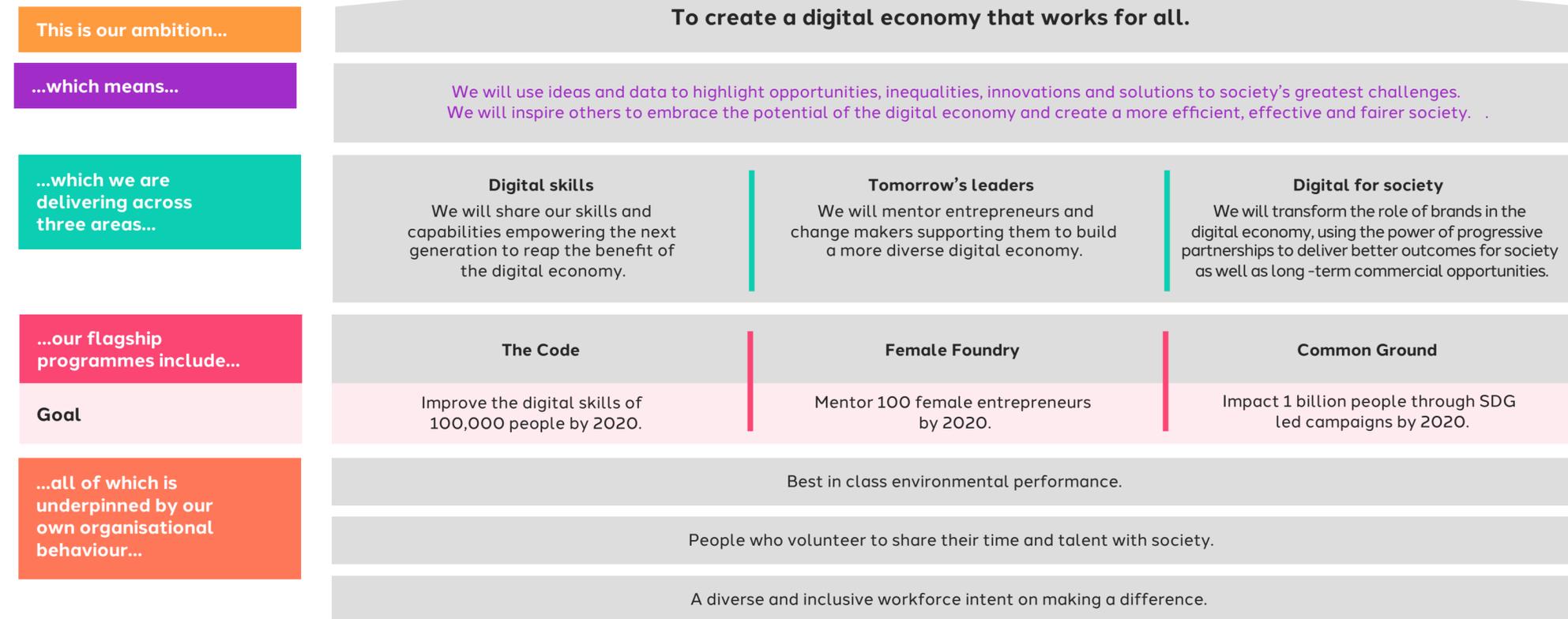


1.2 Our Social Impact Strategy

Our purpose is to create a Digital Economy That Works for All



Social Impact is our strategy for achieving this. It was launched in November 2018 to accelerate delivery of our 2020 goals and deliver our social purpose. This meant transitioning our focus from Corporate Social Responsibility (CSR) to a greater consideration of our role in society, and embedding purpose at the heart of business, culture and operations.

Our strategy is rooted in tackling inequality and helping to create a more equitable and inclusive digital economy. We are committed to using our ideas and data to highlight opportunities, inequalities, innovations and solutions to society's greatest challenges. Our aim is to inspire others to embrace the potential of the digital economy, and create a more efficient, effective and fairer society. We are focused on three areas where we believe we can make the biggest difference:

1. Digital skills: diversifying our talent pipeline by sharing our skills and capabilities with the next generation.
2. Tomorrow's leaders: building a more inclusive digital economy by mentoring female entrepreneurs.
3. Digital for Society: working with partners and clients to transform the

role of brands in the digital economy through progressive partnerships that deliver better outcomes for society as well as long-term commercial opportunities.

Underpinning our strategic themes is our strong belief that change starts at home. We are committed to decarbonising our business, by switching to renewable electricity and reducing our environmental impact. We are also building a company with a diverse and inclusive workforce and pipeline of future talent – one that is as diverse as our clients and the communities they serve. We also know our people want to make a difference to the communities in which they live and work, so we encourage our people to take up to two working days a year to volunteer.

Progress against our strategy is reported quarterly to the DAN Board. Our Social Impact Steering Committee, established in 2019 under the Chairmanship of our CEO, Tim Andree, provides governance and oversight. It is attended by our Chief Sustainability Officer, Anna Lungley, as well as senior leadership from our functions and regions, including our CFO, Nick Priday, Global HR Director, Anna Moulton, and our Group General Counsel Simon Zinger