Next 15 Group plc
ESG Report 2025

ESG report

…MOVING FORWARD WITH PURPOSEFUL ACTION AND STRATEGIC INTENT AT OUR CORE.

As Chair of the ESG Committee, I am pleased to present our fourth Environment, Social and Governance ('ESG') Report. This year has been a pivotal moment for Next 15 – one where we've transformed ESG from a set of foundational commitments into a lever for long-term value creation, business resilience, and stakeholder trust.

ESG is no longer a parallel workstream – it is embedded in our commercial strategy and operational decision-making. In a year of business introspection and reorientation, we have taken deliberate steps to ensure our ESG priorities support the Group's transformation agenda, from portfolio simplification to targeted innovation investment.

We continued to deepen our understanding of our environmental footprint, advancing our science-aligned emissions tracking and target-setting.

Dianna Jones
Chair of the ESG Committee

At the same time, we made material progress in embedding equity, diversity, and inclusion ('EDI') more fully into our brand-level cultures and leadership pipelines. These efforts, shared on pages 11 and 12 of the Annual Report 2025, were not only about doing what's right – they were about preparing our people and operations to thrive in a values-aligned, investor-conscious market.

Our work this year focused on ensuring that ESG is a source of differentiation, not just compliance. We aligned our reporting and metrics frameworks to emerging global standards, strengthened our internal governance, and worked closely with our brands to embed accountability. These changes are enabling us to make faster, smarter decisions on issues from responsible supply chains to sustainable growth investments.

We also advanced our ESG data capabilities, helping the business move from qualitative storytelling to quantifiable outcomes. These insights will serve as a foundation for more transparent disclosure and continuous improvement in the years ahead.

Looking forward, ESG will be instrumental in helping the Group deliver long-term value in a fast-changing environment. Whether it's managing climate risk, attracting purpose-driven talent, or aligning with investor expectations, our ESG strategy is designed to be forward-looking, integrated, and impactful.

The ESG Committee will continue to work closely with the Board and management to ensure our strategy remains ambitious yet actionable. In FY26, our focus will shift from building foundations to accelerating impact – translating purpose into performance.

We remain committed to listening, learning, and leading with integrity. The work ahead is complex, but we are confident that our disciplined approach to ESG will strengthen our business, enhance stakeholder trust, and create sustainable value for years to come.

Lastly, as noted elsewhere in the Annual Report 2025, I have made the decision not to stand for re-election at the 2025 AGM. It has been a privilege to serve as Chair of the ESG Committee during such a formative and dynamic period. I'm incredibly proud of the progress we've made – especially in embedding ESG more deeply into how we think, operate, and grow as a business. Over the coming months, I will work closely with Paul Butler, who will be stepping in as Chair, to ensure a smooth transition. I have every confidence that he will build on the strong foundations we've laid and continue to drive meaningful impact across the Group.

Dianna Jones
Chair of the ESG Committee
14 April 2025

ESG Strategic Priorities Roadmap
Visit us online to look back at progress FY22 to FY25
next15.com/sustainability/strategic-priorities/roadmap

Next 15 ESG Strategic Priorities

Contribute to sustainable growth for our clients

Our business

Manage our own impacts and enhance our sustainable growth expertise.

Each brand to be clear and engaged on its contribution to sustainable growth.

Acquire brands that are committed to sustainable growth.

Support brands working towards B Corp certification.

Create an environment where diversity is valued at every level.

Measure and set emission reduction targets in line with our science-aligned approach.

Our clients

Support clients to improve their social and environmental impacts.

Work on client projects where there is a clear commitment to sustainable growth.

Measure, wherever possible, the impact creating our work has.

Our enablers

Put in place the foundations that allow us to deliver sustainable growth.

Make Next 15 a great place to work.

Ensure robust governance and decision-making.

Support causes and initiatives close to the hearts of our people and the communities in which we are based.

Our business strategy is to:

- Continually evolve our Group to deliver the leading-edge specialist growth consultancy that our clients require
- Work together to solve our clients' most pressing growth problems
- Develop our key talent
- Make sure we leave the world a better place than we found it

ESG report continued

Environment

A science-aligned approach

Collectively deepening our understanding

Our commitment to taking action against climate change has continued and expanded across the business over the past year, with significant engagement and collaboration across Next 15, at both a Head Office level and with our brands globally. Together we moved to a deeper level of understanding of our emissions-related data, gaining clarity around what is applicable to us in our context in line with our science-aligned approach, as shared in our reporting boundary on this page. It was an insightful year for all, as we focused on key emission impact areas, gaining a heightened appreciation for the rigour required in order to continue to achieve more accuracy in our emissions reporting, along with the value of educating along the way. As we move further into FY26 we remain ambitious on our path of continual improvement in refining our key data points and improving our data collection processes. Our decision to allocate our carbon budget in FY25 to brand-level engagement, reimbursing brands on ESG charges made in return for their engagement, proved beneficial, evident from the progress we made.

More about our positive impact work

next15.com/sustainability/our-impact-plan

Included within current reporting boundary (as at January 2025)

Scope 1
All on-site energy fuel consumption (natural gas, other fuels (e.g. diesel used in back-up generators and CO_2 canisters for office drinks)).*

Scope 2
Purchased electricity.

Scope 3
Energy transmission and distribution, waste, water, business travel, commuting, working from home, purchased goods and services, production, media planning and buying, downstream leased assets, upstream transportation and distribution, and investments.

* There were no measured fugitive losses from refrigeration and air conditioning equipment in FY25.

Reporting boundary as at January 2025

Total location-based and market-based emissions for FY25, broken down by Scope

	FY25 Location-based	FY25 Market-based
Scope 1 tCO_2e	166.33	166.33
Scope 2 tCO_2e	626.34	431.86
Scope 3 tCO_2e	54,948.03	54,893.62
Total tCO_2e	**55,740.70**	**55,491.81**
Total tCO_2e – normalised by FTE	**13.21**	**13.16**

Climate action

Scope 1 and Scope 2

Energy management and efficiency initiatives

We continued to leverage our Next 15 Framework of policies such as our environmental policy, influence behaviour through our global green team, Green 15, and improve our Environmental Management System, particularly at our London Head Office where we continue to drive efficiencies through our upgraded Building Management System and with our continued support of the London Mayor's Business Climate Challenge. We deepened engagement across our global office locations, helping improve our insights into energy source and fuel mix. These steps supported the ongoing refinement of our emissions reporting.

Environment continued

Climate action continued

Scope 1 and Scope 2 *continued*

Energy management and efficiency initiatives continued

Where we use shared leased office space primarily for our operations across regions, we have limited influence over energy usage, particularly in the context of our renewable energy transition ambitions. But we are continuing to nurture relationships with landlords and building management, and influence where we can by seeking alignment with our own ambitions. See Renewable Energy on page 21 for how we performed in FY25 as well as revised our targets as we continue forward.

Office footprint

We demonstrated continued value through our hybrid working model and effective management of our office footprint. While market-based emissions under Scope 2 rose from 353.20 tCO_2e in FY24 to 431.86 tCO_2e in FY25, this was largely due to leases ending at locations with renewable energy and the increased diligence of our data reporting. Despite this, we achieved a 13% reduction in our office-based emissions globally, from 1,196 tCO_2e in FY24 to 1,039 tCO_2e in FY25, thanks to measures such as consolidating spaces and using co-working environments aligned with our science-aligned approach.

Next 15 office count globally in FY25

Leased	Subleased	Co-working*	Co-working (dedicated)
49	1	8	7

* Emissions for 'Co-working' only do not need to be captured as part of our science-aligned emissions reporting; however, for due diligence we have included the complete number of office locations here.

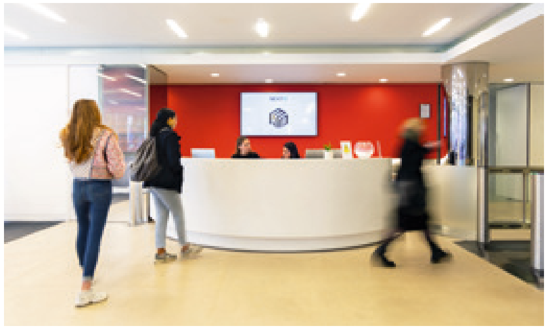
Scope 3

Suppliers

As part of 'purchased goods and services', Category 1, our most significant category under Scope 3, we were persistent in our determination to further grow our understanding of these emissions. In collaboration with our environmental consultants at Green Element, Head Office and our brands, we set about fine-tuning our reporting by refining how we capture supplier information in our Maconomy system. In FY25, Category 1 made up 83% of Next 15's Scope 3 emissions and 82% of the total footprint (location-based) – a respective 1% and 2% decrease from FY24. More accurate application of spend factors is key to continual improvement in our emissions reporting. We look forward to continuing our work and leveraging our existing supplier engagement programme which focuses on risk in areas including ESG, to further deepen our understanding of our Scope 3 emissions.

Production and media emissions

Our two Working Groups – digital advertising and media-related emissions, largely led by encore, Publitek, SMG and Brandwidth, and production-related emissions, largely led by elvis, House 337 and Twogether – also made strong leaps forward this year. Together, with support from Green Element, we moved closer to establishing our critical emission data points and commenced brand-level data gathering as a result, all of which has been invaluable. We have continued to lean into the wider industry through AdGreen, with its production calculator and resources, and Ad Net Zero, who are guiding the advertising industry



towards net-zero, and responsible for the next phase of what was the Global Alliance for Responsible Media ('GARM') methodology, now the Global Media Sustainability Framework. We look forward to starting to move away from spend-based to activity-based emissions reporting, where our digital advertising and media-related emissions are concerned in the years ahead.

ESG report continued

Environment continued

Climate action continued

Scope 3 *continued*

Waste and water

Through closer engagement and collaboration, we saw positive momentum in our efforts to track our waste and water consumption data. Based on total office space (by m^2), we have updated data on water usage for 59% of Next 15's office locations, up 6% from FY24, and on waste we have updated data for 50% of Next 15's office locations, up 32% from FY24. Figures are reflective of measures in place, especially at our London Head Office, where continued use of zip taps, sensor flushes and taps and transitioning to a more sustainable waste management company Bywaters, has given us the opportunity to minimise our waste and water usage where we can. We will continue to implement appropriate measures, and where office locations are less in our control, to further cement positive relationships, and embed behaviour change through our global green team, Green 15.

Commuting and working from home

We expanded our survey in FY25 to include not only our employees, but contractors and freelancers too, ceasing the opportunity to start moving away from spend-based reporting. For our employee headcount we achieved a 36% response rate (a 281 response count increase from FY24) – another result of deepening our engagement with the business around our emissions measurement.

For our contractors and freelancers, while we had minimal traction, it proved additive in combination with some contractor data collected from other parts of the business.

Business travel

Our business travel emissions slightly increased in FY25 to 1.35 tCO_2e/FTE. While not in the direction we wanted, we were encouraged by the progress we made in gathering activity-based data from Head Office, along with some of our brands (House 337, elvis, Brandwidth, Twogether and Transform) and travel management companies too. However even before accounting for our activity-based emissions, based on spend alone, our emissions had already increased. We remain proactive and ambitious with our efforts as we continue forward. To that end we have put measures in place to better capture key data through Maconomy, to leverage our Next 15 Framework, Travel and Expenses Policy, and, as part of that, to include data collection templates to help further educate, guide and support our business globally on the granularity of information that is needed. We remain positive that our efforts will be better reflected in our business travel reporting next year.

Business travel emissions have increased from 1.16 tCO_2e/FTE in FY24 to 1.35 tCO_2e/FTE in FY25:

1.35t

Our green benefits

Our 'help-to-buy' electric vehicles through a leasing arrangement with the Octopus Green Car Scheme continues. To date, we have 56 cars on the road, saving 165.23 tonnes of carbon emissions per annum according to the Octopus Green Car calculator – that's as much as 82,619 trees can absorb. In addition, because of our partnership with Charles Cameron & Associates, with whom our people can avail of mortgage broker services, in association with their climate partner, Earthly, we planted 43 trees in FY25.

Environment continued

Our target work

Target setting methodology to date

At the start of FY25, we planned to submit our targets to the Science Based Targets initiative ('SBTi') for validation in 2025. However, the last year saw significant changes including in Group headcount that impacted our plan to rebaseline to FY25 and underscored the need for deeper understanding and more precise reporting of emissions in our decentralised model.

As a result, we have determined that we cannot provide a suitable emissions baseline for SBTi validation at this time. Nevertheless, our commitment to being science-aligned in our approach remains firm, and we will continue refining our emissions data so we can move forward with clarity, purpose, and impact in preparation for recommitting to the SBTi in the critical years ahead.

Target update

We will continue to share our targets following our existing methodology, still aiming for near-term and net-zero reduction targets from our FY20 baseline while refining our methodology to suit our decentralised model.

While overall our emissions have increased, we are still encouraged that our Scope 1 and 2 emissions have decreased in FY25 compared to FY24 (by 36% for Scope 1 and 8.4% for Scope 2). And whilst Scope 3 emissions have continued to increase, FY25 saw a slow down in this increase, rising by just 5.2% between FY25 and FY24, compared to the previous increases of 45% between FY22 and FY23 and 29% between FY23 and FY24. Furthermore, we have reported our market-based emissions for the second year running, further demonstration of our commitment to improving our emissions reporting over the coming years.

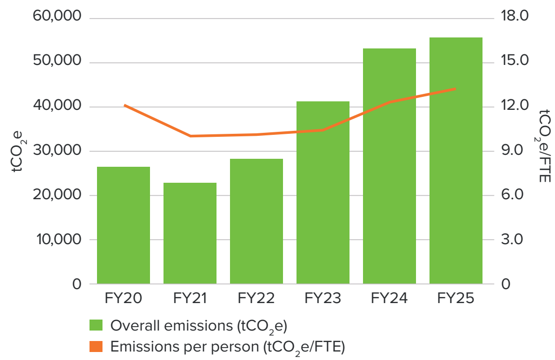
Tonnes of CO_2 per FTE for FY25 (tCO_2e/FTE):

13.21t

Tonnes of CO_2 per FTE target for FY26 (tCO_2e/FTE):

9.05t

Overall and normalised emissions per year



Overall and normalised emissions per year

	Overall emissions (tCO_2e)	Emissions per person (tCO_2e/FTE)
FY20	26,410.90	12.10
FY21	22,881.60	10.00
FY22	28,316.00	10.10
FY23	41,286.70	10.40
FY24	53,167.60	12.25
FY25	**55,740.70**	**13.21**

ESG report continued

People

Diverse, inclusive and kind at our core

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

As an ever-growing network of brands, our impact is greater than ever. In FY26 we are continuing to weave Equity, Diversity and Inclusion ('EDI') through every aspect of our work, and the whole organisation. We recognise that at times there can be some misunderstanding around diversity; however, diversity is not just a word or activity, it is a fundamental aspect of our daily working life. It shapes our interactions, our decisions and our environment. Embracing diversity means recognising and valuing the unique differences each person brings to the table, which foster creativity, innovation and growth. This collectively is what brings value and a positive future to our collective of businesses.

Diversity is critical to the success of our business.

Our clients have to reach a diverse group of customers. A diverse workforce increases our capabilities to help our clients reach those customers with compelling communication and relevant products and services.

Our priorities remain focused around:

1. building a diverse and inclusive workforce and an equitable workplace;
2. attracting and retaining engaged talent;
3. employment practices and remuneration; and
4. employee health, safety and wellbeing.

Equity, Diversity and Inclusion ('EDI')

Diversity metrics

Measuring and monitoring our progress is essential if we are to make an impact in EDI. Our data project kicked off in FY24 to improve the accuracy and timeliness of our Group-level data collection. This allows us to have a much clearer picture of our workforce and correlate the data with other sources for better analysis and prediction. In FY26, we will be upskilling our brands on the why, what and how of collecting diversity data and the insights that can be gained to help grow and shape areas such as representation across our brands.

In the UK we now have two brands over the headcount threshold requiring us to report the gender pay gap. With our improved reporting capability, we are also running gender pay gap reports internally, for all brands with over 150 employees.

EDI maturity model

In FY25 we rolled out our EDI maturity model. Each of our brands assessed themselves across a set of questions in three categories (representation, talent management, mobility, promotion and advancement and HR policies and procedures) with regards to where they were on their EDI journey. At the end of each set of questions, we asked them to rank themselves against one of five levels on the maturity model, consisting of compliance, emerging, committed, championing and Innovating. We have now established the baseline of where each of our brands is, which will help us track brands progress. We will be spending FY26 working with brands on their action plans ensuring they have the support and guidance needed to succeed. We have already seen SMG for example, set more difficult metrics across their recruitment process to improve the diversity in their brand.

The results also highlight the fact that every brand is doing something they can be proud of. The activities include programmes and process improvements, training and awareness campaigns, internal and external community engagement, inclusive HR practices and policies, deployment of technology applications to support their employees, and focused talent development planning.

Across the Group, we remain committed to embedding a sense of belonging into our workplaces. We will continue to monitor and measure the individual journeys each brand is on, and support them by building communities across the Group.

In FY25 we established a framework to enable our teams to set up and sustain these communities. The NeuroMinds Community has now been launched, with plans for more communities in FY26.

EDI learning

One of the priorities for FY26 is to implement customised EDI learning content aligned with Group values. It is essential that the learning provided educates and increases awareness effectively.

People continued

Attracting and retaining engaged talent

Our maturity model assessment includes recruitment, retention, remuneration and development, 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, eNPS, gender pay gaps and general salary benchmarking in each region we operate. This allows us to identify any issues as they arise.

Staff retention:
69%

Training and development

Our Next 15 Academy continues to provide Group-wide learning and proactive training and development across the Group. FY25 has seen a push around sexual harassment training and anti-bias and discrimination training in line with new legislation.

We have been working closer with some of our brands to support their strategic learning goals and create bespoke programmes as needed. Specifically, we have worked with SMG to shape its learning and development strategy.

Additionally, we have launched toolkits including change management and finance processes to establish structure to support our brands' growth.

Our managers' hub continues to grow, and we have introduced an Apprenticeship in Management and Leadership that can be accessed by all UK employees, and an abridged version suitable for our US employees.

Group-wide Academy engagement:
88%

Employee engagement

Our Employee Listening sessions, sponsored by our Non-Executive Director Paul Butler, continue to be a great source of insight into how our people are feeling and what is top of mind for them. The most successful session for FY25 was conducted in New York following the US presidential election and the feedback was extremely positive. People were grateful for a safe space to discuss the future and to extend their connections within the Group environment.

Employee net promoter score ('eNPS'):
13 on a scale of -100 to 100

Incentivising around positive impact

eNPS remains our one non-financial quantitative measure used to calculate Executive Director and CEO bonuses. With FY25 being a difficult year for trading and a large restructuring exercise undertaken, it is not surprising our eNPS dropped to 13.

We saw a slight decline in the response rate but still received responses from all brands. The verbatim feedback has provided some valuable insight and it was encouraging to see our employees be so open and comfortable to express their views. We identified a number of actions which will form part of the three-point plan for brands.

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. Employee Assistance Programmes and effective healthcare schemes continue to ensure our people get early access to advice and support.

We have also started including a coaching approach into our management training in order to better equip our managers with 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 menopause support, neurodiversity and how employees work to manage their personal circumstances.

Employee benefits

We are constantly reviewing our benefits offerings to ensure they work for our employees and respond to their changing needs.

ESG report continued

Community

What community means to us

Everything we do benefits from us working as a collective and being supportive of one another. We want this intention to be reflected both in all we are trying to achieve and who we are as people. This is determined by our relationships, both with each other and with our respective communities, including those we continue to support financially where we can.

Due to a reduction in headcount at Head Office in FY25, we needed to be realistic and reprioritise what was within our reach to achieve and most pressing for us to do to support our people and brands. While less in a position to engage in community outreach and volunteering, we made sure that where possible and needed, we supported our brands on their own journeys.

But amidst all, we have continued growing our community of green champions through Green 15, communicating and sharing through our ESG Collective and leaning into The Fitzrovia Partnership where there has been opportunity to do so. And as we look ahead, we are excited to support our brands in growing and expanding what community means to them, including our Connected Communities across the Group, focusing on areas including family and neurodiversity.

% of net revenue donated to charity during the last fiscal year:

0.02%

Green 15

We feel proud of what we've achieved as part of our global green team, Green 15. Led by the Head of Sustainability, in collaboration with our offices and brands globally, its primary goal is to continually build awareness and create as much opportunity to engage everyone in our initiatives across the Group and positively influence in support of a greener, more sustainable way of living. Since launching in 2022, our series of monthly events and communications across the Group globally has continued, aimed at encouraging positive impact engagement and behaviour change.

Highlights from this year were our photography competition in May in support of Mental Health Awareness, our speaker event with ocean advocate and plastic pollution expert Emily Penn in July, and, once again, our Sustainable Fashion September initiative which went even further this year with swap shops hosted across our London, New York and San Francisco offices, supporting charities doing important work in these regions – Housing Works, Las Casa de las Madras, Goodwill and Oxfam. Furthermore, as part of our September initiative, our brand M Booth enjoyed teaming up with its client, Return to Vendor, on a lunch and learn at our New York office.

ESG Collective

Our ESG Collective has been running for a number of years and comprises stakeholders from our family of brands across the Group, all keen to keep abreast of everything we are collectively doing to move things forward, and enthusiastic to lean in where they can. The brand-level engagement in the context of our impact area work this past year further strengthened this important assembly not only in terms of numbers, but in our alliance, too. Through monthly gatherings our Head of Sustainability continued to keep the business globally up to date with what was happening across ESG and sustainability, giving everyone an opportunity to ask questions, collaborate and play a part.

Community continued

The Fitzrovia Partnership
Business Improvement District

The Fitzrovia Partnership

When we moved our Head Office into 60 Great Portland Street in 2022, one of our priorities was to engage with the local community, by cementing our relationship with The Fitzrovia Partnership, which had started with our brand Archetype a few years before. Through The Fitzrovia Partnership, we have been able to play our part in the London Business Climate Challenge, led by the Mayor of London, as part of which we've had an opportunity to be a voice in the community. And now with the newly established Fitzrovia Sustainability Group as of 2025, chaired by Peter Bonfield, Vice Chancellor of the University of Westminster, our Head of Sustainability has joined other senior leaders from the Fitzrovia community to lean in and help progress The Fitzrovia Partnership's sustainability strategy.

ESG report continued

Governance

Reinforcing our foundations

Next 15 Framework

Our Next 15 Framework continues to be the foundation for both managing risk across the Group and ensuring we are values-aligned as a business. This year we further bolstered our Next 15 Framework. Along with our Next 15 Sexual Harassment Policy and Anti-bias Training, we spent a considerable number of months establishing our expanded Next 15 Client Ethics Policy – a significant and invaluable step forward for the business, bringing greater clarity and robustness to our ethical considerations and ethics process. As planned, we introduced rotational representation as part of this policy, to encourage broader participation and greater diversity of thought across the Group. Being values-aligned has never been more important as we continue to travel forward on a terrain that is sure to present even more complex and challenging conversations and decisions in the years ahead.

We look forward to focusing on increasing engagement with our Next 15 Framework as a whole, to ensure that embedded processes as part of our policies, such as our Safecall line in our Whistleblowing Policy, are clear and understood by all.

Next 15 Framework – policy areas

Company Secretariat	Legal
Tax	Supplier
Finance	Health and Safety
People	Data Privacy
Sustainability	Global Mobility
Cyber Security	Client Ethics

Ratings and recognition

It is encouraging to see the increasing number of clients across our business aligned with our values and who do not hold back in asking us to demonstrate ours in action. We gladly do this in a number of ways.

Our **Environmental Management System ('EMS')** at Next 15, which in FY25 included our Head Office in both London and New York, as well as two of our office locations in Manchester and Marlow, maintained ISO 14001 certification following a surveillance audit in November. We look forward to continual progression with our ongoing efforts where we can, as we now prepare for a full re-audit of our EMS in 2025.

> **"The organisation's context is well defined, leadership has been effectively demonstrated and commitment levels are evident."**
>
> **NQA Auditor**

Governance continued

Ratings and recognition continued

Our commitment to **EcoVadis** continues. In 2024 we earned a Committed badge. It is an important sustainability rating given its credibility and the breadth and depth of its focus. It very much holds us to account every year on the progress we've made, or have yet to make, across each of its vital areas. We are hopeful that the progress made in FY25 will be very much reflected in next year's score.

Another reflection of our values alignment with our stakeholders is through our **CDP** disclosure, where once again we were asked to report across a number of areas, some more relevant to us in our context. CDP significantly revamped its disclosure platform this year applying greater rigour, which raised the bar considerably for all disclosing organisations, including Next 15. This is why we were especially delighted to retain our score of B- for climate, and, with the expansion of the CDP disclosure platform, managed to achieve a C- for forests and D for water security. We are far from complacent, appreciating that with rising expectations for continual improvement not least through ever-changing regulation we will need to consistently demonstrate how we are making meaningful progress as we journey forward from here.

Our **B Corp** community continues to thrive, with elvis, Archetype UK and Archetype US still leading the way. We are continuing to support, as we are committed to, through our ESG Strategic Priorities, and as part of that our commitment to EDI, embracing disclosures such as CDP, by ensuring strength in our governance including with our Client Ethics Policy, and through our commitment to remaining aligned with sustainability reporting requirements.

Clients

Growing our impact, positively

Progressing our portfolio of positive impact work is an important part of our ESG Strategic Priorities at Next 15. But our approach is not just about the work we are creating, it is an all-encompassing way of working that reflects the increasing needs and expectations of our clients, the conversations we are having, along with our increasing efforts to understand better the impact creating our work has, as discussed in the context of our media and production-related emissions on page 4. We are passionate and progressive in furthering our collective understanding of where we are at and need to get to.

Visit us online to see how we are focused on creating client work that promotes a more sustainable world

next15.com/sustainability/our-impact-plan/clients

Strengthening our values in decision-making

Our approach to client ethics, as detailed on page 11, demonstrates the importance to Next 15 of being values-aligned as a business, that it is our positive intent to not only engage where it is deemed positive and progressive to do so, but where we know we will achieve the outcomes we are aiming to achieve as we collectively try to leave the world in a better place than we found it.

Non-financial and sustainability information statement

CLIMATE-RELATED FINANCIAL DISCLOSURES ('CFD') AND STREAMLINED ENERGY AND CARBON REPORTING ('SECR').

As we enter our second year of climate disclosure reporting, we continue to acknowledge the ongoing and intensifying challenges of climate change and the increasing importance to our stakeholders of understanding the broader impact of a company's operations beyond financial metrics. We continue in our commitment to climate action, a commitment firmly embedded in our ESG Strategic Priorities.

The past year has very much reinforced this commitment and the urgency of the need to take action to address climate-related risks due to global weather events. We are embracing the important role that we can play as part of that in our context and in collaboration with the wider industry.

Alongside this is the increasing importance of disclosures as part of corporate reporting, testament to the growing recognition that climate change is not only an environmental issue, but a material financial one, too. Which is why one of our key priorities as we move forward into 2025 is to ensure we are fully aligned with regulatory requirements. To that end we look forward to aligning with the new UK SRS Standards, based on IFRS S1 and IFRS S2, due to be finalised by the Financial Conduct Authority ('FCA') in 2025.

Climate-related Financial Disclosures ('CFD')

We are continuing in our commitment to running a sustainable organisation that displays leadership in governance and values. We recognise our ongoing responsibility to identify climate change and climate-related risks in a transparent manner. Here we present our second response in line with CFD requirements, as per the table below, building on from the initial Task Force on Climate-related Financial Disclosures ('TCFD') groundwork carried out in 2023. It's our goal to be consistent with being transparent, acknowledging that we have work to do, which we are committed to doing in the coming year, around better understanding the climate landscape in the context of our service-based organisation and industry, as part of which we will more closely assess the impacts of climate change on our long-term viability.

CFD recommended disclosures	Next 15 response
(a) A description of the Company's governance arrangements in relation to assessing and managing climate-related risks and opportunities.	See Governance section on page 14
(b) A description of how the Company identifies, assesses and manages climate-related risks and opportunities.	See Risk management section on page 14
(c) A description of how processes for identifying, assessing and managing climate-related risks are integrated into the Company's overall risk management process.	See Risk management section on pages 14 and 15
(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.	See Strategy section on pages 15 and 16
(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.	See Strategy section on pages 15 and 16
(f) An analysis of the resilience of the Company's business model and strategy, taking into consideration different climate-related scenarios.	See Strategy section on pages 15 and 16
(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.	See Metrics and targets section on pages 21 and 22
(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.	See Metrics and targets section on pages 21 and 22

Governance

Last year we described our environmental governance structure in detail from our shareholders, to our Board, down though our four Committees, including our ESG Committee, to our Executive Leadership Team ('ELT') underpinned by the key groups which support the ELT in overseeing day-to-day climate-related risks and opportunities and monitoring the environmental governance roadmaps which keep us on track.

The Board continues to provide ultimate oversight over the Group's strategy, including climate-related risks and opportunities. The Board relies on the support of each of the Board's Committees and reporting groups that have roles and responsibilities to help the Board establish, monitor and oversee climate-related goals and targets. Committee updates, including climate matters, are provided to the Board at least twice a year as part of Board meetings.

ESG matters are delegated to the Board's ESG Committee, which meets quarterly and oversees the selection and management of any climate-related risks and opportunities, as determined by management. Management of risks and opportunities includes a review of our ESG Strategic Priorities as detailed on page 2. The ESG Committee also oversees the setting and reporting of appropriate sustainability metrics and targets.

The Audit and Risk Committee is responsible for monitoring the Group's risk management systems. The Audit and Risk Committee also undertakes an annual review of our principal risks. As part of this review, it takes into account any material climate-related risks determined by management and reviewed by the ESG Committee. In addition, it reviews the Group's management of any material climate-related risks, and due to its closer involvement with such issues, is supported by recommendations from the ESG Committee on these matters.

This process provides the Audit and Risk Committee with assurance that climate-related risks are assessed and managed throughout the year. The members of both the ESG and Audit and Risk Committees comprise both Executive Directors and Non-Executive Directors, and details of their membership and meeting attendance can be found on pages 65 to 70 of the Annual Report 2025.

The Executive Leadership Team, supported by the brands and the ESG Team, is responsible 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. Our ELT is reviewing the ways in which we track both our brands' progress and alignment to ESG commitments.

During FY25, the Risk and Compliance Team collaborated with the ESG Team to move forward in the context of our Next 15 Climate-related Financial Disclosures roadmap. This has been reflected in our governance structure on page 65 of the Annual Report 2025

Risk management

Our risk management systems and process are described on pages 53 and 54 of the Annual Report 2025. 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 an impact criteria that takes into account not only financial impact, but non-financial factors too, which as identified in 2023, 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 ESG Team, and supported by the Risk and Compliance Team. During their annual risk identification and assessment cycle, brands, depending on their business model, would identify how relevant climate-related risks are for their business. A similar exercise would be performed at a corporate level by the ESG Team 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 would be included in our 'principal risks', which are reviewed and approved by the Board. The ESG Team, on an ongoing basis, reviews the climate risk profile of the entire Group – any significant movements in the risk profile are discussed at the relevant governance forums including the ESG Committee.

Non-financial and sustainability information statement continued

Risk management continued
The impact criteria that we use to assess risks is not just restricted to financial impact but also includes non-financial factors such as disruption to business operations and reputational damage. This forms a consistent framework for assessment of risks across Next 15 and the same criteria are used to assess climate-related risks.

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.

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.
2. Transition risks: Exposure to sectors/clients with higher exposure to climate-related risks.

We continue to actively consider the risk of climate change as part of our ongoing risk management procedures. Annually, impacts, likelihood and consequences of the risks and mitigations are considered.

As part of how we manage our principal risks, we have recently hired someone with the sole responsibility of leading our Business Continuity Planning at Next 15. See under Operational and compliance risks on page 56 of the Annual Report 2025.

In addition, we have launched a further expanded Client Ethics Policy with more robust ethical considerations aimed at further reducing risk in the context of working with clients and/or on projects with potentially negative ethical and/or environmental impacts or with significant exposure to climate risk, and who are failing to demonstrate a robust level of commitment towards reducing their own negative impact on climate change. See Governance on page 11 of this report.

Strategy
In this section, we have included 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 and risk rating and how we are managing those impacts.

We have outlined in this report, as with our report for FY24, the primary risks and opportunities related to climate change, along with their potential impact on our business. We have indicated our strategic response and the level of resilience implicit in that response. This analysis was originally performed in October 2023 and will be applied to our climate-related modelling in FY26.

We still plan to use three time horizons designed to indicate the level of risk and opportunity in the short, medium and long term. The time periods are aligned to our current near and long-term targets for environmental emissions, meaning that medium term is aligned to our current 2030 near-term target, and long term is aligned to our 2050 net-zero target. Short term refers to the next three years. We have classified risks and opportunities as low, medium or high based on a qualitative assessment of impact.

We will still consider these impacts using three emissions pathways, which form our interpretation of Intergovernmental Panel on Climate Change ('IPCC') guidance[1].

- **IPCC-aligned pathway:** Ambitious climate policies are introduced to limit global temperature rises to below 1.5ºC by 2050, consistent with the Paris Agreement. This is expected to involve:
  - immediate and smooth policy reaction from government, with levers, such as a carbon tax, removal of subsidies for fossil fuel industry and introduction of subsidies for green industries, such as renewable energy; and
  - circular economy[2], transition disrupts traditional industries in a meaningful and far-reaching way, providing products and services which enable a reduction in over consumption, 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 in multiple sectors.

Strategy continued

- **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 2ºC by 2050. This is expected to involve:
  - minor changes until 2030, with science-based targets remaining largely voluntary. Multiple pathways and competing initiatives arise that do not adequately capture the system change required;
  - government policies are introduced from 2030 onwards, which have a significant impact on encouraging sustainable behaviours; and
  - the pace of transition from 2030 onwards leads to traditional industries being severely disrupted and economic loss for businesses that fail to adapt. There are a lot of winners though who are 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 >2ºC by 2050. This is expected to involve:
  - slow, incremental changes;
  - 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
  - a circular economy is not realised and the 'take, make, waste' model remains widespread.

We believe that the 'Delayed Transition' pathway is 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 consider the 'Business as Usual' pathway far more damaging to the environment and 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, wellbeing and job creation) 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 risk.

In FY26 we are also planning to commence our climate scenario analysis exercise to start to understand the financial implications of our climate-related risks and opportunities. We will also move forward with our supplier outreach pilot programme to start improving our understanding of the carbon footprint of our supply chain, further deepening our knowledge of the underlying activity of our Scope 3 emissions.

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

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. Löschke, 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 According to The Ellen MacArthur Foundation, the circular economy is a system where materials never become waste and nature is regenerated. In a circular economy, products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting. The circular economy tackles climate change and other global challenges, like biodiversity loss, waste and pollution, by decoupling economic activity from the consumption of finite resources.

Non-financial and sustainability information statement continued

Key: Low Medium High
Positive Negative

Strategy continued

In the table below, we have updated, where possible, our response to both mitigating risks and accelerating opportunity.

Climate-related risk or opportunity	Potential impact	< 3 years (short term)	By 2030 (medium term)	By 2050 (long term)	Response and resilience
Physical risks and opportunities					
Risk **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). In the UK office, the most significant physical risk is heatwaves. In the US offices, the most significant physical risks are wildfires and hurricanes.	There could be 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 the risk of damage or loss of physical assets, notably 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 be an increase in energy costs during heatwaves. There could also 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:** (Low, Negative) On this pathway, impacts of major climate events are manageable and can be contained. **Delayed Transition:** (Low, Negative) Despite limited action until 2030, the impacts of major climate events are manageable and can be contained. **Business as Usual:** (Low, Negative) As above.	**IPCC-aligned pathway:** (Low, Negative) As noted in the short term. **Delayed Transition:** (Low, Negative) As noted in the short term. **Business as Usual:** (Low, Negative) As noted in the short term.	**IPCC-aligned pathway:** (Low, Negative) Efforts made keep global temperatures below 1.5ºC and mean impacts can be managed. **Delayed Transition:** (Low, Negative) Efforts made keep global temperatures below 2ºC and mean impacts can be managed (albeit to a lesser extent than in the IPCC-aligned pathway). **Business as Usual:** (Medium, Negative) In an increasingly volatile world, insurance and energy costs spike and productivity begins to be more significantly impacted.	Emissions measurement is disclosed on pages 3 to 6 of this report. We disclose our emissions, targets and initiatives to reduce our emissions. Business continuity is vital to Next 15. We 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, rather than on-premise deployments, that we can access easily and securely via a browser from any location. We have confidence in the SaaS providers we rely on and that their own Business Continuity Plans are robust. Our reliance on physically located on-premise software is low and continues to be reduced. Energy costs, such as those related to our office locations, are an ongoing consideration. We are continuing to transition offices to renewable energy where it is within our reach to do so, meaning that for those working in the office, any increase in cooling required would be at a low environmental impact. We would expect 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. We are also continuing to consolidate our leased office spaces where we can, and move to smaller leased, or co-working spaces where possible, thereby reducing energy usage. Refer to Metrics and targets on page 22 for our current position. At our London Head Office we continue to maximise use of our Building Management System installed in 2023, and have continued implementation of LED lighting. With full control over our energy management and usage at this location, between FY24 and FY25 our electricity usage decreased by -9.5%, and our gas usage decreased by -17.6%. Insurance costs are something for which we continue to seek competitive rates, as we do expect these to continue to increase.

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 and opportunities					
Opportunity **Increasing revenue:** From clients who are committed to sustainable growth.	We believe that there is plenty of opportunity presented by the transition to a more sustainable world, for example the transition towards a circular economy (such as through renewable energy sources, replacement of man-made materials with organic and reduction in waste). Revenue opportunities are expected to increase over time through exposure to the circular economy.	**IPCC-aligned pathway:** (Medium, Positive) 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 renewable energy and electronics. **Delayed Transition:** (Low, Positive) Little impact observed from lack of meaningful action. **Business as Usual:** (Low, Positive) As above.	**IPCC-aligned pathway:** (Medium, Positive) As noted in the short term. **Delayed Transition:** (Low, Positive) As noted in the short term. **Business as Usual:** (Low, Positive) As noted in the short term.	**IPCC-aligned pathway:** (High, Positive) In this pathway, we expect there would be more opportunity in the period 2030-2050 as innovation becomes more widespread. **Delayed Transition:** (High, Positive) Although the effects would only happen from 2030, the opportunity would still be large. **Business as Usual:** (Low, Positive) As noted in the short and medium term.	We are committed to working with clients who share our values. Our sustainable growth strategy is centred on contributing to a better world, by helping to accelerate positive impacts (such as circularity, inclusion, wellbeing and job creation) and/or reducing negative impacts (such as overconsumption, climate change and biodiversity loss), through our client work. Our brands are continuing to adopt the AdGreen technology to calculate the potential carbon footprint of productions. AdGreen helps inform decisions on the environmental impact of productions and will become central to business decisions on the best way to provide such services. This will be primary to realising the expansion of our low-carbon goods and services offering, and realising the opportunity of developing this further in order to meet our Group and brand carbon-reduction targets. Our brands are also working together to help us all understand the emissions associated with how we are developing our digital advertising/media-related client work. We had already started our journey of understanding our downstream emissions last year through some initial collaboration with partners such as Good Loop, but this year, as we strive to ensure our emissions reporting is in line with our science-aligned approach, we have been collaborating internally with our environmental consultants at Green Element and with the wider Ad Net Zero industry as detailed on page 4 as we all move towards adopting a framework which will be the standard for measuring media-related emissions across the industry.

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 and opportunities continued					
Risk **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 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 lose revenue as they struggle to adapt to different climate scenarios. This could also negatively impact our reputation.	**IPCC-aligned pathway:** We expect this will result in some loss of revenue in industries which 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:** Little impact observed from lack of meaningful action.	**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.	**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. **Business as Usual:** We would expect widespread economic disruption as a result of unmitigated climate change.	We 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 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. For example, we do not work with clients in the fossil fuel extraction sector unless it is to help them materially change the course of their business to have a more positive impact or to improve the impact they are having. This approach is supported by our new, more robust Client Ethics Policy at Next 15, which we have relaunched this year, complete with a fully aligned scorecard process and a reporting requirement. Our new policy lays out our ethical considerations and uses B Lab as an external benchmark and validation to ensure we're aligned in our understanding of what is deemed a contentious industry so that we are all clear, in agreement and moving forward together. However, where we do have some exposed risk we are mitigating it by working with clients who are committed to a transition to a low-carbon economy.

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 and opportunities continued					
Risk **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; • 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 being introduced in 2025. For the advertising sector, for example, there is ongoing discussion around the optional disclosure of 'advertised emissions' – the emissions that arise from the uplift in sales generated by advertising, which could become mandatory over time. This landscape is expected to also impact our clients and supply chain and have impacts on their business models; and • carbon pricing: governments around the world may introduce additional levers, such as carbon taxes over time, to incentivise climate progress. This could impact us and 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 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 time. **Business as Usual:** As noted in the Delayed Transition pathway.	**IPCC-aligned pathway:** As in the short term. **Delayed Transition:** As in the short term. **Business as Usual:** As in the short term.	**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 in the short and medium term.	Non-compliance is a serious risk to our business and to our brands, so we manage it through multiple mitigation channels: (a) 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. (b) 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, often check in to ensure we are aware of legislative changes. (c) Assurance: consideration of regulatory compliance is included in the assurance programme led by the Risk and Compliance function. (d) Accreditation: we maintain a number of accreditations and registrations to meet a number of contractual and statutory obligations. SECR disclosure is included on pages 23 and 24. CFD disclosure is included here. Emerging regulation impacts our clients, whether mandatory or optional, such as disclosure requirements, advertised emissions 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 FY25 Impact Environment Report from pages 3 to 6, we share an update on our carbon footprint and the work that has been carried out in FY25 to strengthen our foundations in order for us to further our journey in line with our science-aligned approach. We significantly deepened our understanding of our Scope 3 emissions in FY25 as a result of high levels of engagement and cross-functional collaboration with both Head Office and our brands. This has led to further improvements in the quality of our emissions reporting since FY24, all of which will support our climate scenario analysis work in FY26. On pages 3 and 4, and on this page, we share an update on our renewable energy transition progress and plans for how we move forward from here including taking into account the wider geopolitical landscape.

The following table shows an update of the most relevant and material metrics alongside some associated targets used by us to assess climate-related risks and opportunities in line with our strategy and risk management process and metrics which help and/or will help us to continue to track progress against our overall climate ambitions.

Metric	Target (existing or planned)	Mapping to climate risk or opportunity
GHG emissions We began measuring our Scope 1, 2 and 3 emissions in February 2021 and disclose the items now included in our reporting boundary on page 3 of this report. On page 6, we disclose our overall emissions by year (tCO_2e), as well as our emissions per person (tCO_2e/FTE) for the period FY20 (our current baseline) to FY25. On pages 23 and 24, we disclose in accordance with SECR legislation.	In addition, on page 6, we disclose our current targets and performance against those targets. On our path to net-zero by 2050, it was our original goal as reshared in our 2024 Annual Report that by FY30 we would aim to reduce our tCO_2e per FTE emissions by 42%. However, our emissions have increased again this year, from 12.25 tCO_2e per FTE in FY24 to 13.21 tCO_2e per FTE in FY25. While continued expansion of our reporting boundary and improved data collection through increased engagement across the business have played a part in this, it is also clear that we still have work to do in minimising any further rise in our emissions. Our actions and progress to mitigate this have been shared on pages 3 to 6.	**Acute and chronic (physical risks):** (measuring and reducing our emissions help to mitigate climate-related risks). Policies and legal (this will help us comply with disclosure requirements).
Renewable energy As disclosed on this page, we track the percentage of energy consumed from renewable energy sources, which is currently 54% globally, split by region as follows: • UK: 81% • EMEA: 61% • APAC & NA: 0%	We want to ensure we are being realistic, but without losing ambition, in the context of how much control and/or influence we have in reality over office locations globally, and with the shifting priorities and challenges across the geopolitical landscape. We have therefore revised our targets for the percentage of energy we are aiming to consume from renewable energy sources and by when, as follows: • UK & EMEA 90% to 100% by 2030 • US & APAC 50% to 60% by 2040 • All regions 100% by 2050	**Acute and chronic (physical risks):** (adopting renewable energy where it is in our control to do so, or establishing relationships with building management where we can positively influence by aligning with our own ambitions, helps to mitigate climate-related risks). See pages 3 and 4 for wider measures in place to help progress our transition in the coming years.

Metrics and targets continued

Metric	Target (existing or planned)	Mapping to climate risk or opportunity
Percentage of revenue from various sectors and limiting exposure to sectors with risk We 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. We align our ethical values, including around greenwashing, through our Client Ethics Policy, which includes a robust scorecard process and quarterly reporting requirement. See page 11.	Our revenue by client sector is monitored annually and spans technology, healthcare, professional & financial services, public sector, consumer passions and industrial/other. We do not yet have a target in place for this metric.	**Market opportunity:** increasing revenue from clients who are committed to sustainable growth. **Market risk:** exposure to client sectors with transition risk. **Market risk:** in the coming year, with implementation of our new Client Ethics Policy as part of which we have incorporated mandatory quarterly reporting, we'll be able to share a number of perceived opportunities, i.e. those with associated risks that we avoided.
Working model and office locations globally Both our hybrid working model and our ongoing approach to office consolidation (which includes moving to co-working spaces where possible) and flexibility help us manage the physical risks associated with where our brands are based.	We do not yet have a target in place related to our office locations, but please refer to the table on page 4, which details our office locations globally.	**Acute and chronic (physical risks):** removing any sublets from our portfolio of office locations as we have done in FY25 and leveraging where we can the opportunity to shift to co-working spaces where it makes sense to do so, helps us to reduce any risk associated with being tethered to a specific office location.

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 to 31 January 2025.

Methodology

Responsibilities of Next 15 and Green Element

Next 15 was responsible for the internal management controls governing the data collection process. Green Element was responsible for data collection, data aggregation, GHG calculations and the 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

The report includes sources of environmental impacts under the operational control of the Next 15 Group in the UK. This includes three UK entities in FY25:

- Next 15 Communications Group Limited;
- Savanta Group Limited; and
- MHP Group Limited.

In accordance with the UK Government's Environmental Reporting Guidelines, these companies meet the mandatory reporting requirements and the figures disclosed below relate only to these companies. However, the emissions reporting and targets on pages 3 to 6 cover the entire Next 15 Group.

Our SECR disclosure changed and expanded in scope in FY24, but has reduced in scope again in FY25 as the UK entities previously included, House 337 Limited and Transform UK Consulting Limited, do not meet the SECR threshold. All three inclusions in FY25 are based at 60 Great Portland Street Head Office, but with some Savanta and MHP office locations elsewhere in the UK. We will focus on reducing the emissions from energy through efficiency, maximising usage of our BMS, measures such as sensor appliances and zip taps, LED and continued procurement of a 100% renewable electricity tariff.

GHG sources included in the process:

- Scope 1: natural gas for energy generation;
- Scope 2: purchased electricity (with dual location and market-based reporting); and
- Scope 3: upstream transport and distribution losses and excavation and transport of fuels.

Types of GHG included, as applicable: CO_2, NO_2, and CH_4. The figures were calculated using DEFRA conversion factors, expressed as tonnes of carbon dioxide equivalent (tCO_2e).

Energy efficiency action

Changes to the way we work have continued to reduce our energy demand. During the reporting period, we continued to focus on ensuring our offices are using a low baseload of energy during periods of low occupation where possible. Using market-based reporting, in the context of our SECR Report, our total market-based Scope 1 and 2 emissions have reduced by 14%, from 26.19 tCO_2e in FY24 to 22.51 tCO_2e in FY25, and our total market-based Scope 3 emissions have reduced by 15.0%, from 13.90 tCO_2e in FY24 to 11.81 tCO_2e in FY25. As disclosed in our CFD Report on page 21, we have reviewed our targets this year and will continue to review in the coming years.

Please note our overall global emissions for the Group are detailed on pages 3 to 6.

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

Energy consumption used (kWh)	UK FY24	UK FY25	% change Y-o-Y
Electricity (kWh)	538,163	**460,409**	(14.4)%
Gas (kWh)	128,397	**123,098**	(4.1)%
Transport fuel (kWh)	—	**—**	
Other energy sources (kWh)	—	**0.00****	
Total	666,560	**583,508**	(12.5)%

Emissions (tCO_2e)	UK FY24	UK FY25	% change Y-o-Y
Scope 1			
Emissions from combustion of gas	23.49	**22.51**	(4.1)%
Emissions from combustion of fuel for transport purposes	—	**—**	—
Scope 2			
Emissions from purchased electricity – location-based***	111.44	**95.33**	(14.5)%
Emissions from purchased electricity – market-based****	2.70	**0.00**	(100.0)%
Scope 1 and 2			
Total Scope 1 and 2 emissions (location-based method)	134.93	**117.84**	(12.7)%
Total Scope 1 and 2 emissions (market-based method)	26.19	**22.51**	(14.0)%
Scope 3			
Emissions from business travel in rental cars or employee vehicles where Company is responsible for purchasing the fuel	—	**—**	—
Emissions from upstream transport and distribution losses and excavation and transport of fuels – location-based	40.36	**35.10**	(13.0)%
Emissions from upstream transport and distribution losses and excavation and transport of fuels – market-based	13.90	**11.81**	(15.0)%
Total location-based tCO_2e	175.29	**152.95**	(12.7)%
Total market-based tCO_2e	40.08	**34.33**	(14.4)%

Intensity ratios	UK FY24	UK FY25	% change Y-o-Y
Number of full-time employees within financial year ('FTE')	669	**673**	0.6%
Intensity ratio: tCO_2e/FTE (location-based)	0.26	**0.23**	(13.3)%
Intensity ratio: tCO_2e/FTE (market-based)	0.06	**0.05**	(14.9)%

Certification
Calculated as accurate by Green Element Limited and Compare Your Footprint Limited, UK.

* FY24 SECR energy consumption and associated emissions have been restated this year, excluding two previous entities that were included but that did not meet the mandatory threshold (House 337 Limited and Transform).

** There are CO_2 gas canisters used to carbonate drinks on site, but the conversion of CO_2 gas to kWh = 0. Other energy sources (kWh) have therefore been reported as 0, but associated emissions have been included.

*** Location-based electricity (Scope 2) emissions reporting uses the average grid fuel mix in the region or country where the electricity was purchased and consumed. For SECR, location-based is mandatory.

**** Market-based electricity (Scope 2) emissions reporting uses the supplier-specific fuel mix of the reporting company's tariff. Market-based is optional.

Any discrepancies between total and breakdown figures are due to rounding based on the number of significant figures being reported.

NEXT15

Next 15 Group plc
60 Great Portland Street
London W1W 7RT
T: +44 (0) 20 3128 8000
www.next15.com