (albeit to a lesser extent than in the IPCC-aligned pathway).

Business as Usual: ⊖

In an increasingly volatile world, insurance and energy costs spike and productivity begins to be more significantly impacted.

Emissions measurement is disclosed on pages 6 to 9 of our Sustainability Report. This year we have reset our baseline to FY26 and target reduction trajectory using 2033 as our new near-term target year. See pages 8 and 9 of our Sustainability Report.

What was previously reported as 'Business Continuity' has been reframed as 'Business Resilience' to reflect the evolving nature of risk in a modern operating environment. See pages 54 and 55 in our 2026 Annual Report. This broader concept extends beyond traditional disaster recovery to include cultural resilience, key person dependency, and the organisation's capacity to withstand reputational and other non physical disruptions. We continue to have an understandable reliance on our IT systems, office spaces and people. To aid operational management and reduce risk as far as possible we use Software as a Service ('SaaS') tools to carry out our daily work. These are cloud-hosted services that we can access easily and securely via a browser from any location. We have confidence in the Business Continuity plans of our SaaS providers. Our reliance on physically located on-premise software is low and continues to be reduced with further decommissioning having taken place at our London Head Office this year.

Energy costs, such as those related to our office locations, are an ongoing consideration. We continue to monitor the transition of our offices to renewable energy from both a risk and opportunity standpoint. See Renewable energy on page 25 of this report and SECR on pages 26 and 27. While limited, where responsible procurement decisions are in our control, we are ensuring continuity. Irrespective, for those working in an office, any increase in cooling required would be at a low environmental impact. It is still our expectation that any financial impact may be softened by market trends towards a reduction in energy costs, such as renewable energy solutions expanding and/or government subsidies, although we acknowledge this may be more specific to our offices in the UK and EMEA. We continue to reduce and/or consolidate our office spaces where we can. See Scope 1 and 2 on page 6 of our Sustainability Report.

Insurance costs are something for which we continue to seek competitive rates, as we do expect these to continue to increase.

Non-financial and sustainability information statement continued

Key: ● Low ● Medium ● High
 ⊕ Positive ⊖ Negative

Climate-related risk or opportunity Potential impact < 3 years (short term) By 2030 (medium term) By 2050 (long term) Response and resilience

Transition opportunities



Increasing revenue: From clients who are committed to sustainable growth, not just as a result of regulatory/policy pressure, but because it makes financial and reputational sense too, with research showing the rising number of businesses embedding sustainability into strategy, investment, operations and workforce planning.

Key findings from a Capterra study reported in 2025 (A World in Balance 2025) clearly stated that sustainability has already shifted from compliance to: ‘a strategic driver of business value and long-term resilience.’³

Despite the changes experienced in FY26, we still believe that there is new client opportunity presented by a continued transition to a more sustainable world and as businesses feel pressure to pivot to a circular economy.

For example an accelerated transition towards renewable energy sources such as solar and wind, particularly in the UK and EMEA, the replacement of man-made materials with more sustainable products/materials, and greater efforts to progress supply chain decarbonisation.

In addition, markets are showing a growing preference for commercially viable transition solutions, particularly those underpinned by frameworks like Extended Producer Responsibility (‘EPR’)*.

IPCC-aligned pathway: ⊕
 A fast transition to a low-carbon economy would present a wide variety of opportunities. Given this would involve a high degree of innovation, this would result in opportunities both in strategy in helping clients to navigate a fast-changing world, and execution, for example helping clients and their customers to reimagine a more positive future. This would include industries such as product-based and renewable energy.

Delayed Transition: ⊕
 Little impact observed from lack of meaningful action.

Business as Usual: ⊕
 As above for Delayed Transition.

IPCC-aligned pathway: ⊕
 As noted in the short term.

Delayed Transition: ⊕
 As noted in the short term.

Business as Usual: ⊕
 As noted in the short term.

IPCC-aligned pathway: ⊕
 In this pathway, we expect there to be more opportunities in the period 2030–2050 as innovation becomes more widespread.

Delayed Transition: ⊕
 Although the effects would only happen from 2030, the opportunity would still be large.

Business as Usual: ⊕
 As noted in the short and medium term.

We work with clients who share our values across multiple sectors including pharmaceutical, banking and technology. We ensure robust governance remains synonymous with our strategy and how we work, demonstrating our ongoing commitment to being a responsible business. This commitment includes a responsibility to our people and planet through policy, compliance and reporting. Together with our extensive knowledge and expertise, this helps not only with the retention of our values-aligned clients, but also makes us attractive to new clients who are prioritising responsible business and positive impact in their supply chain.

With reduced resources over the last year, we had to pause on our media- and production-related emissions working collaborations at a Group level. However, our largest media production brand House 337 (now elvis), an AdGreen Superuser, continues to adopt the technology to calculate the carbon footprint of its productions. This tool helps inform decision-making in the context of the environmental impacts across different types of productions and continues to be central to how many of our clients work.

Our brand Transform’s mission is to deliver their Net Positive services with our clients – generating measurably positive outcomes for citizens across social, environmental and economic domains. They have also delivered a net-zero systems mapping tool to support Department for Energy, Security and Net Zero (‘DESNZ’) work across government departments to deliver joined-up policy, created a climate resilience map of National Health Service (‘NHS’) digital services supply chain, and worked with the Department for Environment, Food and Rural Affairs (‘Defra’) to implement generative AI to help farmers find the right funding options, without harming the planet.

It is the expectation of several of our biggest clients that we engage with CDP and/or EcoVadis, two important and well-respected corporate sustainability assessments which reflect a clear level of commitment to sustainable growth. In 2025 for CDP, we retained our B- under Climate Change and scored a C under Water Security. For EcoVadis, we retained our Committed Badge.

³ Source: Capterra Research Institute analysis. Capterra Research Institute, Sustainability transformation trends survey, June–July 2025, N = 2,146 executives, 716 organisations. Capterra Research Institute, Sustainability consumer survey, June–July 2025, N = 6,566 consumers.

* Extended Producer Responsibility (EPR) is an environmental policy approach that makes producers legally and financially responsible for the environmental impacts of their products across the full lifecycle, particularly at the post consumer, end of life stage.

Non-financial and sustainability information statement continued

Key: ● Low ● Medium ● High
 ⊕ Positive ⊖ Negative

Strategy continued

Climate-related risk or opportunity Potential impact < 3 years (short term) By 2030 (medium term) By 2050 (long term) Response and resilience

Transition risks



Exposure to client sectors with transition risk:

Next 15 works with a broad range of clients across multiple sectors and geographies, all of whom are subject to some form of climate risk. We expect this may take the following forms:

- economic disruption: climate change could result in disruption to supply chains and infrastructure, which could reduce financial growth; and
- changing consumer behaviour: increasingly, purchasing decisions are being impacted by environmental concerns, which is prompting disruption of more traditional clients.

There is a risk that if we work with sectors with the highest levels of transition risk, such as oil and gas, we could lose revenue if they struggle to adapt to different climate scenarios.

There is also a risk of working with or being associated with sectors with the highest levels of transition risk, such as oil and gas, if they also fail to pivot their strategy in support of the global transition. This could negatively impact our reputation.

IPCC-aligned pathway: ●

We expect this will result in some loss of revenue in industries that do not transition effectively, but we expect the impact to be low given the initial impact in this time period is expected to be limited, and we have a relatively low level of clients subject to high levels of transition risk.

Delayed Transition: ⊖

Little impact observed from lack of meaningful action.

Business as Usual: ⊖

As above for Delayed Transition.

IPCC-aligned pathway: ⊖

Given the greater time period, we expect a more marked impact as the transition takes hold.

Delayed Transition: ●

Due to lack of meaningful action, the impact is expected to be low, albeit increases in major weather events may increase the likelihood of economic disruption in this period.

Business as Usual: ●

As above for Delayed Transition.

IPCC-aligned pathway: ⊖

We would expect some loss of client revenues caused by economic disruption due to major weather events and disruption to traditional industries caused

by circular economy transition, partly offset by stabilising global temperatures and our low level of clients subject to high levels of transition risk.

Delayed Transition: ⊖

As above for IPCC-aligned pathway.

Business as Usual: ⊖

We would expect widespread economic disruption as a result of unmitigated climate change.

We still expect there to be an increasing level of risk arising as extreme weather events impact clients' ability to do business in the traditional ways.

We continue to track our revenue by client sector in order to ensure we limit our exposure to sectors with transition risk. Our exposure to sectors with the highest levels of transition risk is limited.

Where we do have any exposed risk, we are mitigating it by working with clients who are committed to a transition to a low-carbon economy and meaningfully embedding sustainability in their strategy.

Our new Client Ethics Policy at Next 15 reached the end of its first full year. While this policy more fully supports decision-making through greater clarity of process, a fully aligned scorecard and reporting, we are aware that we need to improve engagement in FY27. We plan to do this by making our policy more accessible, including through leveraging our technology capabilities. See page 25 of this report.

Non-financial and sustainability information statement continued

Key: ● Low ● Medium ● High
 ⊕ Positive ⊖ Negative

Climate-related risk or opportunity Potential impact < 3 years (short term) By 2030 (medium term) By 2050 (long term) Response and resilience

Transition risks continued



Policies and legal: We expect the trend towards increasing compliance to continue. We expect this may take the following forms:

- greenwashing legislation: there have been increasing instances of companies being publicly accused and sanctioned for greenwashing in advertising. The EU's recently introduced Empowering Consumers for the Green Transition Directive (Directive EU 2024/825) strengthens consumer rights by ensuring clear, verifiable, and transparent environmental, social, and circularity claims, aiming to prevent greenwashing and promote sustainable consumption;
- disclosure requirements: we are already subject to mandatory legislation, such as SECR and CFD, and compliance requirements may well increase, for example with UK SRS having been introduced in 2026; and
- carbon pricing: governments around the world may introduce additional levers, such as carbon taxes over time, to incentivise climate progress.

Some/all of the above could impact us and/or our clients.

Meeting these requirements increases our compliance costs. If we fail to meet these requirements, it could result in fines and also impact our reputation, which could have knock-on effects on revenue.

Carbon taxes, if introduced, would likely have the biggest impact before we fully reduce our emissions. So far, industry practice has been to voluntarily bake in the environmental cost of doing business into their financial statements via offsetting, but we would expect mandatory taxes to become more common over time.

These risks are considered low in the short term, but are expected to increase over time, especially in a scenario where the world fails to apply the appropriate attention to these issues and, as a result, temperatures warm by greater than 2°C.

IPCC-aligned pathway: ⊖
 The most significant impact would come from the introduction of mandatory carbon taxes because it would reduce our margins and those of our clients.

Delayed Transition: ⊕
 Minimal impacts from increased compliance requirements, such as internal and external resource/time.

Business as Usual: ⊖
 As above for Delayed Transition.

IPCC-aligned pathway: ⊖
 As in the short term.

Delayed Transition: ⊕
 As in the short term.

Business as Usual: ⊖
 As above for Delayed Transition.

IPCC-aligned pathway: ⊖
 A greater impact than the short term due to further embedding of policies and greater time period, albeit still medium risk.

Delayed Transition: ⊖
 As above, albeit from a lower base.

Business as Usual: ⊖
 As above for Delayed Transition.

Non-compliance is a serious risk to our business and to our brands, so we mitigate it through multiple channels:

- Awareness:** We rely on our regularly updated employee policies and training to raise awareness among management and staff in relation to their roles and responsibilities when it comes to meeting our legal and regulatory obligations.
- In-house and external expertise:** The Group maintains a Risk and Compliance function and an in-house Legal function and also uses external legal counsel to advise on local legal and regulatory requirements. Other external advisers, such as our auditors and consultants, often check in to ensure we are aware of legislative changes.
- Assurance:** Consideration of regulatory compliance is included in the assurance programme led by the Risk and Compliance function.
- Accreditation:** We maintain a number of accreditations and registrations to meet a number of contractual and statutory obligations.
- Emerging regulation:** This impacts our clients, whether mandatory or optional, such as disclosure requirements and carbon taxes. Our intention is to work with clients who have sustainable business models and are committed to the low-carbon transition. This should limit the impact of these risks over time.

Non-financial and sustainability information statement continued**Metrics and targets**

In our FY26 Sustainability Report under Environment from pages 6 to 9, we share our updated carbon footprint and the actions we are currently taking to build on our deeper understanding of our emissions. The rollout of our new emissions reporting platform in FY26 – continuing into FY27 – will further empower the business, including our brands, to take greater


ownership of their emissions profiles. Targets that have been reset using our new FY26 baseline are shared on pages 8 and 9 of our Sustainability Report. This reset will allow us to more effectively move forward in assessing our climate-related risks and opportunities in line with our strategy and risk management process. Looking ahead to our planned climate-scenario modelling in FY27, aligned with disclosure frameworks such

as the UK SRS, will help us focus on the areas of greatest material relevance to our business. In parallel, on page 25 of this report, we provide an update on our renewable energy coverage, including our rationale for reporting renewable energy progress as a metric rather than against a specific target in FY26.

The following table shows an update of the most relevant and material metrics.

Metric	Target (existing or planned)	Mapping to climate risk or opportunity
<p>GHG emissions</p> <p>We began measuring our emissions in February 2021, from an FY20 baseline. While we met our reduction ambitions in the early years, we have more recently struggled to meet our targets.</p> <p>This year, following significant changes to the business, including headcount, we have reset our baseline to FY26 and adjusted our near-term target year to 2033 (FY34). Our revised reduction trajectory for our new near-term target year is in alignment with net-zero.</p> <p>On page 7, we disclose our overall emissions for FY26 (tCO₂e), our emissions for Scope 1, 2 and 3, and our normalised emissions (tCO₂e/FTE). We continue to include both location-and market-based reporting.</p> <p>On pages 26 and 27, we disclose in accordance with SECR legislation.</p> <p>In FY27 we will be engaging brands on their brand-level reductions and, as part of that, exploring at a Group level any incentivisation we might consider introducing in the coming years.</p>	<p>In addition, on pages 8 and 9 we disclose our new near-term targets against a new baseline year (FY26), which will support us in establishing our new long-term reduction trajectory to reach net-zero.</p> <p>On our path to net-zero by 2050, it is our goal, as shared on page 9 of our Sustainability Report, that by our near-term year, 2033 (FY34), we reduce our combined Scope 1, 2 & 3 GHG emissions by 20.53% from an FY26 baseline. We have outlined our current actions and progress towards this goal at a Group level on pages 6 to 9. Over the coming year, it is our ambition to make further progress by establishing a Group climate strategy.</p> <p>With brands taking responsibility for reducing their own emissions, we are confident that we will be able to define more specific and measurable actions at a brand-level over the next one to two years.</p>	<p>Acute and chronic (physical risks): Measuring and reducing our emissions against clear near-term and net-zero targets will help to mitigate climate-related risks.</p> <p>Aligned engagement and awareness across the business, not least with our new Greenly climate action platform, will increase responsibility, accountability and action.</p> <p>Policies and compliance will encourage acceleration of our emission reductions.</p> <p>Our alignment with regulation will build stakeholder (including investor and client) confidence.</p> <p>Increased engagement and collaboration with our suppliers will help continual refinement of our emissions reporting and help us to capture the sustainability ambitions of our supply chain in action.</p>

Non-financial and sustainability information statement continued

Metric	Target (existing or planned)	Mapping to climate risk or opportunity
<p>Renewable energy</p> <p>We continue to track the percentage of energy consumed from renewable energy sources, which is currently 66.65% globally, split by region as follows:</p> <ul style="list-style-type: none"> • UK: 98.5% • EMEA: 54.9% • APAC and NA: 0.0% 	<p>Last year we revised our renewable energy targets for the percentage of energy we were aiming to consume from renewable energy sources and by when – UK and EMEA 90% to 100% by 2030, US and APAC 50% to 60% by 2040 and all regions 100% by 2050. However, as part of the wider review of our ESG priorities in FY26, see pages 1 to 5 of our Sustainability Report, and ahead of establishing a climate strategy for the Group over the coming months, see page 24 of this report, we are sharing our renewable energy consumed in FY26 as a metric. This is to allow us time to review our approach going forward. Where and how possible to progress our coverage will be reflected in our new climate strategy. This will also reflect the level of control we have over our office footprint globally.</p>	<p>Acute and chronic (physical risks): Adopting renewable energy where it is in our control to do so.</p> <p>Establishing relationships with building management where we can positively influence by sharing our own ambitions and commitments.</p> <p>Effectively communicating and engaging office locations so that we can monitor energy usage to be able to mitigate any climate-related risks where we can and feel is necessary.</p> <p> See Sustainability Report on pages 6 to 9.</p>
<p>Percentage of revenue from various sectors and limiting exposure to sectors with risk</p> <p>We continue to track our revenue by client sector in order to ensure we limit our exposure to sectors with transition risk and increase our exposure to sectors with transition opportunity.</p> <p>We align our ethical values, including around greenwashing, through our Next 15 Framework of policies that includes our Client Ethics Policy, complete with a fully aligned scorecard and quarterly reporting requirement.</p>	<p>Our revenue by client sector is monitored annually and spans technology, healthcare, professional and financial services, public sector, consumer passions and industrial/other. We are currently considering how we can put a target in place for this metric.</p>	<p>Market opportunity: Increasing revenue from clients who are committed to sustainable growth.</p> <p>Market risk: Minimising exposure to client sectors with transition risk.</p> <p>Market risk: After our first full year following the rollout of our new Client Ethics Policy, we recorded a total of 17 scorecard submissions across the Group in FY26. However, we know that this does not reflect the total number of decisions made around perceived opportunities with associated risks, and decisions not captured by our client ethics scorecard process. In FY27 we will continue to drive awareness of this policy through more automation and reporting to the Operational Board which includes the Track 1 CEOs.</p>
<p>Working model and office locations globally</p> <p>Our hybrid working model, our ongoing approach to office consolidation (which includes moving to co-working spaces where possible) and the flexibility that is supported by moving our storage to the cloud versus on premise help us to manage the physical risks associated with where our brands are based.</p>	<p>We have decided to share our office footprint as a metric, rather than putting in place any targets, as previously planned. This makes better sense in our context. Continuing to monitor our office footprint means we can ensure it aligns with our business and operational needs as they evolve. We went from 65 office locations in FY25 to 53 office locations in FY26. Please refer to Scope 1 and 2 on pages 6 and 7 of our Sustainability Report.</p>	<p>Acute and chronic (physical risks): Removing any subtleties from our portfolio of office locations, as we have done again in FY26, and leveraging where we can the opportunity to shift to co-working spaces where it makes sense to do so, have helped us reduce any risk associated with being unnecessarily tethered to a specific office location, thus reducing unnecessary office environmental consumption.</p>

Non-financial and sustainability information statement continued**Streamlined Energy and Carbon Reporting ('SECR')**

Next 15 has reported Scope 1 and Scope 2 (and associated Scope 3) GHG emissions in accordance with the requirements of SECR. This includes emissions for the 12 months from 1 February 2025 to 31 January 2026.

Methodology**Responsibilities of Next 15 and Greenly**

Next 15 was responsible for the internal management controls governing the data collection process.

Next 15 was also responsible for restating FY25 SECR numbers (using FY25 emissions data originally prepared by our former environmental consultants Green Element). While a different methodology was used in FY25, this has allowed for as close to a like-for-like comparison with FY26 SECR numbers.

Greenly were responsible for providing the platform for FY26 data collection, data aggregation, GHG calculations and support with the FY26 emissions statements. Emissions were calculated according to the Greenhouse Gas Protocol Corporate Greenhouse Gas Accounting and Reporting Standard. Data was gathered from exact information where possible, with some information based on pro rata extrapolation where verifiable data was not available.

Scope and subject matter

This report covers sources of environmental impact from operations under the operational control of Next 15 Group in the UK. In FY26, the reporting scope includes five UK entities:

Next 15 Group plc

Savanta Group Limited

Transform UK Consulting Limited

MHP Group Limited

Plinc Limited

In line with the UK Government's Environmental Reporting Guidelines, four of these entities meet the mandatory reporting requirements for FY26: Next 15 Group plc, Savanta Group Limited, Transform UK Consulting Limited, and MHP Group Limited.

As of FY26, the emissions of Plinc Limited have been consolidated within Savanta Group Limited and are therefore included in this year's SECR report. In addition, FY25 SECR figures have been restated to include both Transform UK Consulting Limited and Plinc Limited to enable year-on-year benchmarking. Further details are provided in the benchmarking notes on page 27.

The figures presented in this section relate solely to these entities. All five SECR inclusions in FY26 are based at the Group's Head Office at 60 Great Portland Street, London, with additional Savanta and Transform office locations elsewhere in the UK.

GHG sources included in the process:

Scope 1: Stationary combustion, Mobile combustion, Fugitive emissions

Scope 2: Purchased electricity


Scope 3: Upstream transportation and distribution

Types of GHG included, as applicable: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃. The figures were calculated using Defra conversion factors, expressed as tonnes of carbon dioxide equivalent (tCO₂e).

Energy efficiency action

During the reporting period we continued to leverage our ISO 14001 certified EMS at our Head Office, including our 100% renewable electricity tariffs at this location. We ensured our offices were using a low baseload of energy during periods of low occupation, where in our control, and where not in our control engaged with our Environment Policy.

Using market-based reporting, in the context of our SECR Report, our total market-based Scope 1 and 2 emissions were 94 tCO₂e in FY26, and our total market-based Scope 3 emissions were 11.06 tCO₂e in FY26. As disclosed in our Sustainability Report on page 8 and our CFD Report on page 24, we have reset our baseline and near-term targets this year. Engaging brands with our new reduction targets and increasing awareness by leveraging our new Greenly climate action platform will further support our emission reduction ambitions from here.

 Global emissions for the Group are detailed in our Sustainability Report on page 7.

Non-financial and sustainability information statement continued

Streamlined Energy and Carbon Reporting ('SECR') with dual location and market-based reporting

Energy consumption used (kWh)	UK FY25	UK FY26	% change Y-o-Y
Electricity (kWh)	616,806	1,027,352	66.56%
Gas (kWh)	151,483	354,225	133.86%
Transport fuel (kWh)	—	—	—
Other energy sources (kWh)	—	—	—
Total	768,289	1,381,577	79.8%

Emissions (tCO ₂ e)	UK FY25	UK FY26	% change Y-o-Y
Scope 1			
Emissions from combustion of gas	27.71	76	174.29%
Emissions from combustion of fuel for transport purposes	—	—	—
Scope 2			
Emissions from purchased electricity – location-based	127.7	182	42.52%
Emissions from purchased electricity – market-based	0.00	2	—
Scope 1 and 2			
Total Scope 1 and 2 emissions (location-based method)	155.42	274	76.30%
Total Scope 1 and 2 emissions (market-based method)	27.71	94	239.3%

Benchmarking notes

FY25 SECR has been restated in this report for benchmarking purposes. It now includes both Transform UK Consulting Limited and Plinc Limited. The inclusion of Plinc aligns with how we are now consolidating Plinc's emissions reporting with Savanta in our new emissions reporting platform. As of FY26 Savanta and Plinc are being managed as a single, integrated business (see page 18 in our 2026 Annual Report). FY26 emissions include all seven Kyoto Protocol gases and were calculated using a hybrid physical and monetary methodology with recognised third-party emission factors. Scope 2 emissions are reported on a mandatory location-based basis, with market-based figures disclosed where supplier-specific data is available. Year-on-year movements reflect changes to organisational scope and methodology rather than operational performance alone. Minor variances are attributable to rounding, while more significant variances arise from the methodological updates applied in FY26.

	UK FY25	UK FY26	% change Y-o-Y
Scope 3			
Emissions from business travel in rental cars or employee vehicles where Company is responsible for purchasing the fuel (Category 3)	—	—	—
Emissions from upstream transport and distribution losses and excavation and transport of fuels – location-based (Category 4)	46.58	80.97	73.82%
Emissions from upstream transport and distribution losses and excavation and transport of fuels – market-based (Category 4)	15.39	11.06	(28.12)%
Total location-based tCO₂e	202.00	354.97	75.73%
Total market-based tCO₂e	43.10	105.06	143.76%

Intensity ratios	UK FY25	UK FY26	% change Y-o-Y
Number of full-time employees within financial year ('FTE')	925	871	(5.84)%
Intensity ratio: tCO ₂ e/FTE (location-based)	0.22	0.41	86.36%
Intensity ratio: tCO ₂ e/FTE (market-based)	0.05	0.12	140%

Certification
FY26 SECR numbers have been calculated as accurate by Greenly

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