

MSQ Climate Action Strategy



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numbers

MSQ CLIMATE ACTION STRATEGY

Context

01



Introducing MSQ.

A next-gen creativity, media and technology company

We have an end-to-end capabilities stack for brands.

Scaled by our global footprint.
Supercharged by the MSQ Enablers.
Underpinned by a powerful foundation of data and AI-enabled products.

We know that every challenge is different.

Our unique Joined-Up Thinking operating model has the agility to accommodate that.



STRATEGY & INSIGHTS

✂️FORGE

BRAND & DESIGN

elmwood

CX & CREATIVE

the gate

BIG SPACESHIP

Stein.

MEDIA & COMMERCE

26
R.V.

walk>in media

PRECIOUS

SOCIAL & INFLUENCER

Smarts

DX & TECH

msqD:3

MSQ ENABLERS

M3LABS

msq Sport+ Entertainment

msq/SUSTAIN

AI PRODUCTS & DATA

msq intelligence



ABOUT THIS DOCUMENT

Transparent reporting on our emissions, targets and plans

This is our first comprehensive public climate action strategy. It covers our full carbon footprint across all scopes, the targets we've set, the actions we're taking, and where we still have work to do.

We publish this voluntarily. As a private company, we are not subject to most climate disclosure legislation. Mandatory frameworks such as the EU Corporate Sustainability Reporting Directive and the US SEC climate rules are being scaled back or paused. And even in their original form, most were targeted at larger public companies. But we believe the direction of travel is clear: clients, employees and investors increasingly expect transparency on climate impact.

So rather than wait to be obligated, we're disclosing our full Scope 1, 2 and 3 emissions, our climate-related risks and opportunities, our targets and our plans to a standard that aligns to frameworks including the GHG Protocol, the Science Based Targets initiative, CDP and Ecovadis.

This document is a line in the sand. It establishes where we are, based on five years of comprehensive emissions data. It sets out what we're committed to doing next. And it creates accountability.

This strategy will be updated and republished annually. We expect to be held accountable to the commitments we make here.

How our climate action approach has matured

We have grown significantly since 2020, through acquisitions, new markets and new capabilities. Our approach to climate action has matured alongside that growth.

Neil Clark, MSQ's Chief Sustainability Officer, was appointed to build comprehensive emissions measurement, establish credible governance, and integrate climate thinking across the business. That investment has delivered tangible progress.

We now measure emissions across every agency and every office in the group, using the Cozero emissions management platform. We've processed around 100,000 emission records and restated all historical data from FY21 to FY25 using a consistent, enhanced methodology. That gives us an accurate, auditable picture of our footprint over time. That data is the foundation of everything in this document.



Neil Clark
Chief Sustainability Officer,
MSQ



Key Progress Markers

Measurement

Emissions management platform implemented.

Full Scope 1, 2 and 3 coverage across every agency and office.

Five years of data restated to consistent methodology.

Governance

CDP Climate Change score improved from C to B.

SBTi-approved near-term targets partially achieved; Net Zero targets in development.

B Corp certified.

Calculation methodology and sustainability policy published.

Climate Transition Council established, with representation across agencies, countries and seniority levels.

Action

100% renewable electricity where we control contracts.

Energy Attribute Certificates and Renewable Gas Guarantees of Origin purchased for remaining office energy.

Dell Asset Recovery Service: zero-landfill IT disposal across the group.

EV leasing and cycle-to-work schemes live across UK agencies.

Giki Actions supplier engagement programme launched.

First MSQ Sustain Week delivered.

CARBON FOOTPRINT ANALYSIS FY21-FY25

18,000

Total Emissions (tCO₂e)

FY21-FY25 Market-based

17,000

Carbon Credits (tCO₂e)

13% Removals

36

tCO₂e per £M Revenue

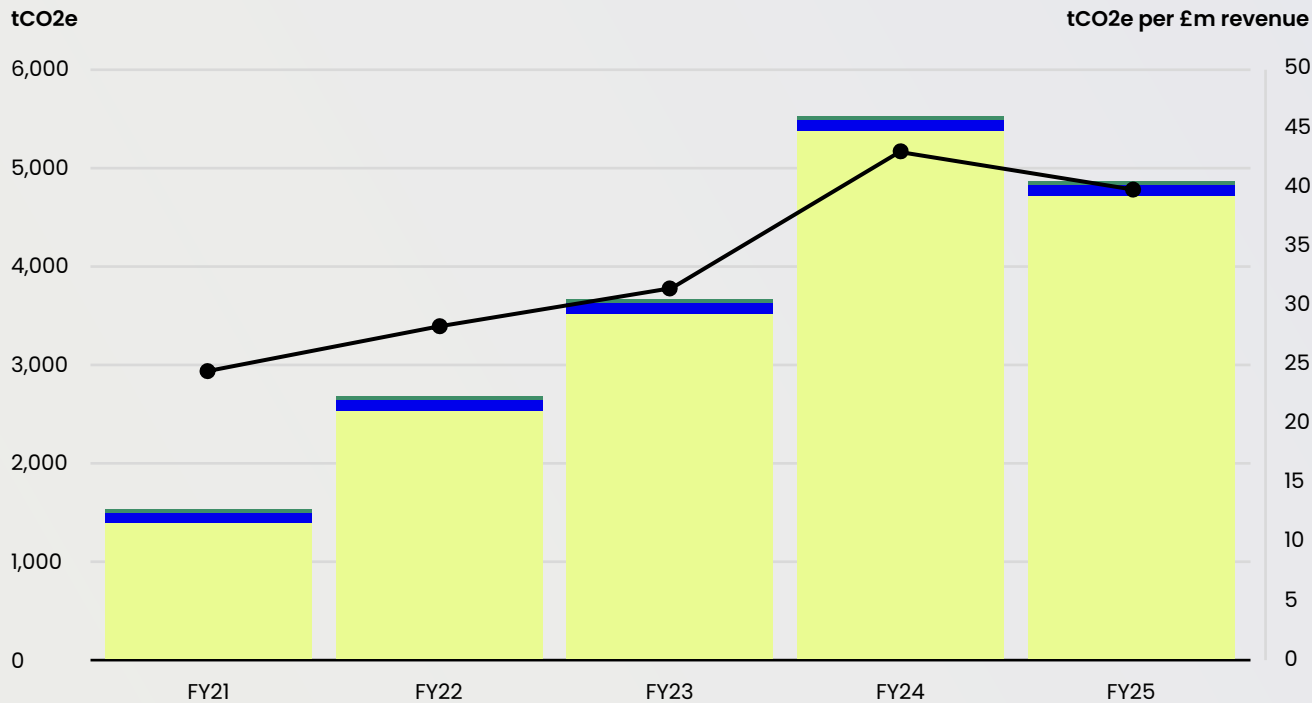
Average emissions ratio

-10%

FY25 vs FY24 Reduction

-600 tCO₂e

Decoupling growth and environmental impact



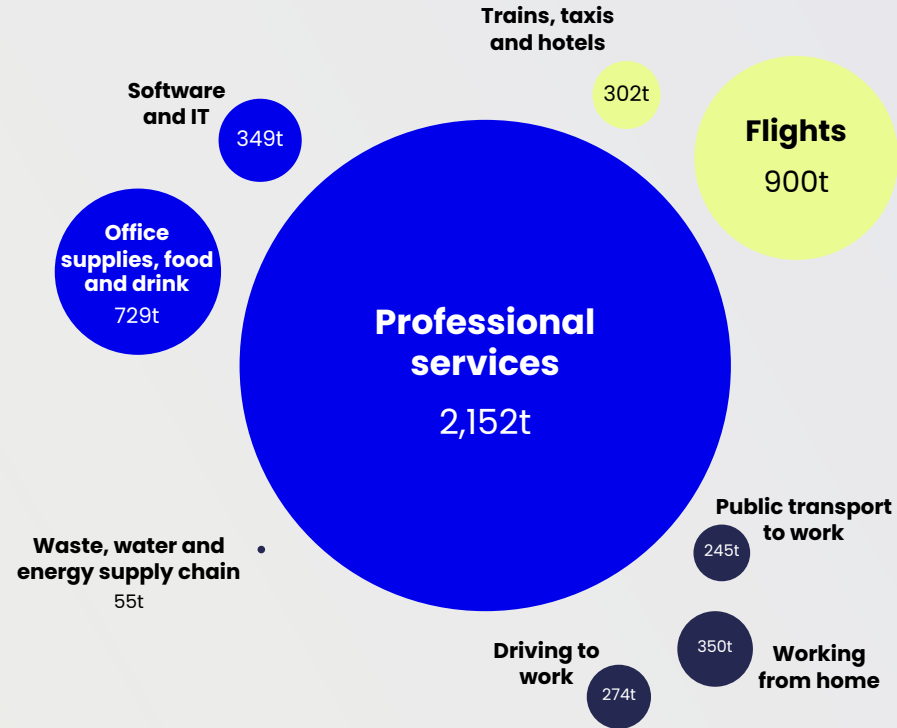
- Scope 1 (office gas heating)
- Scope 2 (market-based office electricity)
- Scope 3 (everything else)

Our revenue has more than doubled since FY21, driven by acquisitions and organic growth across five countries. Our absolute emissions grew with that expansion, compounded by the return to business travel, commuting and in-person collaboration as COVID restrictions lifted. Emissions intensity per £M of revenue rose in parallel for the same reasons.

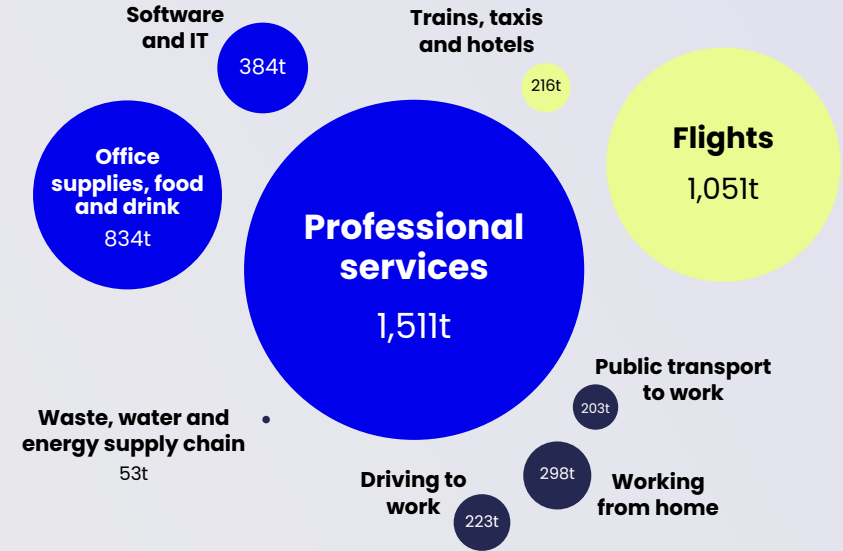
That makes the FY24 to FY25 comparison particularly significant. These are our two most representative years in terms of group structure and operations and FY25 shows a 10% reduction in absolute emissions alongside a 7% improvement in emissions intensity. We're beginning to decouple growth from environmental impact.

Scope 1 and 2 combined (emissions from gas heating and electricity across our offices) represent just over 3% of our total footprint. The remaining 97% sits in our value chain: what we buy, how we travel and how our people get to work.

Scope 3 Categories FY24



Scope 3 Categories FY25



What we buy from suppliers is our single largest source of emissions. Which is why we're investing in supplier engagement through programmes like Giki Actions and working toward the majority of our suppliers (by spend) taking climate action. Flights are our second largest and fastest-growing category as travel has recovered since COVID. Moving from spend-

based to consumption-based travel data will enable us to set targeted reduction policies.

Comparing FY24 and FY25 shows progress: purchased professional services fell significantly. But office supplies grew and flights continued to climb. That's why better data and supplier engagement are central to what comes next.

MSQ CLIMATE ACTION STRATEGY

Strategy Overview and Metrics

02

STRATEGY OVERVIEW

Creating momentum for the transition to a lower carbon society

Industry

We can't change the world alone, but we can help our industry focus on what actually works. We're using our voice in industry groups to **raise standards** and implement **genuine change**.

Clients

We're asking **harder questions** about the work we take on and how we deliver it. Building **low carbon capabilities**. Growing our work with planet-friendly clients. And being **transparent** about the journey we're on.

Employees

Our employees know this matters. We're **breaking down barriers** so they can act and **creating space** for them to tell us when we're not going far enough.

Operations

We **track** every flight, every kilowatt, every laptop. We're **cutting** what we can, **compensating** for the rest, and being **transparent** about both our progress and our gaps.

STRATEGY OVERVIEW

Operations

We measure our full Scope 1, 2 and 3 emissions across every agency and office. We have a clear plan to improve data quality, moving from spend-based to consumption-based data for business travel, IT equipment and purchased services over the coming years.

We've achieved 100% renewable electricity where we control supply, and have purchased Energy Attribute Certificates and Renewable Gas Guarantees of Origin for the remainder. We've consolidated IT equipment disposal across the group through our Dell Asset Recovery Service partnership, ensuring zero landfill, secure data destruction and refurbishment.

We will balance our carbon books annually (by FY28) through a portfolio of verified carbon credits, increasing the proportion of removals over time.

We're pursuing ISO 14001 certification to ensure our environmental management system is independently verified against a globally recognised standard. Our CDP score has already

improved from C to B, and we're developing Net Zero targets under a framework that accommodates our evolving group structure.

In our supply chain, we've launched the Giki Actions supplier engagement programme and are working toward the majority of our suppliers (by spend) taking climate action.

Employees

Our people care about climate action but face real barriers: not enough time, competing priorities, or simply not being able to afford planet-friendly choices. Our role is to remove those barriers. EV leasing and cycle-to-work schemes are live in the UK, with equivalent benefits being assessed in our other locations. Our Climate Transition Council – an employee-led group with representation from across agencies, countries and seniority levels – meets regularly and focuses on practical action. MSQ Sustain Week was a key moment for building engagement, bringing together workshops, speakers and collective action across the group.

Clients

We're building low carbon delivery capabilities across our core services: measuring emissions from media buying, production and digital work. We're also developing a library of case studies that demonstrate the value of this approach. Our goal is for these to become standard ways of working, with proven capabilities across all major disciplines.

Industry

We adopt proven industry standards rather than defining our own, and contribute to the groups shaping those standards – including Ad Green, BIMA, the W3C Web Sustainability Guidelines and the Umbraco Sustainability Team. We're expanding participation beyond the sustainability team to the people closest to the work.

HOW WE'LL MEASURE PROGRESS

Emissions intensity / £m

7% ↓ PA

Are we decoupling growth from environmental impact? **Yes, year on year.**

Renewable energy

100%

Are we procuring clean energy? **Yes, by FY26.**

Emissions compensated

100%

Are we balancing our carbon books with high quality carbon credits? **Yes, annually by FY28.**

ISO 14001

Certified

Is our environment management system credible? **Yes, by FY27.**

CDP score

> B

Are we scoring highly on disclosure? **Yes, annually.**

Supplier climate action

+50%

Is our supply chain taking climate action? **Yes, the majority by FY29.**

Emissions data quality

Usage over spend

Do we have consumption-based and supplier specific data? **Yes, by FY29.**

Low carbon capabilities

Proven

Can we prove our services are low carbon? **Yes, by FY28.**

MSQ CLIMATE ACTION STRATEGY

Strategy Detail: Operations



03

OPERATIONS

Creating momentum for the transition to a lower carbon society



Industry

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STRATEGY DETAIL

Operations:

Governance

Being transparent about both our progress and our gaps.

Operations:

Measurement

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Operations:

Reductions and Compensation

We're cutting what we can, compensating for the rest.



OPERATIONS: GOVERNANCE

Why this matters

As a group that has grown through acquisition, operating across multiple countries and jurisdictions, we need governance frameworks that are credible, globally recognised and able to scale with us.

Our clients and their supply chain teams need confidence that our environmental claims are independently verified, not just self-reported. And as we set more ambitious targets, we need the rigour to hold ourselves accountable to them.

Our approach

We will use a combination of independently verified frameworks, each serving a different purpose.

ISO 14001 is the globally recognised standard for environmental management systems. It verifies that we have the right processes and controls in place: how we measure our impact, how we identify and manage risks, how we make decisions and how we improve over time. We are pursuing certification across our offices, starting with the UK and Europe.

Science Based Targets initiative (SBTi) provides the emissions reduction targets themselves. Our near-term targets were validated in 2021 and are 1.5°C aligned. We are now developing our full Net Zero targets. Two frameworks publishing in 2026 (SBTi v2 and ISO 14068) will offer approaches suited to a group whose structure evolves through acquisitions. We will assess both and commit to the best fit.

CDP is our primary external disclosure. Our Climate Change score improved from C to B this year. This is independent validation that our governance, measurement and reduction efforts are meeting global standards. We submit annually and aim to maintain or improve our score.

Ecovadis provides broader sustainability assessment covering environment, labour practices, ethics and supply chain. We have achieved "Committed" status and are working to improve.

B Corp certifies our current social and environmental standards across governance, workers, community, customers and environment.

We will report to our Executive Team and agency leadership on a quarterly basis covering emissions data, progress against targets, risks, opportunities and revenue by industry.

Risks

We actively identify, assess and manage climate-related risks and opportunities as part of our governance framework. These are reported to our Executive Team and disclosed annually through our CDP submission. We define our time horizons as: short-term (0-3 years), medium-term (3-10 years) and long-term (10+ years).

Our current assessment is based on an optimistic scenario of less than 2°C of warming. We recognise that more severe warming scenarios would increase the likelihood and magnitude of physical risks and could accelerate transition risks as regulatory responses intensify. We will develop formal multi-scenario analysis during our next CDP reporting cycle, incorporating established climate pathways to stress-test our strategic resilience under different futures.

Risk	Type	Time horizon	Impact	Response
<p>Client climate reporting requirements: Clients facing mandatory disclosure increasingly require detailed emissions data, sustainability credentials and supply chain transparency from their agencies.</p>	Transition: market	Short to medium-term	Significant. Risk of client loss or exclusion from new opportunities if we cannot meet evolving requirements.	Comprehensive emissions measurement, verified targets and management system, annual CDP and Ecovadis submissions, supplier engagement programme.
<p>Anti-greenwashing regulation: Regulations governing environmental claims in advertising are tightening across jurisdictions, creating regulatory, reputational and legal exposure for agency groups.</p>	Transition: reputation	Short to medium-term	Moderate. Potential penalties, legal costs and client relationship damage, particularly for work involving consumer brands and carbon-intensive industries.	Compliance tools for reviewing environmental claims, mandatory legal review processes, creative team training, professional liability insurance.
<p>Extreme weather disruption: Increasing frequency of extreme weather events disrupts service delivery through transport disruption, power outages, heat affecting productivity and external service interruptions.</p>	Physical: acute	Short, medium and long-term	Moderate. Operational disruption and potential client contract impacts across our global office network, increasing in severity over time.	Location-specific business continuity planning, flexible working protocols, investment in office resilience, diversified service providers.

Opportunities

We actively identify, assess and manage climate-related risks and opportunities as part of our governance framework. These are reported to our Executive Team and disclosed annually through our CDP submission. We define our time horizons as: short-term (0-3 years), medium-term (3-10 years) and long-term (10+ years).

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Opportunity	Type	Time horizon	Impact	Response
Growth in sustainability-integrated services: Rising client demand for sustainability expertise, from specialist consulting to low-carbon media, production and digital services.	Market	Short to medium-term	Significant. Revenue growth from expanded capabilities serving both planet-focused and traditional clients.	Building low carbon delivery capabilities, developing case studies, expanding MSQ Sustain offering.
Resource efficiency through better data: Emissions measurement and supplier analysis revealing duplication, consolidation opportunities and group-level negotiating power.	Resource efficiency	Short to medium-term	Moderate. Operational cost reductions alongside emissions reductions through smarter procurement.	Automated spend categorisation, group-wide supplier consolidation, Giki Actions engagement programme.

How we're measuring progress

What this delivers

Our approach means we don't rely on any single certification to prove our credentials. Instead, we combine an independently verified management system (ISO 14001), externally validated emissions targets (SBTi or ISO), recognised disclosure scores (CDP, Ecovadis) and transparent annual reporting.

Each framework tests a different aspect of our approach, and together they give clients, employees and stakeholders a complete picture.

Metric	Current	Target
ISO 14001 certified	–	UK and Europe (FY27), then extended to remaining offices
Net Zero targets verified	Near-term targets on track: Scope 1+2 target achieved; supplier target progressing	Full Net Zero targets submitted for verification (FY28), then annual reporting
CDP score	B	Maintained or improved annually
Ecovadis score	Committed	Improved (FY27), then maintained or improved annually
Executive reporting	–	Quarterly

STRATEGY DETAIL

Operations:

Governance

Being transparent about both our progress and our gaps.

Operations:

Measurement

We track every emission; every flight, every kilowatt, every laptop.

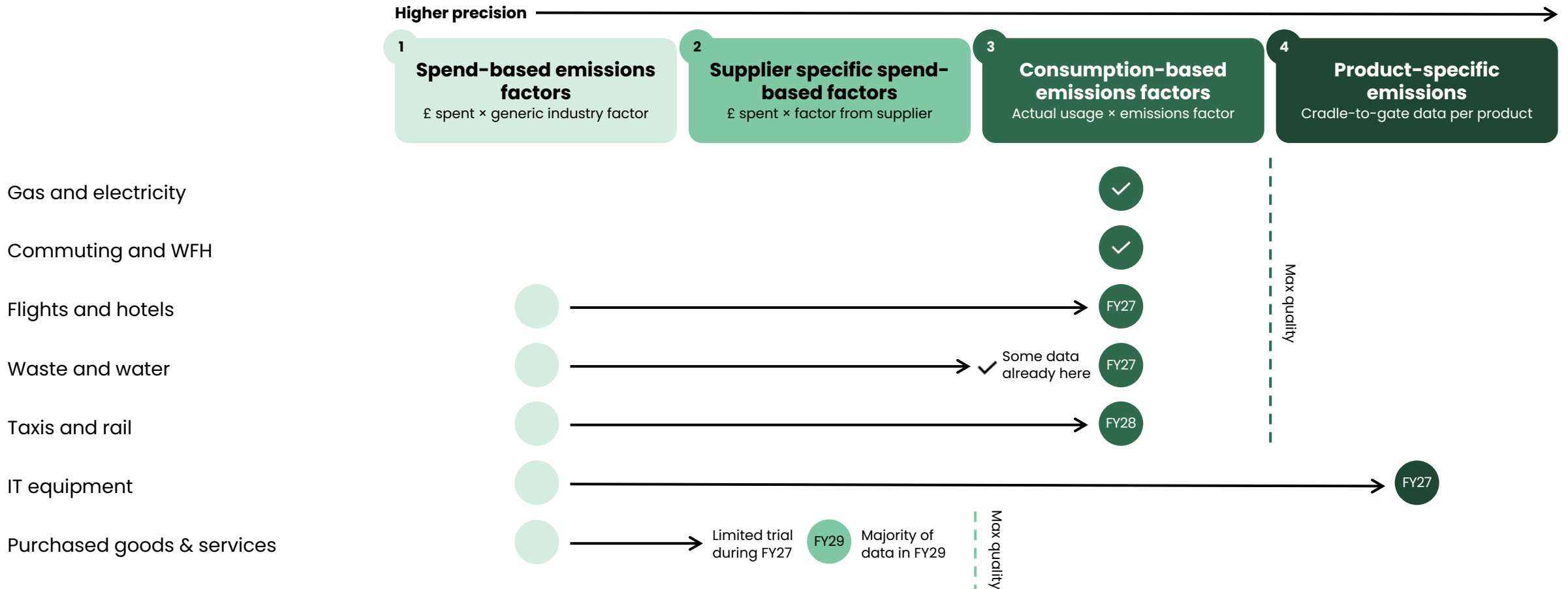
Operations:

Reductions and Compensation

We're cutting what we can, compensating for the rest.

Our data quality framework

Better data means more accurate emissions calculations and more targeted reductions. We're improving data quality across all categories, but each has a realistic maximum quality.



Why this matters

We measure our full Scope 1, 2 and 3 emissions, covering gas, electricity, business travel, employee commuting, purchased goods and services, waste, water, IT equipment and fuel-and-energy-related activities across every agency and office.

But not all emissions data is equally precise. The majority of our value chain emissions are currently calculated using spend-based data; converting what we pay into estimated emissions using industry-average factors. This is the standard approach for professional services businesses, but it means a price increase can look like an emissions increase, and a short haul flight booked at the last-minute looks worse than a long-haul flight booked in advance, purely because it cost more."

Our approach

We are improving data quality in phases, prioritising the categories that will make the biggest difference to accuracy and to our ability to target reductions.

Business travel is our priority. Moving from spend-based to consumption-based data: actual kilometres flown, nights stayed and journeys taken. This will remove price distortion and enable us to see which routes, which purposes and which teams are driving emissions. We are already working with our travel management and expenses systems to achieve this.

IT equipment is moving to product-specific data. Manufacturers like Dell and Apple publish the carbon footprint of individual products. Once we are extracting data from our IT asset management system about make and model, we can use actual product emissions rather than spend-based estimates.

Purchased goods and services is our largest emissions category. The realistic improvement here is moving from generic industry factors to supplier-specific factors by engaging our key suppliers to provide their own emissions data. This is being driven through our Giki Actions supplier engagement programme and our broader supplier engagement work.

How we're measuring progress

What this delivers

Better data means we can identify where emissions are genuinely reducing and where they're just moving with price. It enables evidence-based policy decisions, such as whether to set travel budgets by emissions rather than cost. And it gives our clients and verification frameworks confidence that our numbers reflect reality.

Metric	Current	Target
Full Scope 1, 2 and 3 measurement	All scopes measured across every agency and office	Maintained
Business travel data at consumption-based quality	Spend-based	Flights and hotels first (FY27), then taxis and rail (FY28)
IT equipment data at product-specific quality	Spend-based	Via IT asset management system (FY27)
Supplier-specific emissions factors	Generic industry factors	Trials with key suppliers (FY27), then majority of spend (FY29)
Waste data at consumption-based quality	c20% actual weight-based data	Majority of floor area (FY27)

Deep dive on waste

Waste is a small but important part of our footprint. We are transparent about where our data is strong and where it needs to improve.

As a services business operating from leased offices, our waste footprint is relatively small. But measuring it accurately is challenging. The majority of our offices are managed by landlords who control waste disposal and don't routinely share consumption data with tenants.

What we know

We estimate that our offices generate 300 tonnes of waste per year, of which around 200 tonnes is recovered through recycling, composting or energy-from-waste treatment. Where we have direct control over waste supplier selection, we have chosen suppliers with zero-to-landfill policies, which currently covers around a third of our floor area.

Our data maturity varies significantly across the portfolio:

Data maturity	% of floor area
Actual weight-based data from waste suppliers	c20%
Zero-to-landfill supplier, no weight data yet	c20%
Estimated from benchmarks (landlord-managed)	c60%

How we estimate

For offices without actual data, we apply waste generation rates derived from the offices where we do have data. We use two benchmark rates: one for offices where MSQ is the sole or majority occupant, and a lower rate for shared or co-working spaces where common-area waste is spread across tenants. Recovery rates are assigned individually based on each office's waste management arrangements.

What we're doing to improve

Our priorities are: obtaining weight-based data from our existing zero-to-landfill suppliers who don't currently report it; engaging landlords to provide waste data; including waste data requirements in future lease negotiations; and standardising waste data collection as part of our quarterly sustainability data process. Once we have comparable data across the majority of our floor area, we will set a waste reduction intensity target.

Beyond general waste

IT equipment is managed through our Dell Asset Recovery Service partnership. This means zero to landfill, secure data destruction and refurbishment (where possible) across all locations and all equipment brands. We provide specialist recycling points in our offices for batteries, blister packs, personal electronics, printer cartridges and fabrics.

STRATEGY DETAIL

Operations:

Governance

Being transparent about both our progress and our gaps.

Operations:

Measurement

We track every emission; every flight, every kilowatt, every laptop.

Operations:

Reductions & Compensation

We're cutting what we can, compensating for the rest.

The reality for a services business

As a professional services group, our direct operational footprint is small; Scope 1 and 2 represent just over 3% of our total emissions. We don't manufacture products, run logistics or own our buildings. Our biggest emissions sources are in our value chain: what we buy from suppliers, how our people travel and how they get to work.

That shapes our approach. Where we have direct control, we act decisively with renewable energy, specialist waste disposal and efficient office operations. Where our influence is indirect, we invest in better data, supplier engagement and employee support to drive change over time. And we balance our carbon books through verified carbon credits while those longer-term efforts take effect.

What we're doing to reduce

Done

Energy. We have achieved 100% renewable electricity where we control supply contracts. For offices where landlords procure energy, we have purchased Energy Attribute Certificates (EACs) to compensate for non-renewable electricity usage, Renewable Gas Guarantees of Origin (RGGOs) for gas, and certificates for district heating. Combined, these achieve our target of zero emissions from office energy.

IT equipment. We have consolidated end-of-life IT equipment management across the group through our Dell Asset Recovery Service partnership. This means zero to landfill, secure data destruction and refurbishment where possible, handling any brand of equipment across all locations.

Employee transport. EV leasing and cycle-to-work schemes are live across UK agencies, with equivalent benefits being assessed in our other locations. We have rolled out Uber for Business to reduce taxi emissions, starting with the Executive Team and expanding to agencies.

Office operations. We work with landlords to improve the buildings we occupy. Our Leeds office landlord has committed to a building performance audit and improvement roadmap as part of our lease renewal. When leases come up for renewal, we prioritise buildings with renewable energy, high efficiency ratings and landlords who share consumption data.

Next

Travel policy. Once our consumption-based travel data is in place, we will be able to set travel policies based on emissions rather than just cost, informed by actual routes, frequencies and purposes.

Supplier engagement. Through the Giki Actions programme and our broader supplier engagement work, we are working toward the majority of our suppliers by spend having science-based targets. This addresses our single largest emissions category.

Procurement policy. We are formalising expectations for suppliers, including requirements around emissions data, science-based targets and participation in our engagement programme.

How we balance our carbon books

We will match our emissions tonne for tonne through a mixed portfolio of verified carbon credits, purchased through [Ecologi](#).

The voluntary carbon market has matured significantly, with stronger verification standards and better transparency. This has given us confidence in the quality and impact of our investments.

Our future approach to carbon credits

As our data matures, we'll make more targeted investments that match specific emissions sources:

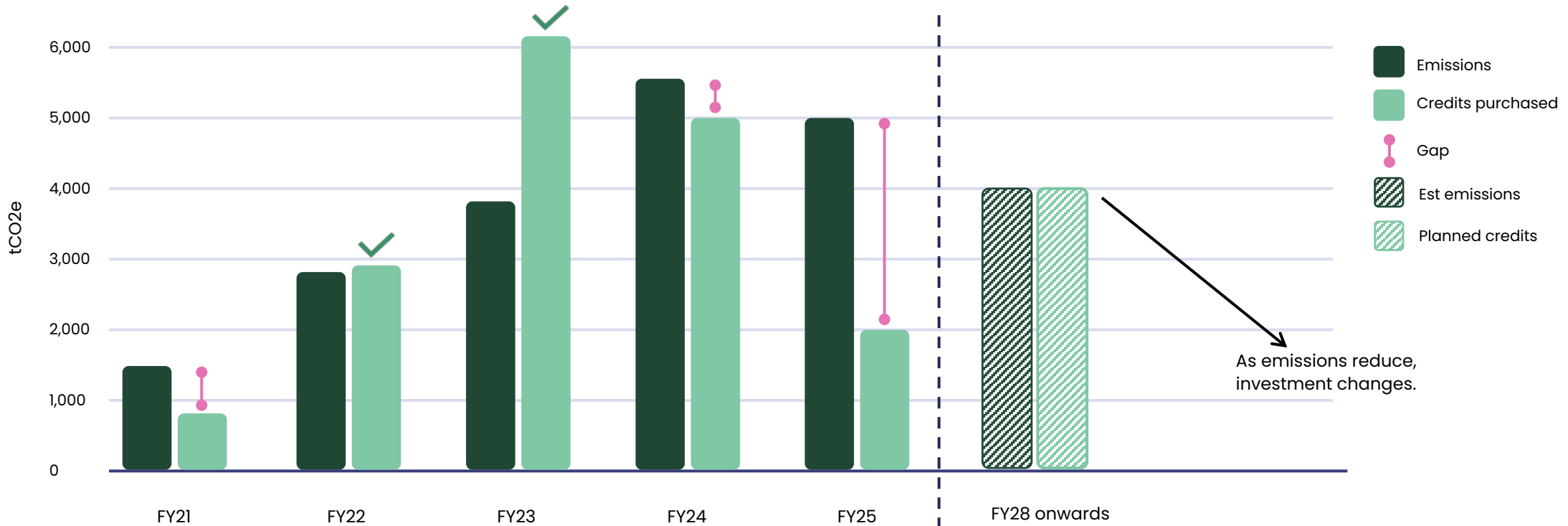
- Sustainable Aviation Fuel (SAF) credits: Once we have consumption-based flight data showing kilometres flown, we can invest specifically in SAF to address our aviation emissions. This helps decarbonise an industry we depend on. If aviation gets cleaner, our targets get easier.
- Increasing removal ratio: As our measured emissions decrease and carbon removal technology costs come down, we'll increase the proportion of removal-based credits in our portfolio.

For now, we'll invest in a mix of verified projects, selected for quality, additionality and impact, that genuinely contribute to decarbonisation.

Investment	What it covers	Status
Renewable Gas Guarantees of Origin (RGGOs)	Gas usage	Initial purchases made.
Energy Attribute Certificates (EACs)	Electricity and district heating where we can't choose a renewable tariff	Initial purchases made.
Mixed portfolio of carbon credits	Remaining emissions (travel, purchased goods & services, commuting, waste)	Annual investment via Ecologi. Tonne for tonne by FY28.

OPERATIONS: REDUCTIONS & COMPENSATION

Balancing our carbon books with carbon credits



Cumulative shortfall at end of FY25:
~1,500 tonnes

FY28 onwards:
Return to tonne-for-tonne approach

How we're measuring progress

Metric	Current	Target
Emissions intensity (tCO ₂ e per £m revenue)	7% from FY24 to FY25	7% year-on-year reduction
Renewable electricity where we control tariffs	100%	100% annually (by FY26)
Renewable energy total, including EACs and RGOs	100% (via purchases made in FY26)	100% annually (by FY26)
Emissions balanced via carbon credits	92% average across FY21-FY25	100% annually (by FY28)
Supplier climate action (% of purchased goods and services spend) *	40% taking climate action; methodology being refined	Majority of suppliers (by spend) taking climate action by FY29, through procurement policy, supplier engagement and agency training.

* Our SBTi near-term target requires 50% of suppliers for purchased goods and services (by spend) to have science-based targets. Our broader supplier engagement approach recognises that credible climate action takes many forms, including carbon reduction plans, B Corp certification, Ecovadis ratings and public emissions reporting. Therefore, our FY29 target reflects the time needed to embed procurement policies, train agency teams and genuinely shift how suppliers are chosen across a decentralised group.

CLIMATE ACTION STRATEGY

Strategy Detail: Employees

Our employees know this matters. We're **breaking down barriers** so they can act, and **creating space** for them to tell us when we're not going far enough.

04

EMPLOYEES

Creating momentum for the transition to a lower carbon society



Industry

We can't change the world alone, but we can help our industry focus on what actually works. We're using our voice in industry groups to **raise standards** and implement **genuine change**.



Clients

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EMPLOYEES

Why this matters

Many of our people care about climate action but face real barriers: not enough time to understand what's true, pressure to meet other objectives, or simply not being able to afford planet-friendly choices.

Our role is to remove those barriers, making it easier to understand what matters and making planet-friendly choices more accessible and affordable.

Our approach

Climate Transition Council. Our employee-led group has representation from across agencies, countries, capabilities and seniority levels. The Council meets regularly and focuses on practical action: challenging our approach, advising on implementation, and serving as climate strategy ambassadors within their agencies. It has formal escalation processes to Board level for significant concerns.

MSQ Sustain Week. Our first group-wide sustainability week reached every office across the UK, Europe, US and Asia, with over 550 individual engagements. The week was built around three questions: why is sustainability relevant to all our jobs? How is MSQ reducing its impact on the planet? And what are we doing with our clients? Sessions included targeted webinars for different roles (from strategy and planning to creative and production), a keynote speaker on plastic-free futures, documentary screenings across multiple locations, and a coordinated action day. Council members played a central role in organising and driving engagement locally.

Employee benefits. EV leasing and cycle-to-work schemes are live across UK agencies, with 36 employees already driving EVs through our salary sacrifice schemes. Equivalent benefits are being assessed in our other locations. These schemes help employees save money while making planet-friendly choices, and directly reduce commuting emissions. The goal is for People Teams across all regions to own and promote these as part of their standard benefits offering.

EMPLOYEES

What this delivers

Employees who understand the strategy become advocates for it – with colleagues, with clients, and in their own lives. Sustain Week demonstrated that when you connect sustainability to people's actual work, engagement follows. The combination of a structured Council, regular group-wide engagement, and practical benefits means climate action is embedded in how MSQ operates, not just something the sustainability team talks about.

Metric	Current	Target
Climate Transition Council	Active, with representation across agencies, countries and seniority levels	100% agency representation and regular attendance
Sustain Week	First event delivered; 550+ engagements across all global offices	Annual, with growing participation
Employee benefits (EV and cycle schemes)	Live in the UK	Assessed and implemented where equivalent schemes exist (by FY27)
Benefits uptake	Uptake tracked	Awareness and engagement tracked (by FY28)

CLIMATE ACTION STRATEGY

Strategy Detail: Clients

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CLIENTS

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Our employees know this matters. We're **breaking down barriers** so they can act and **creating space** for them to tell us when we're not going far enough.



Operations

We **track** every flight, every kilowatt, every laptop. We're **cutting** what we can, **compensating** for the rest, and being completely **transparent** about both our progress and our gaps.



CLIENTS

Why this matters

The green economy has surpassed \$5 trillion annually and is projected to exceed \$7 trillion by 2030 ([WEF/BCG, December 2025](#)). It spans energy supply, transportation, industrials, adaptation, financial solutions, circularity, food systems, and carbon management. And it has outperformed the S&P 500 over the past decade.

At the same time, regulation is tightening. Anti-greenwashing enforcement is strengthening; the CMA can fine up to 10% of global turnover for misleading environmental claims. Clients need partners who understand both the opportunity and the risk.

This is not a niche. The breadth of the green economy means that virtually every sector MSQ serves is affected. Our clients in automotive, financial services, consumer goods, energy, travel and technology are all navigating the transition, whether they're leading it or responding to it.

We think about our client work in three ways: the work we do, how we do it, and who we do it for.

The work we do. Sustainability-related work is growing across the group, not just within MSQ Sustain, our dedicated sustainability agency, but through collaboration between agencies on briefs where sustainability thinking sharpens the strategy and improves outcomes. From consumer insight and brand positioning to campaign delivery and digital products, climate-aligned work is becoming part of what MSQ does, not a separate offering.

How we do it. We are building low carbon delivery capabilities across our core services: production, media buying, digital and design. This means measuring and reducing the emissions created by the work itself, not just the work's subject matter. We are actively developing partnerships and methodologies for low carbon production, design, media buying and software development, with the goal of making these standard ways of working across all agencies. We are also embedding sustainability thinking into our tools, including developing an AI agent across the MSQ Product suite that helps teams identify sustainability opportunities and risks in client briefs.

Who we do it for. We work with clients across a wide range of industries, including clients in the fossil fuel production sector. We believe it is important to be open about this. Our revenue from fossil fuel producing clients has halved as a proportion of total group revenue in the last three years, and we monitor our revenue mix by industry as part of our risk and opportunity management. We believe the most impactful thing we can do is help all our clients transition, not just those already committed, but we are realistic about the scrutiny this invites, and we would rather be honest about where we are than present a misleading picture.

The case studies that follow reflect the breadth of our client work; projects for sustainability-focused organisations, mainstream brands integrating sustainability into their marketing, and work where our delivery approach directly reduced emissions.

CLIENTS

Metric	Current	Target
Low carbon delivery capabilities	In development across production, media, digital and design	Proven capabilities with case studies across all core disciplines (by FY28)
Case study library	Being developed	Agency-ready library available for pitches (by FY27)
Revenue and project tracking by industry	Tracked annually	Tracked and reported to Executive Team quarterly, with planet-positive project work reported in more depth (by FY28)

Elimini

A carbon removal idea that's based on science, not fiction.



Three MSQ agencies combined to build momentum for a new force in carbon removal. 11 deals signed in 10 weeks. Four industry awards.

msq/SUSTAIN

Stein.
an msq agency

the gate
an msq agency



DISCOVER THE CIRCULAR ADVANTAGE OF MAIL

● Turned an environmental threat into commercial momentum: the circular advantage of mail. The first ever LCA of mail, translated into a compelling campaign and practical customer tools.

msq/SUSTAIN

the **gate**
an msq agency

marketreach
unleash the magic of mail





Vinted
PRE-LOVED ITEMS FOR
EVERY ERA

● 15 ambassadors, 4 markets, millions of impressions and 51 pieces of media coverage; positioning second-hand as the natural way to embrace change.

Smarts
an msq agency

THE HOME OF CONSERVATION

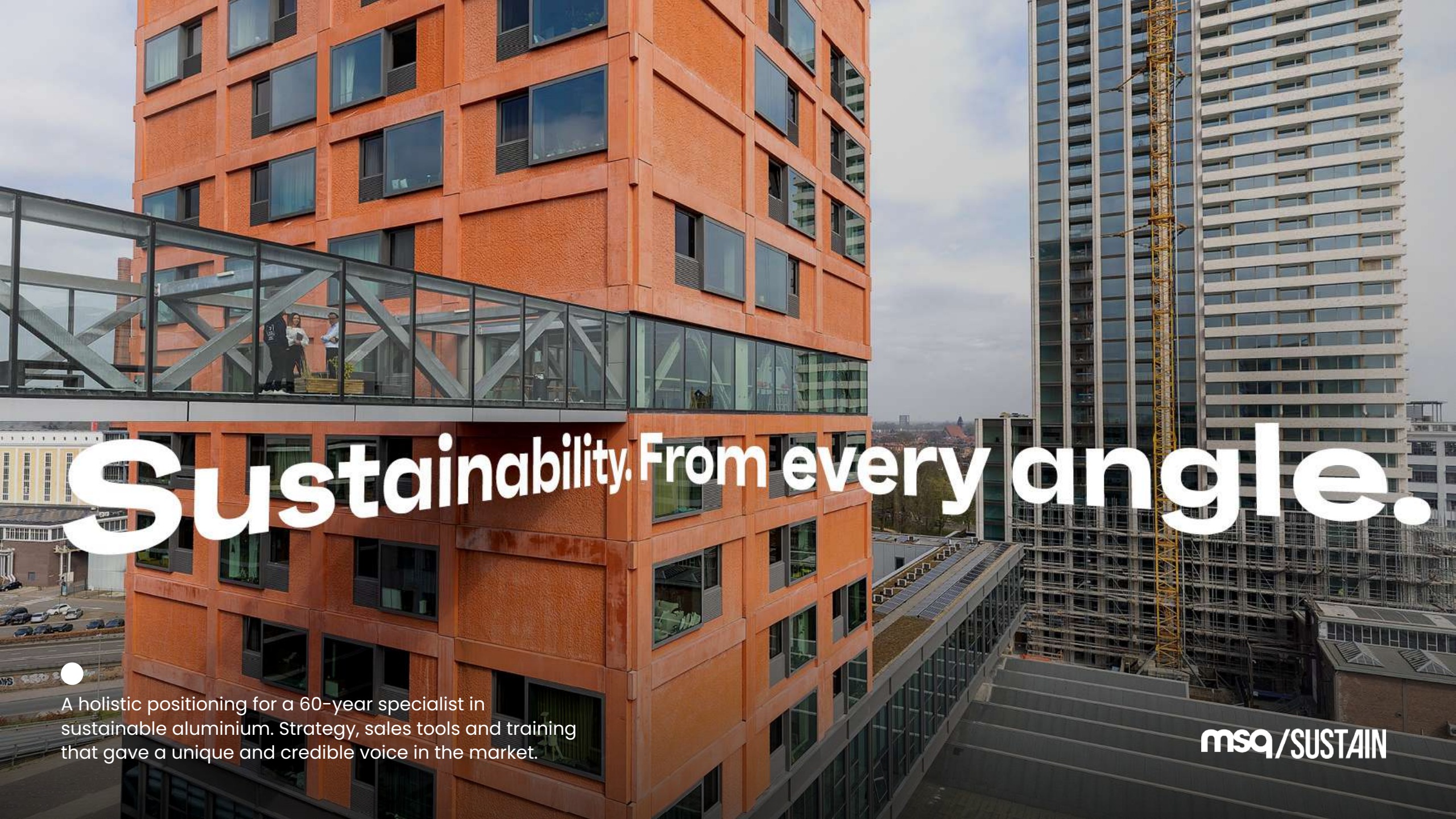
● The world's largest conservation organisation. Combined creative and paid media to drive action. 33% increase in Congress attendance; 42% of web traffic from the paid social campaign.



IUCN
World
Conservation
Congress
Abu Dhabi 2025

msq/SUSTAIN





Sustainability. From every angle.

● A holistic positioning for a 60-year specialist in sustainable aluminium. Strategy, sales tools and training that gave a unique and credible voice in the market.

msq/SUSTAIN

Johnnie Walker

NEXT STEPS INITIATIVE



Launching a long-term sustainability platform rooted in brand character. 700+ articles, 1.7 billion readership and 11.8 million social reach. Proving sustainability stories can cut through at scale.

Smarts
an **msq** agency



#NaturePositive

PICK UP THE PACE



Three years, multiple COPs, 32+ NGOs and one mission: making Nature Positive as famous as Net Zero. From King Charles to Apple, a campaign adopted by global leaders, and winner of the Purpose Awards for Environmental Cause Campaign.

msq/SUSTAIN

We are on a downward trajectory. We have gone from green to grey in just a few short years. And what follows grey is dark indeed.

To avoid this, we must - by 2030 - have more nature than we have today.

COP28 is one of the few remaining chances to turn that intent into implementation, turn commitments into outcomes. Turn words into action.

We need to move faster, change gear and pick up the pace.

**NATURE
POSITIVE**
Change is in our nature

HYATT®



75% fewer emissions, zero flights and more content for less cost. Proving that low carbon production creates better commercial outcomes.

 M3LABS

CLIMATE ACTION STRATEGY

Strategy Detail: Industry

We can't change the world alone, but we can help our industry focus on what actually works. We're using our voice in industry groups to **raise standards** and implement **genuine change**.

BUSINESS + CREATIVITY + SCIENCE
ARE THE GREATEST
ACCELERATORS OF CHANGE
THE WORLD HAS EVER KNOWN
TOGETHER, WE HAVE THE POWER TO CHANGE EVERYTHING

06

INDUSTRY

Creating momentum for the transition to a lower carbon society



Industry

We can't change the world alone, but we can help our industry focus on what actually works. We're using our voice in industry groups to **raise standards** and implement **genuine change**.



Clients

We're asking **harder questions** about the work we take on and how we deliver it. Building **low carbon capabilities**. Growing our work with planet-friendly clients. And being **transparent** about the journey we're on.



Employees

Our employees know this matters. We're **breaking down barriers** so they can act and **creating space** for them to tell us when we're not going far enough.



Operations

We **track** every flight, every kilowatt, every laptop. We're **cutting** what we can, **compensating** for the rest, and being completely **transparent** about both our progress and our gaps.

What we're doing now

Industry standards only matter if they're used. Our approach is to adopt proven frameworks rather than define our own, and to contribute to the groups shaping those standards.

Today, our industry participation is led by our Chief Sustainability Officer, contributing to groups where MSQ has direct experience and credibility:

Ad Green – the advertising industry's carbon calculator for production emissions. Our advisory board position supports our work to build low carbon production capabilities across the group.

W3C Web Sustainability Guidelines – contributing to the development of global standards for sustainable web design and development, which directly informs our digital agencies' approach.

Umbraco Sustainability Team – contributing sustainability expertise to one of the world's most widely used open-source CMS platforms, helping shape how sustainability is built into digital infrastructure.

BIMA Sustainability Council – brings together senior sustainability leaders from across the UK's digital and technology sector to share best practice and drive collective action.

Metric	Current	Target
Industry group participation	Active contributions led by Chief Sustainability Officer	Expanded to practitioners across agencies as capabilities mature (FY29)
Standards adopted	Being tested as part of ad hoc projects	Adopted as standard ways of working across relevant agencies (by FY28)

What comes next

As our low carbon delivery capabilities mature across production, media, digital and design, we will expand industry participation to the people closest to the work: the producers, media planners, developers and designers who are implementing these approaches day to day. We believe the most credible industry contributions come from practitioners. Our role now is to build the internal capability that earns that seat at the table.

CLIMATE ACTION STRATEGY

Appendix

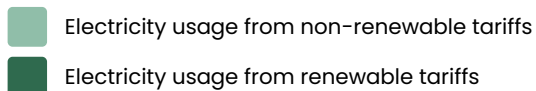
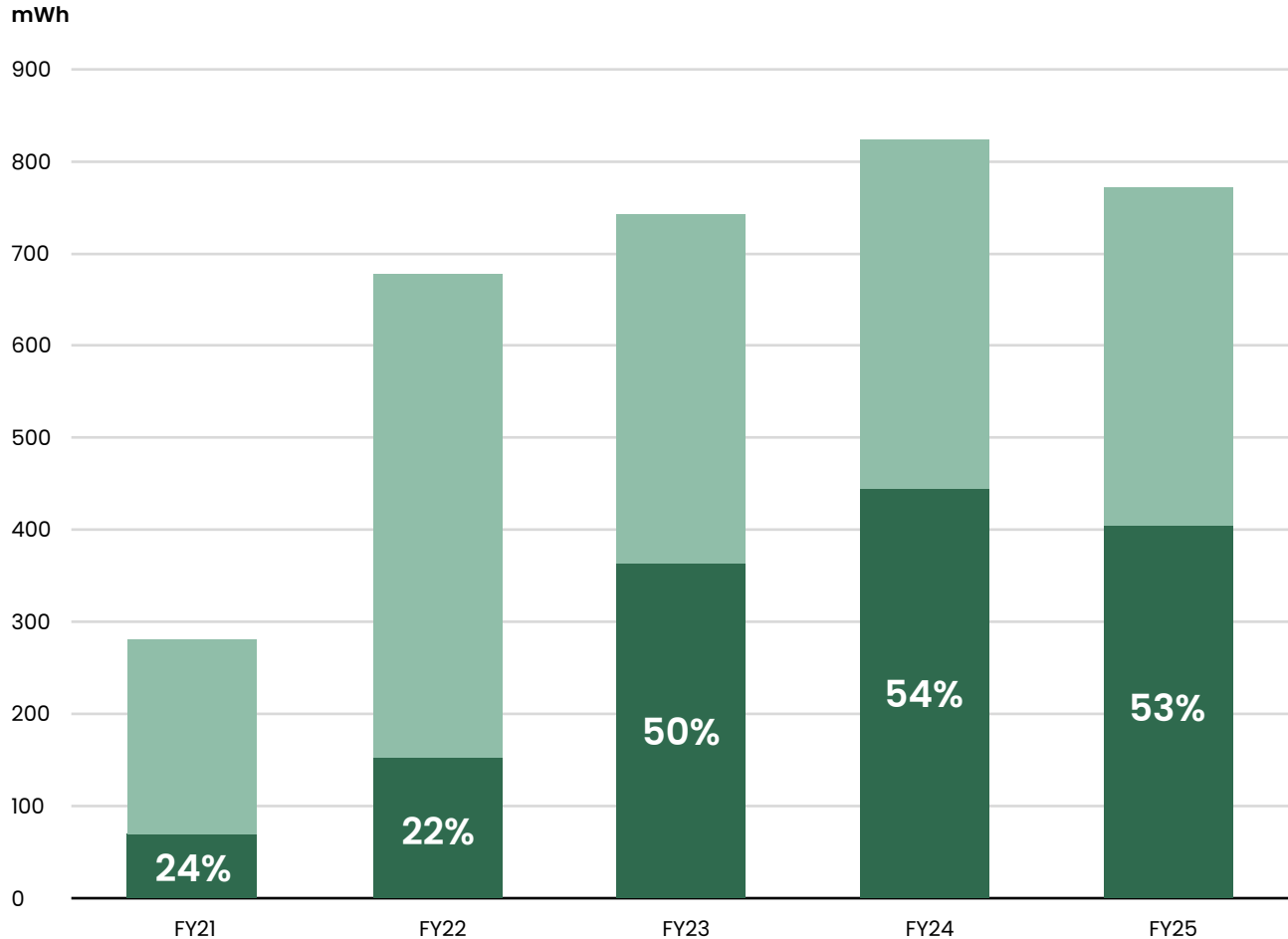
Our emissions numbers in detail.

07

EMISSIONS NUMBERS FY21-25

Scope	FY21 tCO2e	FY22 tCO2e	FY23 tCO2e	FY24 tCO2e	FY25 tCO2e
Scope 1	12.5	11.5	14.3	14	17.6
Scope 2 (location based)	54.3	149.5	183.9	209.5	201.8
Scope 2 (market based)	70.2	193.8	153.5	157.7	151.9
Scope 3 – Purchased goods and services	917.8	1,594	2,326.2	3,231.9	2,729
Scope 3 – Fuel and energy-related activities	16.9	39.1	37.7	41.6	41.2
Scope 3 – Waste and water	6.6	9	9	12.8	11.6
Scope 3 – Business travel	51.7	169.1	504.1	1,201.9	1,267.5
Scope 3 – Employee commuting	382.8	637.9	713.5	869.1	724.8
Total (market based)	1,458.5	2,654.4	3,758.4	5,529.1	4,943.5

ELECTRICITY USAGE FY21-25



Electricity usage from standard vs renewable tariffs

Total electricity consumption has grown significantly over this period, from 285 MWh in FY21 to 771 MWh in FY25. This reflects the near-doubling of our office portfolio through acquisitions, combined with the return to office-based working as COVID restrictions lifted. More offices and more people in them means more electricity.

Despite this growth, the proportion of our electricity from renewable tariffs has more than doubled from 24% in FY21 to 53% in FY25. Where we have direct control over electricity supply, 100% is now procured from renewable tariffs.

We have purchased EKOenergy-certified Energy Attribute Certificates to compensate for non-renewable electricity for our FY26 consumption at offices where landlords control procurement, along with Renewable Gas Guarantees of Origin for gas usage. Combined, these measures achieve our target of zero emissions from office energy. Our next report will go into more detail about these investments and their impact.

Thank you

