

2023 Impact Report

Growth through **creativenergy**®

Bray Leino



What's covered

2023 topline

-
-
-

Report in full

- 1.
- 2.
- 3.
- 4.

and

Appendix

-
-



**2023
topline**

We made
huge efforts,
and had **some
great results**

3,967

learning hours
CPD Platinum
Award

12

Monthly
Wellness Wednesdays
1 x afternoon off
each month

1

New appraisal
program launched

435%

Increased number
of students attending
AdUnlocked

127

Pro bono hours for
the North Devon
World Surf Reserve
inauguration

48

Samaritans Listening
training for all line
managers

7.9

7.9 Happiness score²
vs UK benchmark 7.5

1

First Agency-ran
Open Day for local
schools to improve
access to our industry

30

Continued our
30+ year pro bono
partnership with
North Devon Hospice

10

Climate Crisis training
for operational board

Updated

Integrated Sustainability Roadmaps

Induction Program

Ideal Client Profile (sustainability screening)

New

Annual Operational Board
Sustainability Meetings

‘Room To Grow’ Appraisal Program

Employee experience survey

Environmental Management System

Pitch Positive Pledge

Work Ethics Process

We made big
changes to **structures**
and frameworks

In our Employee Led Groups

(we call them 'Cultural Pillars')

Resourcing

There are so many exciting projects and ideas,
budgeting requires hard calls

Over-ambition

Striking the balance between empowering people
and overstretching them

Across the business

Low scores

Our lowest scores in staff survey were around career and
development, despite all our efforts in this area

Complexities of a Group

Being part of a Group means that we can't always directly effect
change or get things done as quickly as if we were solo.

Big lifts

Implementing Agency-wide environmental & EDI training was a tall order

These are the things
that we found tough



91%

**“My company’s commitment
to social responsibility is genuine”**

CultureAmp survey, 2023



**Report
in full**

1. Introduction





A note from Kate

2023 marked our 50th anniversary, and the perfect time to release our inaugural impact report; to reflect on the past and look to the future – to who we want to be as an Agency and the legacy we want to leave.

While there's still more to be done, with the strides we've taken on both environmental and social fronts, I feel justified in being immensely proud of what the team has achieved so far. This seems to be echoed by the wider Agency with our first CultureAmp survey (2023) showing our highest score (91%) to be 'my company's commitment to social responsibility is genuine'. This makes all the hard work worthwhile.

Kate Cox, CEO



Our journey so far

2015-2019

Began talking about – and supporting – Mental Health and employee wellbeing

Formed an official 'wellness' team

Formed 'On the Record'

Received Gold CPD accreditation for our commitment to professional development. (We've now been awarded this seven years in a row, so retain a coveted Platinum status.)

2020

Developed formal strategy for 'Wellness' team, becoming the launchpad for all future employee led groups

Launched 'Wellness Wednesdays'

Introduced 'No meetings, we're eating'

Created the 'Forever Stone' for North Devon Hospice

2021

Created 'Green', 'Brilliance' and 'Open House' employee-led teams

Developed sustainability strategy

First formalised 12 month plans for employee-led teams

New 'Green' partnerships: Ad Net Zero, AdGreen

Produced carbon footprints for 2019-2021

First EDI training program

Introduced 'The Happiness Index', wellness survey

2022

Produced first integrated 12-month sustainability plan

Introduced formal quarterly roadmap reviews, and annual Steering Team sustainability reviews

Embedded sustainable practices within Bray Leino productions

Awarded inaugural 'All In Champion' status for EDI efforts

Increased our pro bono work, including new partnership with North Devon World Surfing Reserve

Thanking our **Cultural Pillars**

Employee-led groups (cultural pillars) form the backbone of the Agency, and the work they put into driving forward the sustainability agenda and nurturing the culture of Bray Leino is incredible.

This is all done alongside busy Agency roles. It's not easy, and balancing the load can be tough. This is an ongoing challenge and we continue to review how we support, reward and recognise the teams.

We're incredibly grateful to them for their skills, energy and hard-work. You can read about each team ('cultural pillar') and the people who power them including our On The Record Team (employee feedback), and Social Team (who are critical to our culture, keeping the party going, and us all connected).



Kate thanking the members of the pillars during an evening of food and drink put on to thank everyone for their hard work.



2. Structure and approach



Structured for impact

Cultural pillars

Our 'cultural pillars' drive a huge portion of the activity in this report and represent a complete cross section of the company. The pillars are employee led, but strong support and guidance from leadership makes sure the teams can deliver effective plans that have a positive impact on the business.

Updates are shared with all employees via monthly Townhalls, 'Bray Leino In The Know', & pillar specific emails.

Extra resources:

Bray Leino is owned by MISSION Group Plc but operates independently. We are able to draw on shared services and additional expertise provided by their employee groups, such as BeYou.



Brilliance



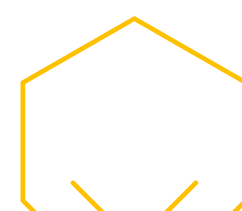
Community



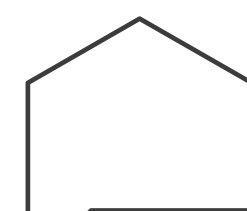
Green



Open House



Wellness



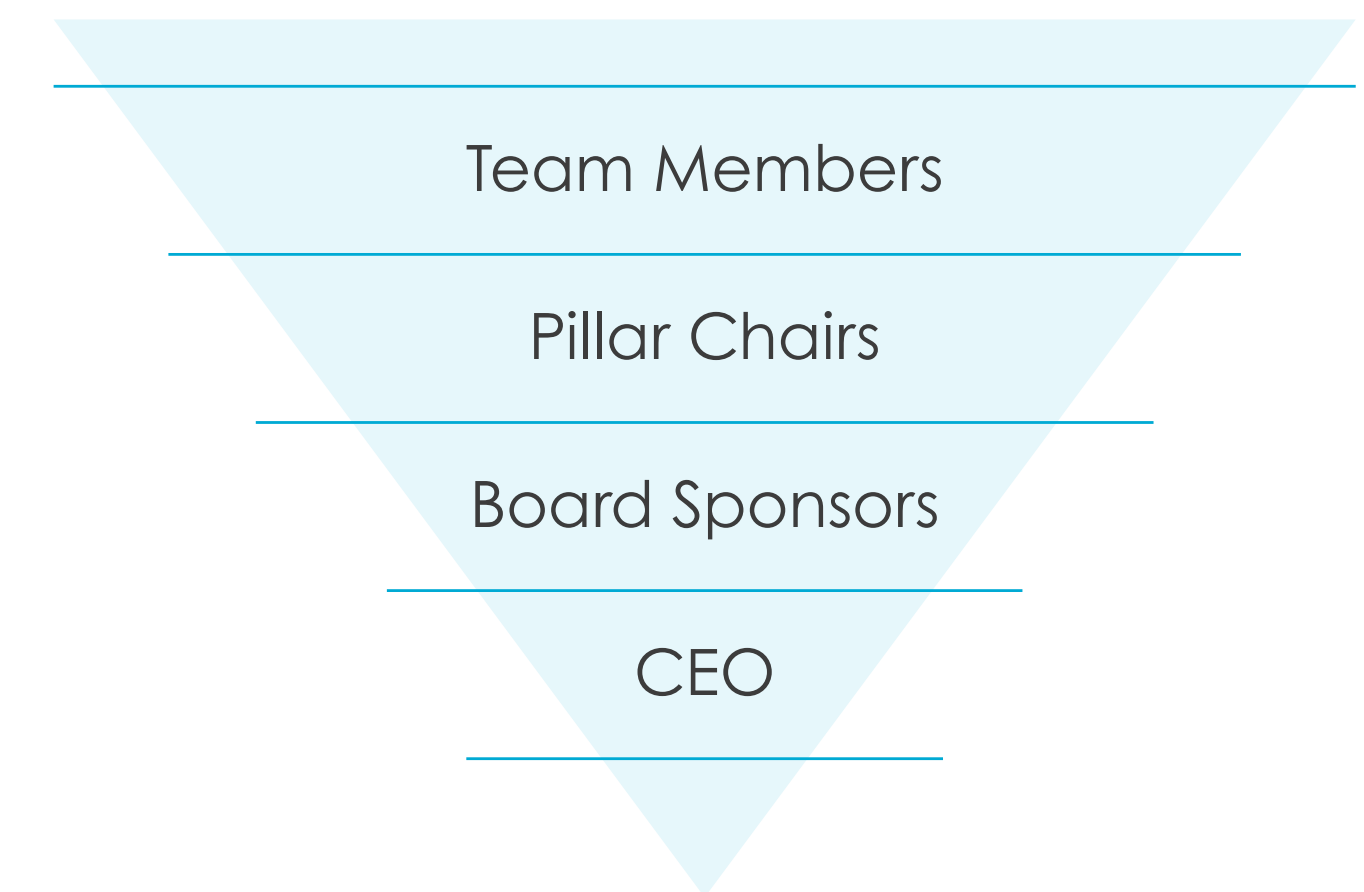
On The Record



Social Club

Strong support drives the cultural pillars

Pillar leaders and Chairs meet with Kate, our CEO, for an annual planning session and quarterly reviews against the agreed plan.



Leading our Cultural Pillars in 2023



Brilliance

Building our personal growth and excellence



Led by Anna Donaghey* and Gemma Atkinson-Brown



Community

Being a good neighbour



Led by Adam Holder and Sarah Loder



Green

Helping us live and work sustainably



Led by Sam Crocker and Gideon Aroussi

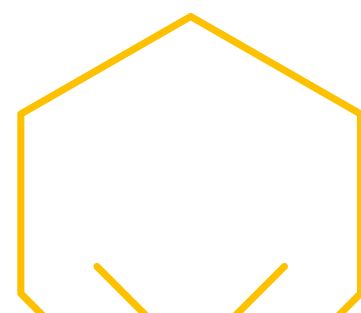


Open House

Fostering a culture of care and inclusion



Led by Fiona Beauchamp and Edd Southerden

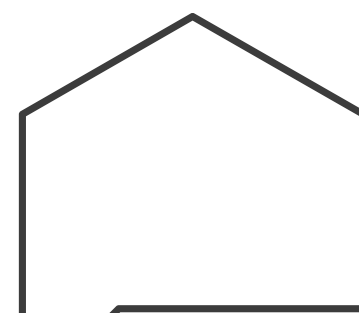


Wellness

Looking out for our health and wellbeing



Led by Patrick Furse and Kirsty Perfect



On The Record

Communicating with each other well



Led by Kate Cox and Debbie Button

*Our incredible Brilliance Steering Team Sponsor from 2023 has since left.

Our Cultural Pillars

Partnerships and accreditations



Brilliance



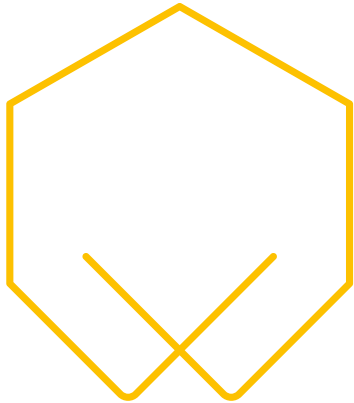
Community



Green



Open House



Wellness



What's informing our initiatives?

Data and frameworks

- Agency data and culture
- Industry data and frameworks
- Third party partners and resources
- Government & not-for-profit frameworks

The UN Sustainable Development Goals (SDG's)

Our plans support the following United Nation's Sustainable Development Goals.

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

10

REDUCED INEQUALITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

17

PARTNERSHIPS FOR THE GOALS

You can read more about the 17 global goals on the



3. Commitments, impact areas and actions



Four commitments

We've made four big commitments that interconnect both the way we work, and the work we do.

These inform our annual plans, developed by our Employee-Led Groups.

1.
Nurture a
supportive,
people-first
culture

2.
Champion
diverse
voices

3.
Reduce our
environmental
impact

4.
Create good
work (positive
messages)

Four areas of impact

Our four commitments fit into four areas of impact and that's how we're reporting against them in this document.

Our People

Our Planet

Our Work

Our Community

Four sets of actions

To achieve impact, we have created a set of clear actions for each area.

Our people

- Support the mental and physical wellbeing of our people
- Create a culture whereby people feel inspired, motivated and rewarded to learn and develop
- Develop a recruitment strategy supportive of a more diverse team
- Support talent across all diversity groups in 'All In' action plan

Our work

- Create work supportive of a low carbon future
- Challenge bias and champion diversity in our work
- Measure and reduce the environmental impact of our work

Our planet

- Equip executive team in factoring environmental impact into decision-making
- Reduce organisational carbon footprint
- Implement an environmental management system

Our community

- Support our long-term charity partner, North Devon Hospice
- Pro bono work for the North Devon Surfing Reserve
- Work with local schools to improve access to our industry



4. Impact assessments



A large orange graphic resembling a house, with a triangular roof and a rectangular base. The text "Our People" is centered within the rectangular base.

Our People

A small orange graphic in the bottom right corner, shaped like a house with a triangular roof and a rectangular base.

Our People



Overview

Bray Leino is a people-powered business; A thriving powerhouse of free-range thinkers, creators and makers. Our current employees, and employees of the future, shape our impacts – in the work we create, how we create it, and how we look after each other.

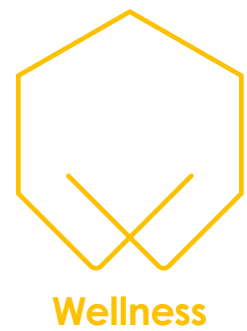
For this reason, three of our cultural pillars are built around principles that directly focus on our people. These pillars, Wellness, Brilliance and Open House are focused on embedding wellbeing, empowering learning and professional development, and developing a more diverse team.

The most challenging of these areas for us is that of diversity – ethnic and socio-economic. The location of our head office in rural Devon has a large bearing on this. 97% of North Devon residents identify as “White”, higher than the South West (93.1%)* and England (81%)* so there’s an initial geographical barrier to overcome. In addition, two electoral wards (Ilfracombe & Barnstaple) are in the most deprived 10% of all areas in England, and another 18 wards are in the 20% most deprived so there’s a heightened need to support socio-economic progression.*

Source: *UK government 2021 census. “White” = high-level category in Census.



Support the mental and physical wellbeing of our people



What we did

Communications Ran internal communications & social initiatives to raise awareness around mental health, and signpost support, including our 3 qualified Mental Health First-Aiders & our BHSF Employee Assistance Programme.
Training Samaritans Active Listening Training for 48 line managers.
Support by design 'Wellness Wednesdays' every month. An afternoon off work to do something linked to one of the five NHS pillars of wellness, e.g. go for a sea swim (be physically active), do some volunteering (give to others). Daily 'no meeting, we're eating'. One hour blocked out in people's diaries to safeguard lunch breaks from meetings.
Fitness initiatives Offered weekly fitness classes ('Work it with a circuit') during Spring/Summer months (the sessions were free, however, we encouraged donations to the local Hospice, to support the wellbeing pillar 'giving to others').
Pledged Signed the 'Pitch Positive Pledge' to actively consider both the interests of our Clients and the wellbeing of our people throughout the pitch process.

Key successes (>) & learnings (<)

Scores <ul style="list-style-type: none">> Psychological Safety Score of 201.8 : A positive over-indexing (3%) vs industry average, IPA All In Census 2023.> 72% "I feel that my management takes an interest in my physical and mental well-being" vs 66% industry average. IPA All In Census 2023.> The Happiness Index: Happiness score: 7.9 vs global benchmark 7.5. No change YOY (7.9 in 2022).> CultureAmp (new for 2023) survey score: Engagement: 70% (5% above MISSION Group benchmark).
Support by design <ul style="list-style-type: none">< Anecdotally, 'Wellness Wednesday' & 'no meetings, we're eating' are well received, however, we don't track take-up so aren't clear on how many people are benefiting.
Pledge in action <ul style="list-style-type: none">> The 'Pitch Positive Pledge' was applied successfully in two pitch discussions which would have put undue stress on our teams.
Anecdotal <ul style="list-style-type: none">> MHFAiders: Whilst the nature of the impact remains confidential, testimonials suggest it has been substantial.> Anecdotal on Samaritans Listening Training.> Wellness Wednesday feedback. <p>(see next page)</p>

What's next (2024)

Ensure we're meeting expectations by actively requesting feedback on what we're doing and the impact it's having.
A focus on how food, eating well and eating together can help feed our sense of wellness.
Continue signposting mental health support and creating an open culture around mental health awareness.
Continue to offer physical activities ie Work It With A Circuit.
Continue to offer Wellness Wednesday and have in place 'No Meeting We're Eating', but measure how many people are actively taking this time out, and receiving the support needed to do this.

Our People

Mental Health First Aiders:

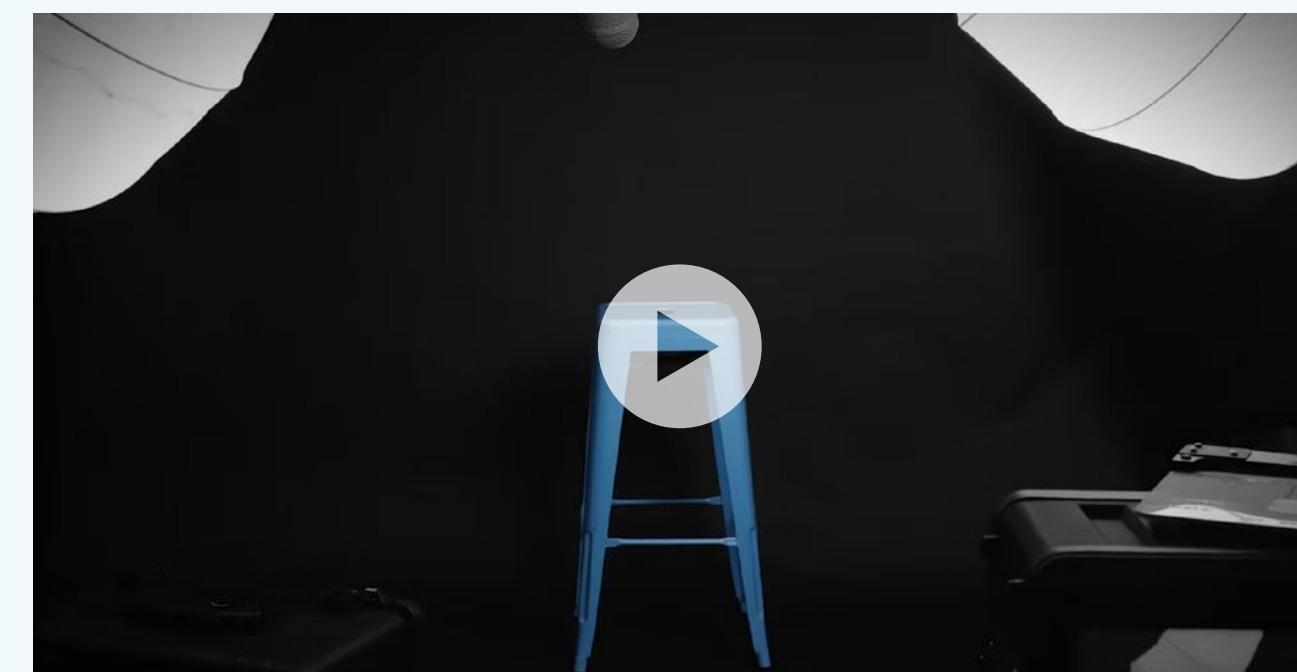
“I was approached by someone.... They were really struggling and, whilst they were getting support from other people in the business, I think they just wanted to speak to someone ‘qualified’ too – we’ve talked a lot, met up outside work and I now consider them a friend. So it’s helped both of our mental wellbeing!”

Samaritans Listening Training:

“The Samaritans Active Listening Skills training was very well received across the business. It really helped everyone deep dive into skills we all think we have but don’t necessarily understand e.g. sympathy v empathy and hearing v listening.”

Wellness Wednesday:

“I just wanted to let you know that I spent this Wellness Wednesday treating myself to an hours Reflexology... I left feeling refreshed and totally relaxed... I have been able to claim back the cost of my treatment through BHSF.”



produced by Wellness to encourage men to talk about their mental health.



Resources & accreditations

Create a culture whereby people feel **inspired, motivated and rewarded to learn and develop**



Brilliance

What we did

Induction program

- Created a 'Warm Welcome' induction programme.

Learning (training)

- Ran a programme of Brilliant Basics and Craft Skills – including Generative AI training.
- Created a space on our learning portal for sharing 'brainfood' – things that we've seen or read that have inspired us.
- Continued to offer IPA training, LinkedIn learning, as well as learning through our parent company, MISSION.

Professional development

- Designed and launched a new 'Room To Grow' professional development and appraisal program, with a new coaching-led approach.
- Ran appraisal and coaching skills training, including Radical Candor.

Key successes (>) & learnings (<)

Learning (training)

- > Retained IPA CPD Platinum award.
- > 3967 hours of training undertaken.
- > 61 various IPA qualifications held across Agency.
- < Despite the successes, our lowest Happiness Index score was in 'Opportunities to progress' 6.9. We need to better understand what perceived barriers are in place, and remove them.

Professional development

- > The revised coaching-led 'Room To Grow' appraisals programme (with training to support roll-out and best use across the business), helped drive all round business performance and staff development on a personal and professional level.
- < Implementing 'radical candor' as an ongoing behaviour of feedback has been challenging.
- > Three new roles created within the business, and filled internally.
- > Voluntary staff churn rate of 6.4% (vs integrated Agency industry ave 23.15%).

General

- < We need to reduce the pressure on the Brilliance (Employee-Led Team) in such heavy lifting i.e. new appraisal programs, with more of this work moving to the People Team (MISSION shared services).

What's next (2024)

Learning (training)

- Continue to offer a rich and varied learning program, via IPA, LinkedIn learning, in house training and via MISSION group.
- Aim to retain CPD Platinum standard.

Professional development

- Continue to drive the adoption of Radical Candor: uptake was lower than we had hoped, so more work is required to build confidence and embed into behaviours.
- Work with MISSION team to ensure everyone has a clear job description and career path mapped.

Our People: Create a culture whereby people feel inspired, motivated and rewarded to learn and develop



Resources & accreditations



Develop a recruitment strategy supportive of our commitment to **creating a more diverse team**



Open House

What we did

Socio-economic diversity

Expanded our local schools and colleges engagement programme, offering children 14-18 years old insights into our industry, learning opportunities and work experience. (Of particular importance due to our main office being in an area of high social deprivation – see section intro).

- Spent 382 hours engaging with local schools and colleges.
- Hosted IPA AdUnlocked for the second year. Actively approached local schools and colleges to drive awareness of the event and encourage sign-up.
- Ran our first Agency-own Open Day for 50 students, giving them access to the industry.
- Hosted five work experience students following our Open Day.
- Provided a work experience placement, a T-level placement, and a year-long work placement.
- Kandice Quain, Open House & Media Manager, delivered a talk at IPA Media Strategy & Planning Summit on the EDI benefits of apprenticeships.

Key successes (>) & learnings (<)

Socio-economic diversity

- > An uplift of 435% in attendees to AdUnlocked YOY (from one school to five).
- > Social mobility indicators in our Agency-level data from the IPA All In Census were higher than expected. 76% attended state-run/funded schools vs 64.2% industry average. 67.3% of parents didn't attend university vs 50.8% industry average (see appendix for more data).

Ethnic diversity

- < In 2022 we worked with Hargreaves Lansdown's and their Strive Internship program, which organises paid internships for Black, Asian and minority ethnic university students in West England. Through Strive we offered two paid internships. In 2023 we researched new partners in preparation for 2024 plans.
- < The importance is evidenced in our IPA All In Census data which shows how homogenous our talent is (see appendix).

EDI training

- < We were due to roll out the second phase of EDI training via MISSION Group. This went on hold.

What's next (2024)

Ethnic diversity

- Work with a partner organisation to offer an internship/work placement to support Black, Asian and minority ethnic talent.

Socio-economic diversity

- Continue to support local schools and colleges in gaining access to the Agency, and wider industry. Widen approach by participating in school careers fairs.

Training

- Deliver EDI training directly if unavailable via MISSION.

Our work

- See 'Work' for how we plan to challenge bias and champion diverse voices in our work.



Resources & accreditations



IPA Media Strategy & Planning Summit



Kandice Quain

“Apprenticeships are inherently inclusive.”

Media Manager, Kandice Quain, speaking at the IPA Media Strategy & Planning Summit

Support talent across all diversity groups set out in the industries ‘All In’ action plan



What we did

Neurodiversity <ul style="list-style-type: none">• Drove awareness of, and signposted support resources.
Disabled talent <ul style="list-style-type: none">• Provided a work experience placement and a T-level placement to people with disabilities.• Created an accessibility map of Head office and implemented new measures to improve access.
Women <ul style="list-style-type: none">• Carried out a full Flexible First review identifying a vast number of flexible arrangements across the Agency.• NB GPG data is published at Group level (at an Agency-level our results are impacted by the 'small groups problem' so our data fluctuates frequently/easily).
Older talent <ul style="list-style-type: none">• Launched 'Anything But Grey', over 50s consultancy. Led by a team of specialists within the Agency who are over 50.• Menopause awareness & support.<ul style="list-style-type: none">• Signposting Menopause Policy• World Menopause Day communications• Became a Gen M Partner (M tick)

Key successes (>) & learnings (<)

Women <ul style="list-style-type: none">> Identified a vast number of flexible arrangements across the Agency.< But, we need structure around these to formalise and ensure equity.
Older talent <ul style="list-style-type: none">> Created further career opportunities for over 50s at the Agency.> Our IPA All In Census data shows the average age at Bray Leino to be +13% higher than industry average.
EDI training <ul style="list-style-type: none">< Training via parent Group went on hold due to staff changes/resourcing.

What's next (2024)

Women <ul style="list-style-type: none">• Formalise being flexible first.
LGBTQ+ <ul style="list-style-type: none">• Work closer with our parent company MISSION's group Be You, to improve allyship.• Finalise updates to policies to ensure inclusion of LGBTQ+ employees & implement new IVF and fertility policy.
Neurodiversity <ul style="list-style-type: none">• Develop toolkit, review policies and implement.
EDI training <ul style="list-style-type: none">• Roll out Agency-wide training, via MISSION or a third party partner at Agency-level.
Policies <ul style="list-style-type: none">• Review existing policies and where these should be enhanced.



Menopause Policy

1. PURPOSE

The Mission Group is committed to providing an inclusive, respectful, and supportive working environment for everyone who works here.

Menopause is a natural part of a woman's life, and it isn't always an easy transition. Whilst not all women suffer with symptoms, supporting those who do will improve their experience at work. We want everyone to understand what menopause is, to be able to talk about it openly and without embarrassment.

We also have a duty to ensure the health, safety, and welfare of all our employees under the Health and Safety at Work Act 1974. In addition, the Equality Act 2010 outlines that individuals must not be discriminated against due to their gender, gender identity, or any form of disability and we recognise that the symptoms of the menopause may constitute a disability. We are committed to ensuring appropriate support and assistance is provided to any employee who is affected by menopause.

The aim of this policy is to:

- Foster an inclusive and supporting working environment in which colleagues can openly and comfortably instigate conversations or engage in discussions about menopause in a respectful and supportive manner.
- Raise wider awareness and understanding among all employees and managers about the menopause.
- Outline support and reasonable adjustments available.

2. SCOPE

This policy covers all employees, officers, consultants, contractors, volunteers, interns and casual workers. We also encourage the application of this policy where our business involves partnerships with third parties e.g., suppliers; contractors.

3. DEFINITION

Menopause is defined as a biological stage in a woman's life that occurs when she stops menstruating and reaches the end of her natural reproductive life. The average age for a woman to reach menopause is 51, however, it can be earlier or later than this due to surgery, illness, or other reasons.

4. SYMPTOMS

Each person will be affected in different ways and to different degrees over different periods

¹
The People team can be contacted on peopleservices@themission.co.uk

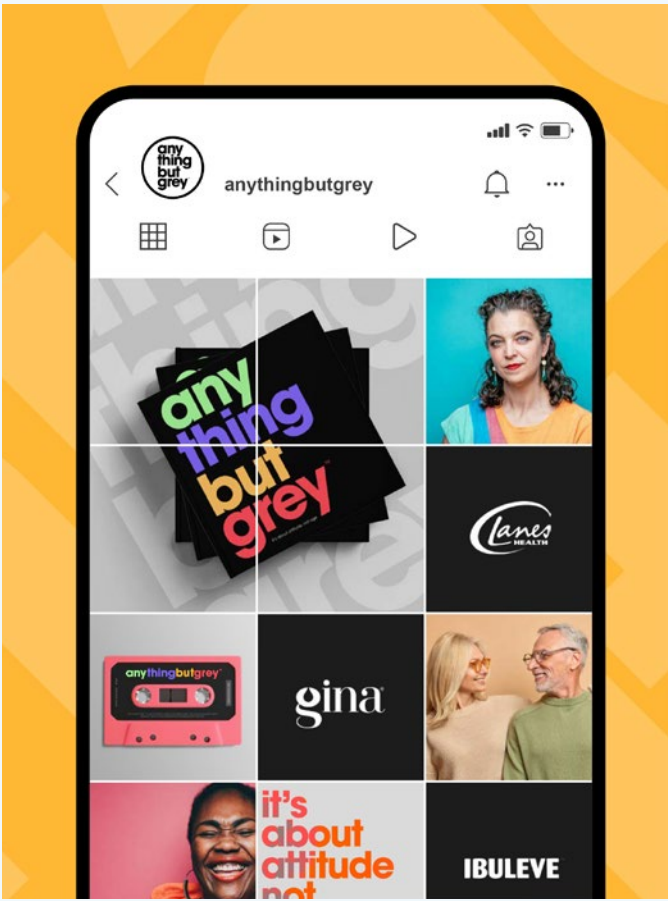


WACL

FOUNDED IN 1923



Resources & accreditations



- Our over 50's consultancy, led by a team of specialists within the Agency who are of the age group.



Our Planet



Overview

As a service business our current carbon footprint is relatively low. Whilst we invest in measuring and reducing this*, we know that it only tells a small part of the story. The way footprints are currently measured for businesses like ours omits the emissions that come from the growth we drive for our Clients through the work we do.

We're keeping up-to-date in industry developments in methodologies i.e. Facilitated Emissions for measuring this but in the meantime are applying the concept to discussions and decision-making. Read more about this in '**Work**'.

*Our parent group, MISSION, will be publishing our group-wide Carbon Transition Plan early 2024, which we'll share in our next report. Our Group-wide reduction targets are also being verified by SBTi.

Head to '**Community**' for the pro bono work we're doing to help protect our local biodiversity. We also continue to run nature-based activities in the grounds of our North Devon office (nature walks, apple pressing).



Equip executive team in factoring environmental impact into decision-making



Green

What we did

Board-level training

- Ran a bespoke version of 'Change The Brief' training with all members of our Operational Board, with a focus on Climate Crisis.

Processes & oversight

- Implemented annual sustainability meetings with Operational Board to ensure full oversight, and accountability, of current impacts and future initiatives.
- Integrated business and sustainability strategy for visibility of trade-offs in decision-making.
- Work Ethics process implemented (including environmental impacts) to safeguard work.
- Utilised 'red list' (industry exclusions) to guide new business decisions.

Client portfolio

- Reviewed Client portfolio and carbon impacts to drive awareness of Scope 3 downstream.
- Ran portfolio scenario planning sessions with risk/opportunity analysis. Used 'Red, Amber, Green' carbon approach to guide this.

Key successes (>) & learnings (<)

Client portfolio

- > New 'Ideal Customer Profile' for new business efforts, updated to include new sustainability criteria.
- < Scoped screening questions for new high carbon Clients, but found challenges around qualifying action vs pledges to achieve Net Zero.

What's next (2024)

Processes & oversights

- Build on oversight framework, and include review of impacts by department.
- Introduce New Business carbon analysis.

Training

- Roll out 'Change The Brief' training to a wider Agency group.



Reduce our organisational carbon footprint



Green

What we did

Measurement

- Worked with Green Element, environmental consultants, to measure our carbon footprint (we now have footprint measurements from 2019).
- You can see our carbon footprint and 2019-2023 overview .

Setting reduction goals

- These have been set at Group level, and are with SBTi for verification.
 - Reduce absolute Scope 1 & 2 emissions by 52.2% and Scope 3 by 42% by 2029 vs base year 2019.
 - Achieve scientific net-zero by 2050 (90-95% reduction in emissions, with carbon removal programmes used to capture residual emissions).

Reduction in action

- Introduced Travel Guidance (carbon hot spot) to support decision-making in reducing travel, and choosing lower carbon options.
- Improved recycling facilities (quantity and quality/separation – made it easier to stop contamination).
- Migrated Agency digital file storage to Dropbox (100% renewable energy used in data centres and YOY improved data centre power usage effectiveness (PUE). [See p29 of]

Key successes (>) & learnings (<)

Footprint

- < 2023 footprint has increased 11% from 2022 to 2023, equating to an additional 50 tCo2e.
- > 2023 footprint has reduced vs 2019 benchmark by 29%.
- < Most of the reductions we've seen since 2019 have been due to the changes in the way we work driven by Covid-19, rather than difficult decision-making. We need to have a clear plan in place to actively reduce emissions at an Agency level, particularly relating to travel.

Transition Plan

- < Need greater involvement in target setting at Group level and what's required at an Agency-level to effectively reach these.

Specific reduction actions

- < Struggled to implement more EV charging points at North Devon Head Office (Filleigh) due to limited electrical infrastructure.
- < Travel Guidance has not affected a reduction in business travel (carbon emissions).

What's next (2024)

Carbon Transition Plan

- Review the Group-level Carbon Transition Plan, when available in 2024.
- Develop an Agency-specific roadmap for carbon reductions.
- Review and publish Agency-specific targets following the verification of our Group-wide targets by SBTi.

Specific reduction actions

- Review our travel guidance based on effectiveness.
- Explore more attractive EV schemes for employees.
- Explore solutions for more EV charging points at Filleigh.
- Scope costs, timelines and what's required to implement a renewable energy alternative to current gas supply at Filleigh (rented, off-grid location).

Internal communications

- We'll continue to encourage behaviours required to reduce our emissions (travel, recycling, energy use, reducing archives).

... And

- Continue to signpost Make My Money Matter for resources on carbon impacts of pensions and banking with our teams.

Implement an environmental management program



Green

What we did

- Internal audit and near completion of documentation required for ISO 14001 certification.
- Engaged ISO consultants, AvISO, to support in final stages.
- Started using AvISO online Environmental Management System as a well organised, easily accessible and updatable repository for all our environmental documentation but decided not to pursue ISO 14001 certification itself.

Key successes (>) & learnings (<)

Reassessing our approach

- < Invested a lot of time in approaching this with the aim of ISO 14001 certification. Realised the priority (time, cost) for our business was in implementing a system, and continual improvement, rather than in certification.
- > Implemented AVISO's online Environmental Management System.

What's next (2024)

- Continue to improve systems and procedures and reduce carbon footprint.
- Look out for certificates or processes that are more suitable for our business than ISO 14001.



Our Work



Our Work



Overview

As a Creative Communications Agency, our role in the world is to amplify what our Clients are doing. To extend their reach to millions of people, to grow their brands and enable them to achieve their goals.

So while we will strive to improve our own ways of working, ultimately the growth we drive for our Clients will always have greater impact than our operations. That's why we've pulled it out as a separate reporting pillar in this inaugural report.



Measure and reduce the environmental impact of our work



Green

What we did

Training <ul style="list-style-type: none">Operational Board received Climate Crisis training.
Client portfolio <ul style="list-style-type: none">Mapped (plus scenario planning) by 'Red, Amber, Green' carbon concept.
TV & Stills productions <ul style="list-style-type: none">Production team AdGreen trained.AdGreen carbon calculator used on all TV & stills productions & levies collected to support their work.Created an environmental policy for productions.
Print production & Packaging <ul style="list-style-type: none">Attended Packaging & Print shows to stay up-to-date with latest best practice and lower impact materials.Scoped print-specific carbon calculator.
Media <ul style="list-style-type: none">Continued to support IPA Media Climate Charter.
Sustainability Services <ul style="list-style-type: none">Developed a suite of services and planning tools, to support our Clients.

Key successes (>) & learnings (<)

Training <ul style="list-style-type: none">> Internal communications around greenwashing regulations, using our Sustainability Communications Director as a sounding board + IPA legal team, enabled the team to offer effective advice to multiple Clients.
TV & Stills productions <ul style="list-style-type: none">> AdGreen principles and tools now embedded into the way we work.> Increase in remote pre and post productions.> Conducted a photoshoot in five worldwide locations from our desks in North Devon.> Conducted a TV ad in Italy from our desks in North Devon.
Media <ul style="list-style-type: none">< IPA Media Climate Charter carbon calculator not actively used in plans, as methodology requires refinement and industry not universally aligned (nb 2023).

What's next (2024)

Training <ul style="list-style-type: none">Roll out 'Change The Brief' training to 50 people in business. (This was delayed in 2023).Run greenwashing training (by vertical) to whole Agency. (Training last delivered 2022).



Our Work: Measure and reduce the environmental impact of our work

“Working entirely remotely with Milan based production company, Nomint allowed us to **reduce our carbon footprint through minimising travel.**”

Alex Benyon, Senior Creative



Jakeman's created remotely with Milan-based Director, Dario Imbrogno and animation production company, nomint.



Create work supportive of a low carbon future



Green

What we did

Media

- National Forest, E-dedication (dedicate a tree) campaign.

Brand development & creative

- Unconventional
- The Flower Farm
- DNV Emissions Connect

See next slides

Key successes (>) & learnings (<)

Evaluation

- < Challenging to form a consistent approach to qualifying work with positive messaging (image/copy/product).

Training

- < Need to roll out environmental training to ensure considerations are built into brief and creative development.

What's next (2024)

Training & key considerations

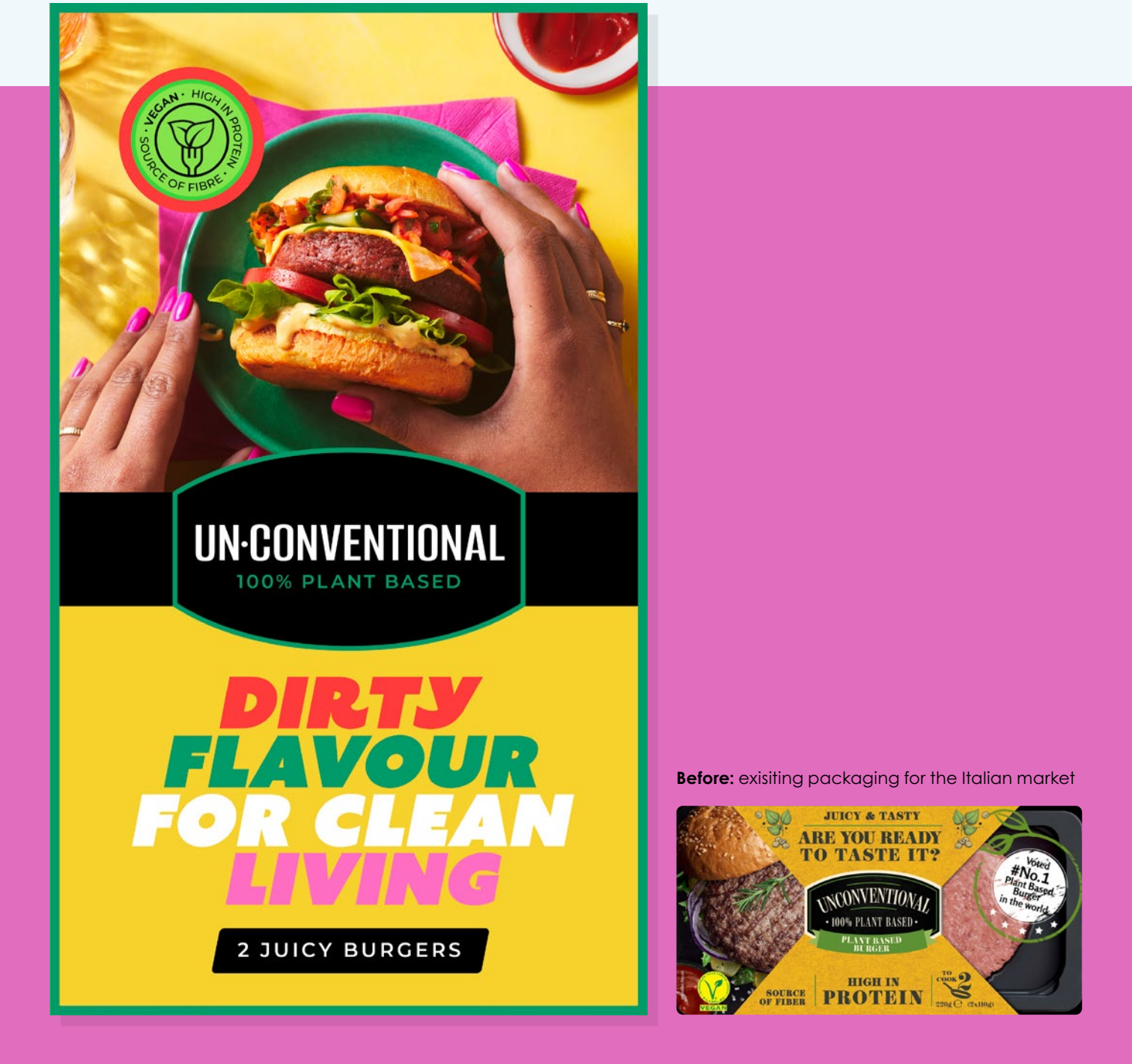
Roll out 'Change The Brief' training (environmental, specific to our work).

Evaluation

Develop an agreed method for assessing positive messaging in our work, and apply same criteria when developing it.

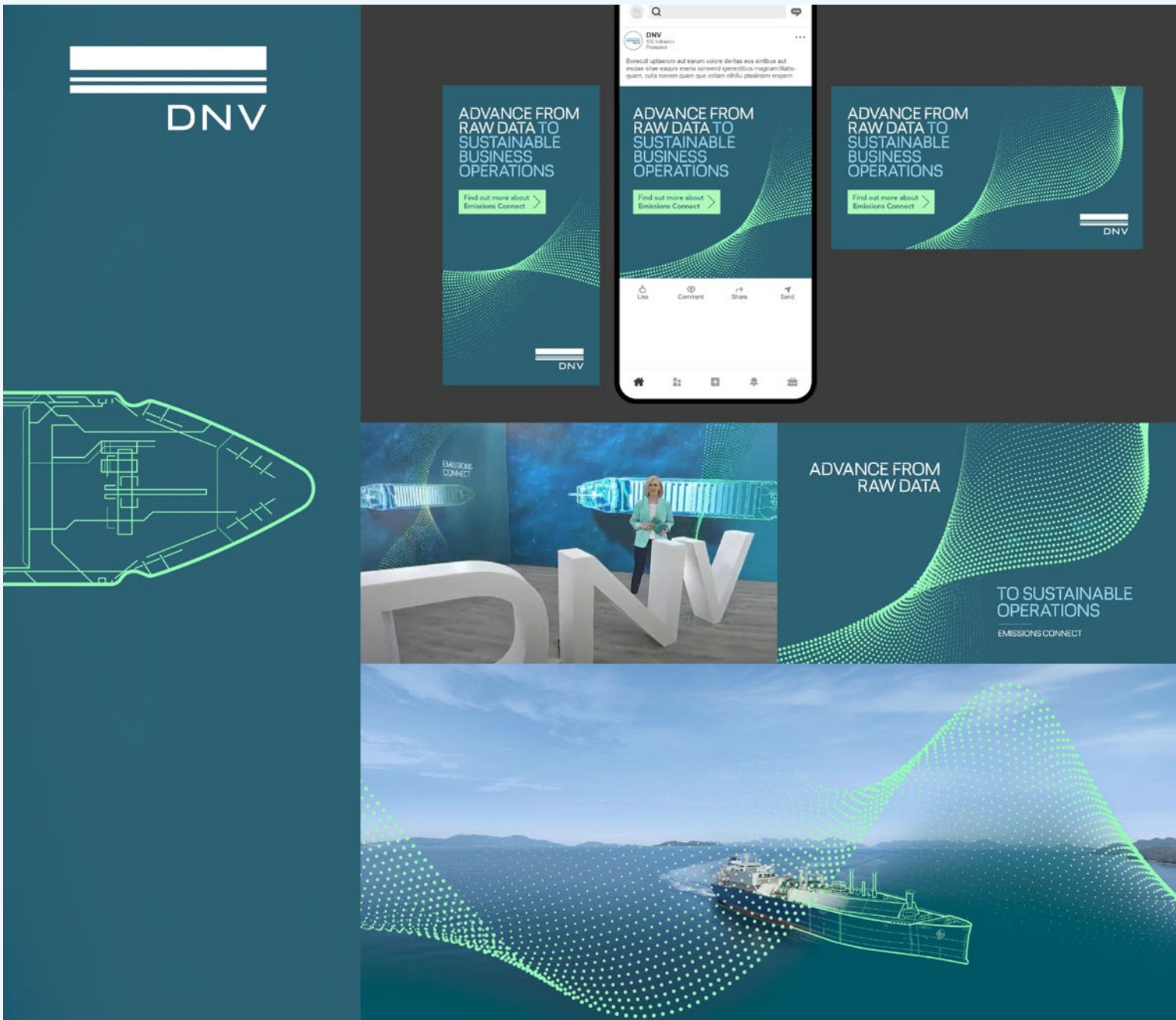


Our Work: Create work supportive of a low carbon future



Unconventional

We created a bold new look for Italian meat-free brand, Unconventional's UK packaging, helping them to stand out in the busy UK market.



DNV

We worked with DNV to bring to life 'Emissions Connect', their unique digital solution that allows maritime organisations to manage and report on emissions data in real-time. Work included look and feel development, launch film, and digital assets.



Flower Farm

We created a shopper marketing campaign for Mission-driven, Dutch-based, Flower Farm, to support their first UK listings of their palm oil-free margarine.

Challenge bias and champion diversity in our work



Open House

What we did

Accessibility

- All websites built with accessibility as a key consideration, through
 - Design
 - Best in development techniques
 - Thorough accessibility testing
- Implemented online accessibility checkers for design work.

Work ethics process

Continued to drive awareness of our Work Ethics Process (introduced in 2022) which includes guidance on questions to ask to guide positive, inclusive representation. Our Work Ethics team includes Edd Southerden the Chair of our EDI team, Open House.

AI & bias

Published guidance – and held sessions – on use of generative AI, including driving awareness of biases in AI training data.

Examples of work... see next slides

Media only: Nesta 'Money Saving Boiler Challenge' Helping those that most need it to save £xx a year off their bills by turning the flow rate of their combi boilers down.

Digital: Motability Operations, UX and technical build of new corporate site with a very specific focus on ensuring high levels of Accessibility conformance.

Key successes (>) & learnings (<)

Campaign messaging

- < Require an embedded process to ensure culturally appropriate representation, based on training and expert resources.

What's next (2024)

Apply BRiM framework

- Audit the last 3 years of Agency stills & TV work (suppliers and final output).
- Use this as a basis to look at how we improve across the board regards diversity & inclusion in our work.

Training

- Review and roll out appropriate EDI training to positively impact our work.

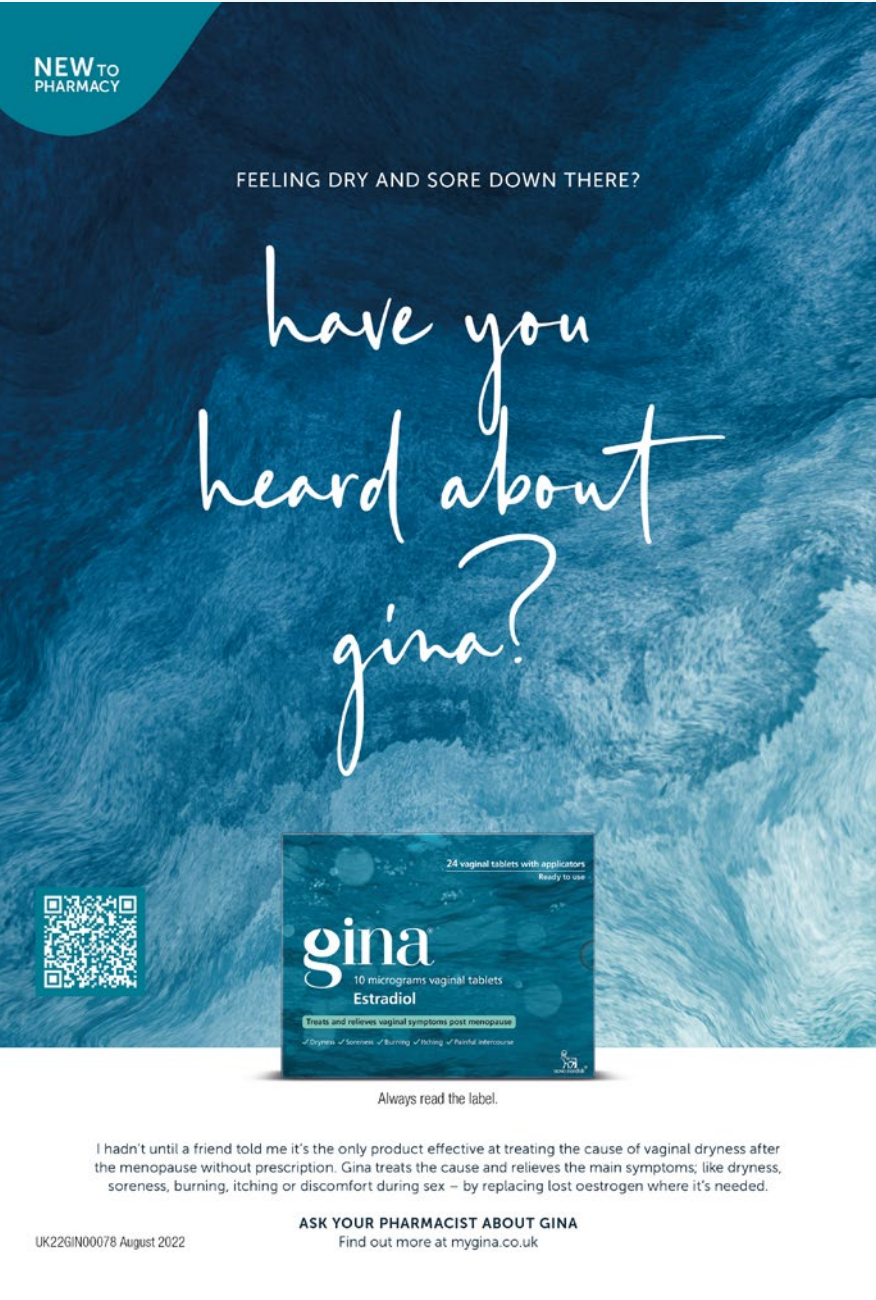
Accessibility in TV productions

- Review and implement improvements to accessibility options in our TV productions.

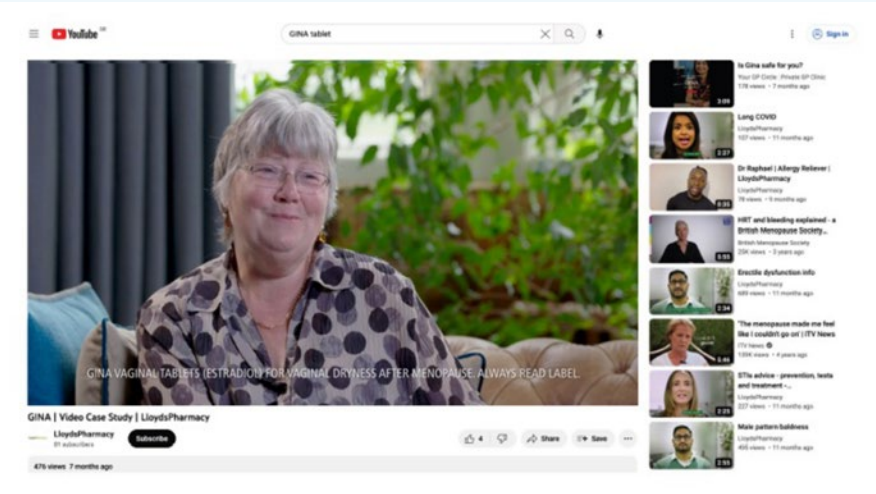
Our Work: Challenge bias and champion diversity in our work



Gina
Our award-winning TV campaign for Gina, the first over-the-counter product to treat the cause of postmenopausal vaginal atrophy, ran on Broadcaster VOD (following the brand design and launch the previous year). We also worked with ITV on a bespoke creative break in ‘Loose Women’ during World Menopause Day showcasing brands that provide help, support and products to women throughout menopause.



Consumer Ad



Testimonial content



OTC product



Our Community





Overview

We're committed to using our skills to support local not-for-profit organisations. We have a long running partnership with North Devon Hospice – over 30 years – and a more recently established partnership with the North Devon World Surfing Reserve.

The work these two organisations do has a profound impact on our local community; to the people in it, and the local environment. It also has a positive impact on our employees, supporting their wellbeing through critical passion projects, and the development of award-winning work.

Alongside our pro bono work, we work hard to improve access to our industry through engagement with local secondary schools and colleges.



Pro bono work for the North Devon World Surfing Reserve (NDSR)



Green

What we did

440+ hours for the North Devon World Surfing Reserve

Why the work they do is so important.

- In 2023, a stretch of North Devon coastline became the 12th Surfing Reserve in the world, recognising its quality alongside iconic sites such as Malibu and Santa Cruz. The reserve brings together the community to protect the waves and their related ecosystems from overdevelopment, erosion, dredging and pollution.

What we did to support them in this:

- Inauguration ceremony assets including plaque, coffee table book, limited edition art print (in collaboration with local artist). This built on the ID we developed in 2022, including the line 'waves for all, forever' celebrating protection and inclusivity.

Key successes (>) & learnings (<)

Partnership development

- > Supporting the team at NDSR for a second year; Investing in long term pro bono partnerships helps us to really understand needs and add value to them.

Inspiring our people

- > All Bray Leino employees were invited to the inauguration ceremony for an afternoon of wellbeing, including surfing lessons and yoga. Feedback was really positive, and the team did a great job of integrating 'Green' and 'Wellness'.

Following our own guardrails

- < When we work on such important passion projects, it can be hard to put limits on the time we spend on them.

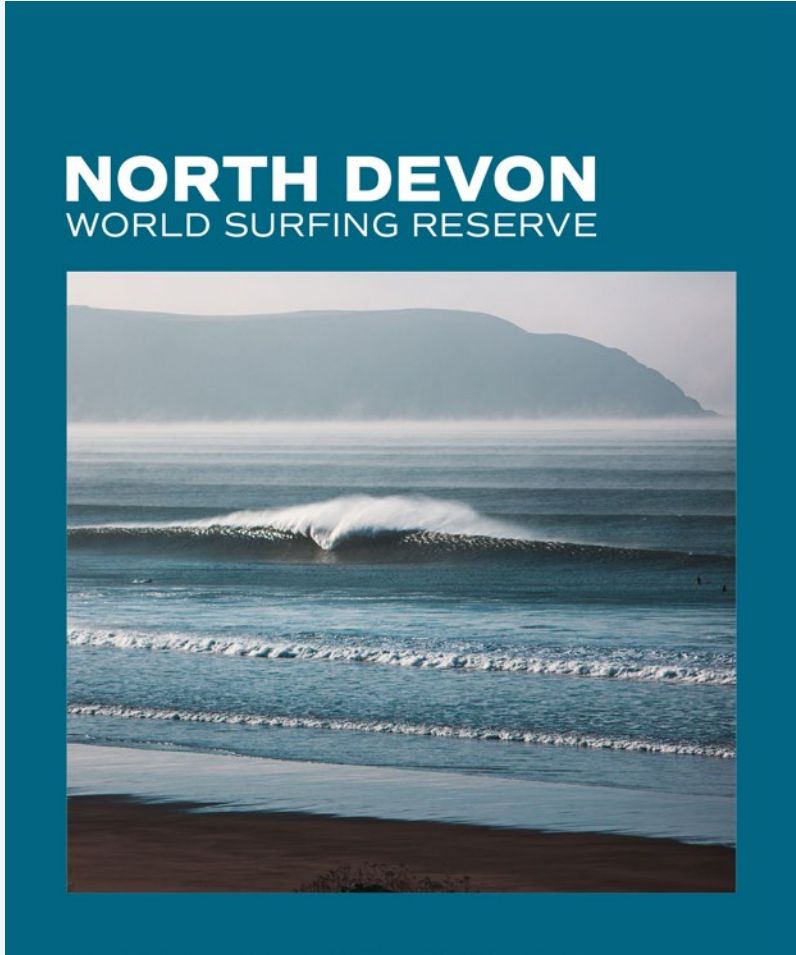
What's next (2024)

Support where it matters most

- Focus on fundraising efforts, as well as grassroots initiatives.
- Create learning opportunities for the Green team through our partnership with NDSR.



Our Community: North Devon World Surfing Reserve



Continue to support our long-term charity partner, North Devon Hospice (NDH)



Community

What we did

650+ hours for North Devon Hospice

Why the work they do is so important.

They are a local charity providing specialist care and support to people who are affected by a life-limiting illness. In order to continue to offer this care and support to thousands of local people they need to raise over £5.5 million every year and can only do this with the support of the community.

What we did to support them in this:

We're proud to have supported the hospice for over 30 years, with our CEO being a trustee. We offer the charity £30,000 worth of pro bono time every year. In 2023 they used this time for:

- Brand Development
- Website Project
- General website updates
- support

Fundraising

Alongside pro bono work our teams fundraise for the Hospice throughout the year. In 2023 they raised £4,700 through:

- A sky dive
- Work it With a Circuit' donations (fitness sessions organised by the Wellness team)
- Product Auction
- National Cream Tea Day

Key successes (>) & learnings (<)

Partnership

- > Having worked with NDH for so long has enabled us to build trusted relationships.

Engaging our people

- > Fundraising activity throughout the year ensures North Devon Hospice stays front-of-mind.
- < We could do more to communicate the pro bono work we do for the hospice internally and, critically, remind our teams of why this is so important.

What's next (2024)

Support where it matters most

We'll continue to support the charity with £30,000 of pro bono time, with an agreed focus on the website.

Internal engagement

We'll communicate more about the critical care the hospice offers to remind everyone of why our partnership is so important.



Our Community: North Devon Hospice



NORTH DEVON HOSPICE | Brand Guidelines

COLOUR PALETTE

PAGE 11

COLOUR PALETTE

Colour can increase brand recognition by up to 80% and plays a large role in how our brand is perceived before people even engage with us. Therefore, choosing colours that embody our brand personality is critical.

Our colours must always be used consistently across all North Devon Hospice collateral. Secondary colours should be used sparingly and only when needed and if the primary palette doesn't give sufficient breadth for the project.

TINTS

Tints of 60% can also be used in instances where the boldness of the core palette may not be appropriate. Tints of the primary palette can be utilised to create softer background colours.

HERO BLUE	WARM PINK	YELLOW	DARK BLUE	WHITE
Pantone 3553 C C:81 M:51 Y:0 K:0 R:0 G:108 B:181 #006C85	Pantone 2046 C C:0 M:81 Y:18 K:0 R:207 G:88 B:158 #CF588A	Pantone 143 C C:0 M:35 Y:85 K:0 R:249 G:170 B:51 #FF8233	Pantone 284 C C:100 M:76 Y:0 K:45 R:6 G:46 B:101 #002E65	Pantone C:0 M:0 Y:0 K:0 R:255 G:255 B:255 #FFFFFF

60% TINT

ORANGE	TEAL	PURPLE	GREY 1	GREY 2
Pantone 166 C C:3 M:27 Y:96 K:0 R:232 G:86 B:23 #E85C17	Pantone 7467 C C:77 M:11 Y:33 K:0 R:0 G:164 B:177 #00A6A6	Pantone 253 C C:50 M:87 Y:0 K:0 R:181 G:0 B:177 #891281	Pantone Cool Gray 9 C C:0 M:0 Y:0 K:20 R:172 G:171 B:171 #706F6F	Pantone Cool Gray 1 C C:0 M:0 Y:0 K:15 R:227 G:227 B:227 #E6E6E6

NORTH DEVON HOSPICE | Brand Guidelines

COLOUR PALETTE - IN USE

PAGE 12

HERE'S OUR COLOUR PALETTE IN ACTION

Here are some examples of how the colour palette can be used in practice. Most times we try to stick to the proportions shown on the grid on the previous page. We are a predominantly Hero Blue and Warm Pink charity, with the Dark Blue, Yellow and White adding pops of interest and contrast.

However, we know that for certain projects we'll need to lean more heavily on the supporting colours of Warm Pink, Yellow, Dark Blue and White, while the Hero Blue may take more of a back seat.

See also, the use of the secondary palette, used in this example in a pie chart where the main palette would not have provided enough colours.

Hero Blue. Our key colour, always used as the hero.

Example of how tints can be used.

Subtle and minimal use of the secondary palette to add impact and versatility.



Work with local schools and colleges to improve access to our industry



Open House

What we did

380+ hours local school support.

Over 125 students gained access to our Filleigh office across two events, in which we opened our doors to local schools and colleges to offer access to our industry and support through skills development.

Bray Leino 'Open Day' (June)

- Designed and ran our first Agency Open Day.
- Hosted 50 students from local schools, as well as the IPA.
- We worked with supported catering learners at our local college to provide the lunch. We funded a session with a professional chef to teach the students how to prep for the lunch and supported them on the day.
- Followed with four work experience placements.

IPA AdUnlocked (November)

- Joined Agencies across the UK in supporting the IPA's AdUnlocked initiative, hosting local schools and colleges.

Key successes (>) & learnings (<)

First 'Open Day'

- > Created a great framework for future events.
- > Positive feedback received from both the colleges tutors and the students.
- < A lot of time invested in designing this first event, but this will reduce in future years.

AdUnlocked Participation

- > Applied framework and learnings from previous year's event.
- > Through direct engagement with schools, attendance increased to five schools and 75 students (a 435% uplift from last year).
- > Agency engagement increased, with 20 members of the Bray Leino team supporting the event.
- > Positive feedback received.

What's next (2024)

Build on successes

- Continue to run these events (critical to improving social mobility within the industry, and supporting our local community).
- Leverage learnings, and structure from previous events to reduce time spent in the set-up.

And some other things..

International Women's Day

Pro bono work for three local female-run small businesses.

50 for 50

To celebrate our 50th birthday, we donated £50 to each of 50 good causes nominated by our team.



Our Community: Advertising Unlocked



“Thank you for arranging such a great experience for our students. **The opportunities you and the team provided them was outstanding.** The chance to meet with and speak to such a range of professions in the business would have taken months to try and replicate. You were able to provide that experience in bite size chunks in a fun and engaging way...”Exeter College





Thank you for reading.
Any questions?
greith@brayleino.co.uk





Appendix

1. Data



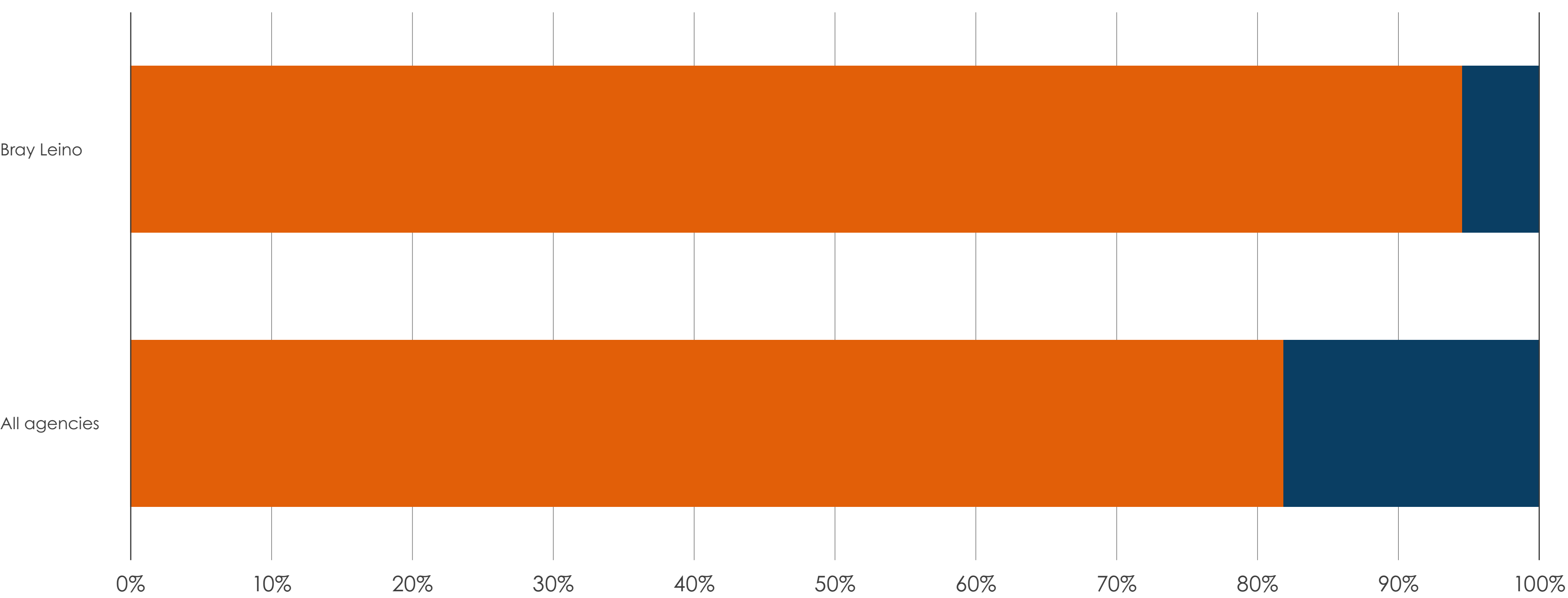


1. Data: Agency EDI

Data: Agency EDI

Bray Leino is less ethnically diverse than industry average

Ethnic split of participants



White Non White

Source: IPA All In Census data, 2023



Data: Agency EDI

Bray Leino is bucking industry trends with an older average age

40.3

Average age, Bray Leino

35.7

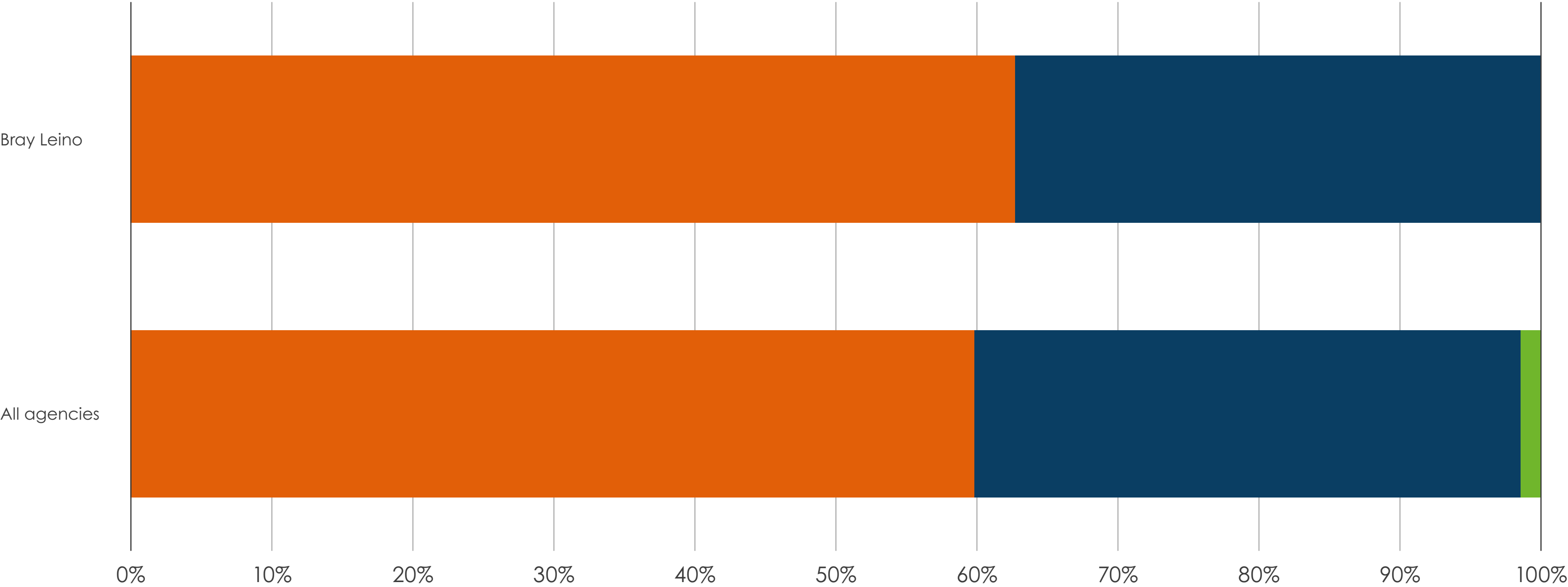
Average age, all Agencies



Data: Agency EDI

Bray Leino gender profile vs industry average

Gender profile



Woman Man Non-Binary / Prefer to self describe / Prefer not to say

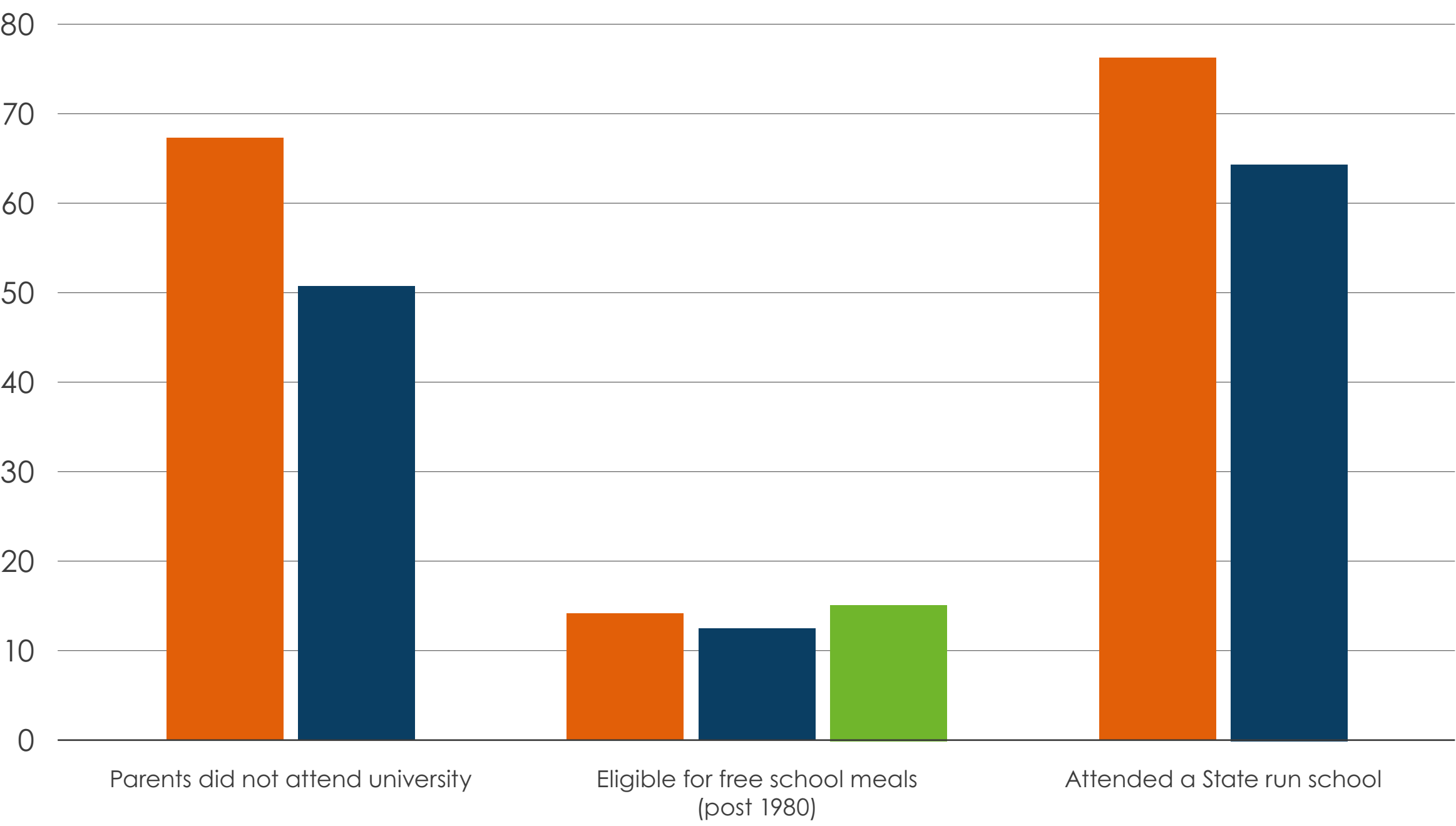
Source: IPA All In Census data, 2023



Data: Agency EDI

Bray Leino has significantly higher social mobility than industry average

Social mobility



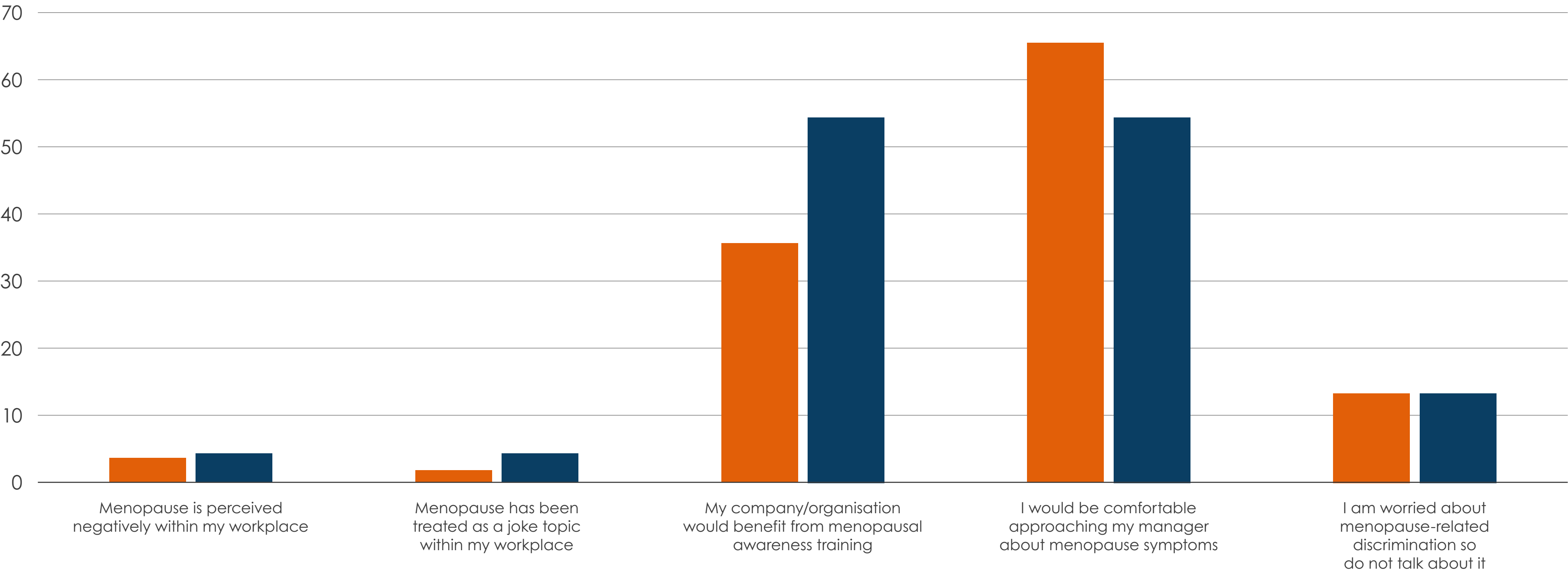
■ Total Bray Leino ■ All Agencies ■ UK Benchmark

2023 source: Bray Leino and 'All Agencies', IPA All In Census Data. UK Average source: Social mobility commission & UK government.



Data: Agency EDI

Bray Leino is more aware/tolerant of menopause than industry average



■ Total Bray Leino ■ All Agencies

Source: IPA All In Census data, 2023



Data: Agency EDI

Greater belief in quality of treatment than industry average

% of participants who believe company treats everyone equally regardless of:



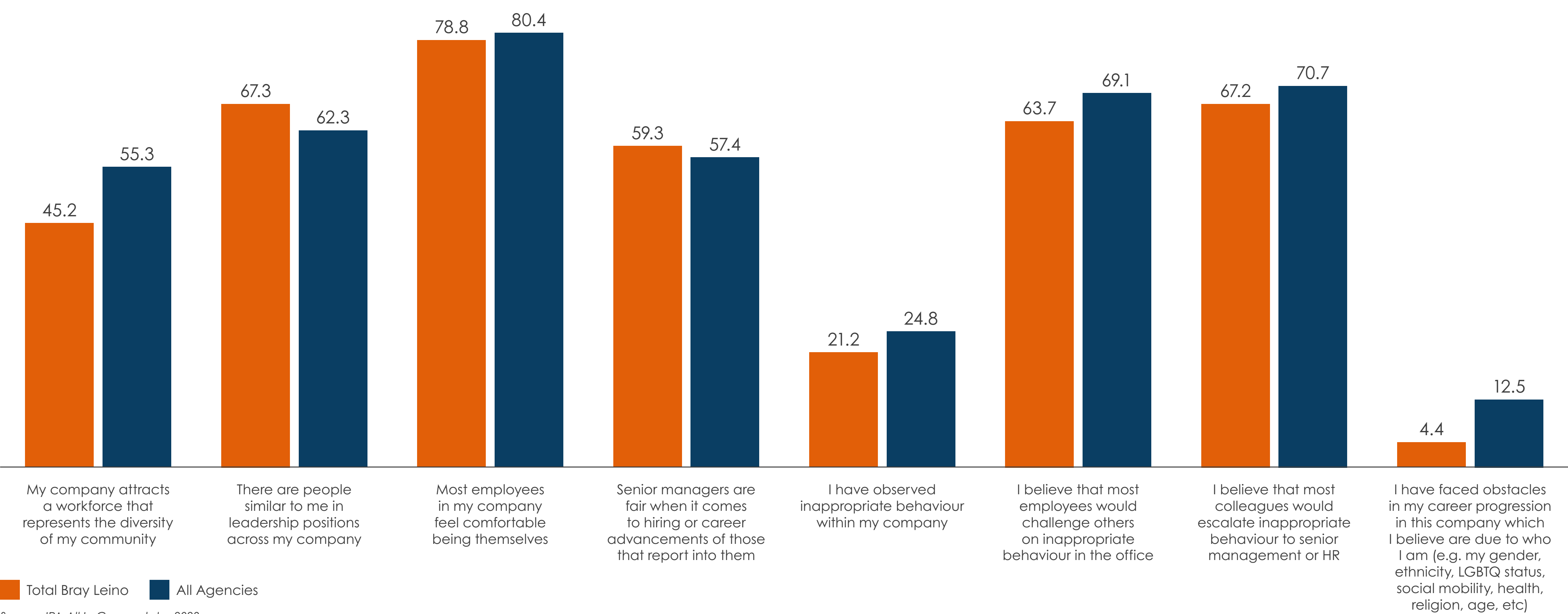
Source: IPA All In Census data, 2023



Data: Agency EDI

Bray Leino has significantly less representation of community diversity than industry average

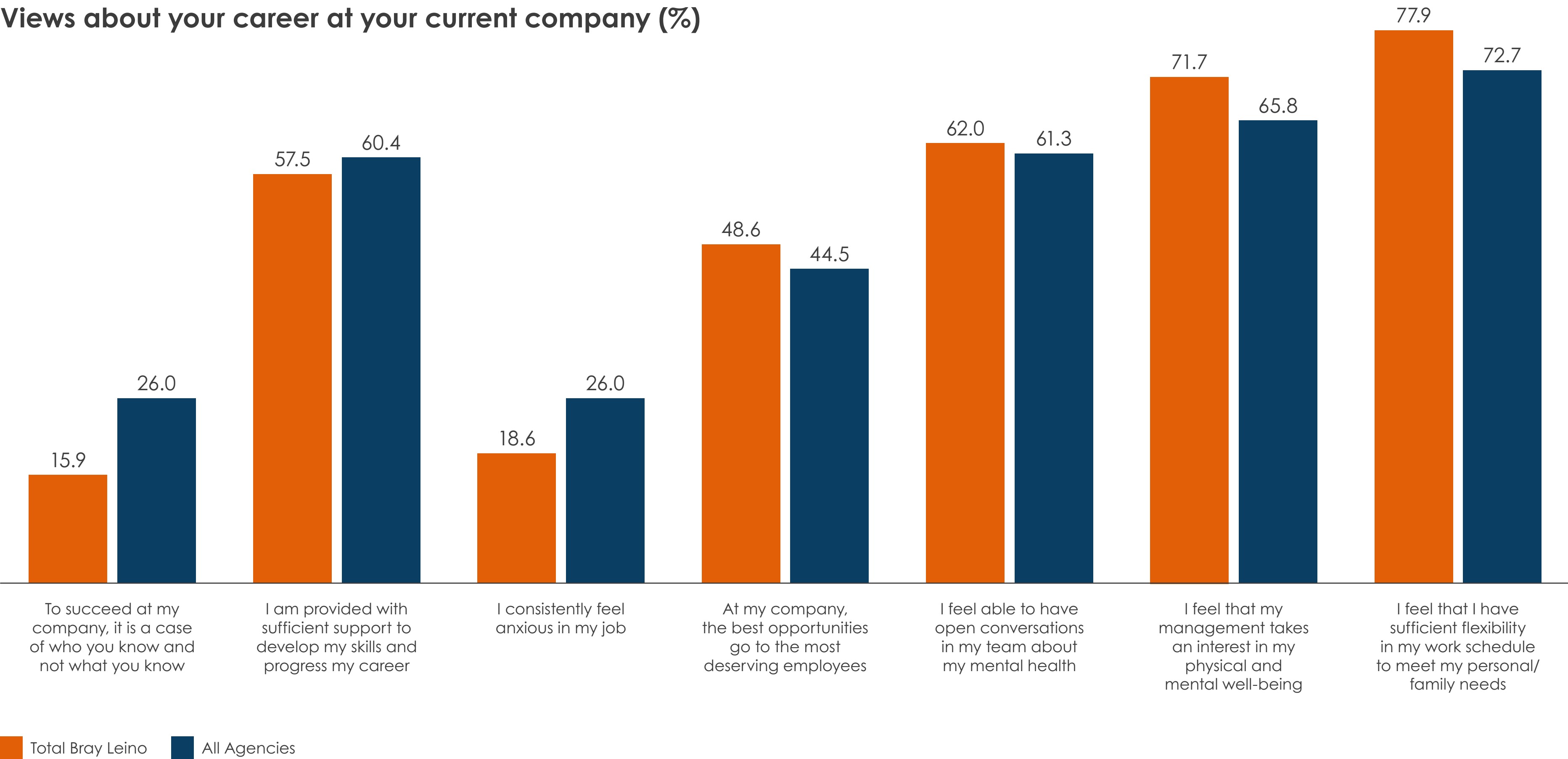
Feelings for your company culture (%)



Data: Agency EDI

Bray Leino is perceived as offering more equitable treatment, wellbeing and flexibility than industry average

Views about your career at your current company (%)



Data: Agency EDI

Greater belief that Bray Leino is trying to be more diverse and inclusive vs industry average

% of participants who believe their company is actively taking steps to be more diverse and inclusive



Yes Yes, but they need to do more No, they need to do more No, but the current status is fine





2. Data: Agency carbon emissions

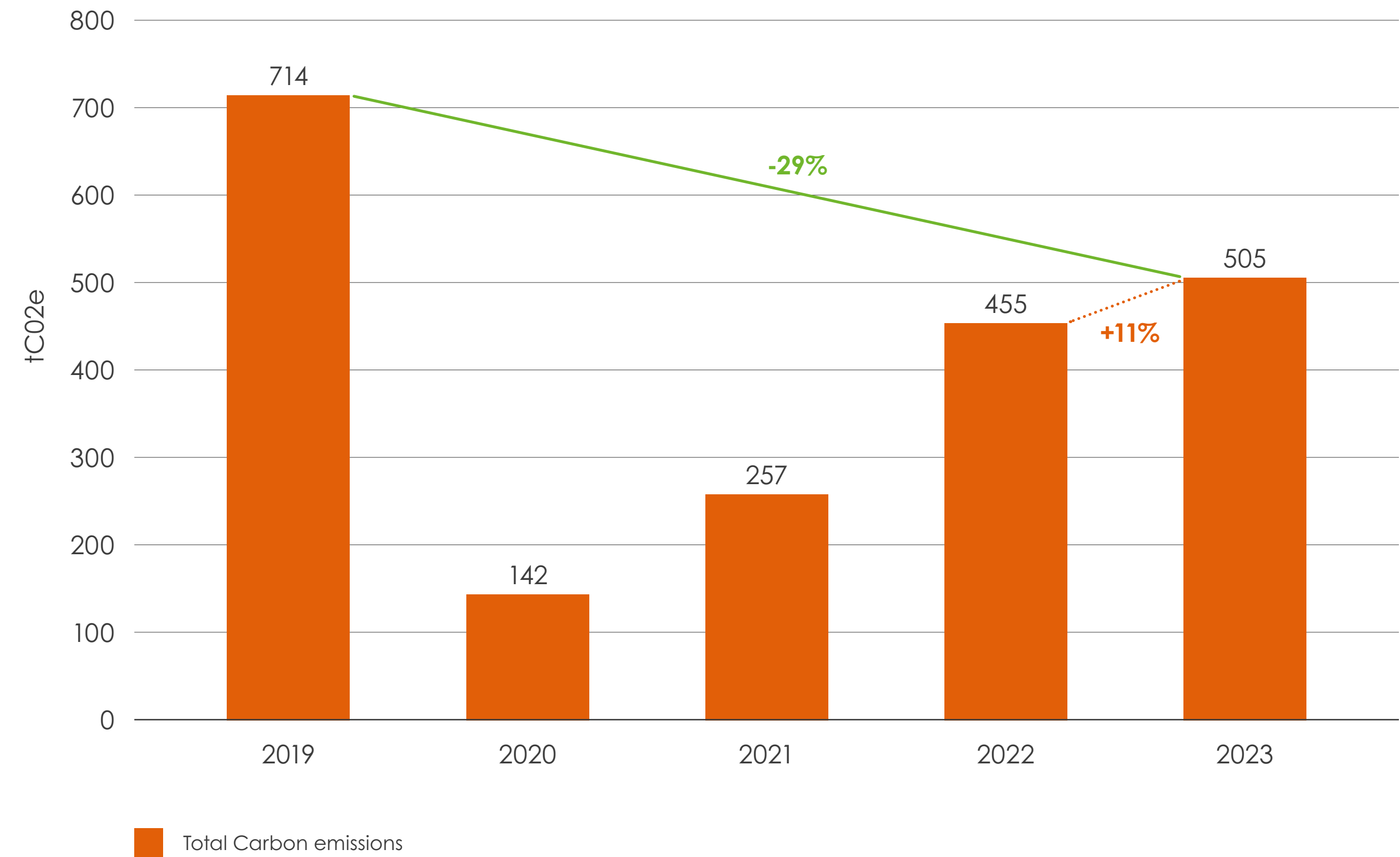


Data: Agency carbon emissions

Carbon Emissions

Like-for-like overall carbon emissions, 2019-2023

On a like-for-like basis emissions have increased 11% from 2022 but remain 29% lower than our 2019 benchmark.



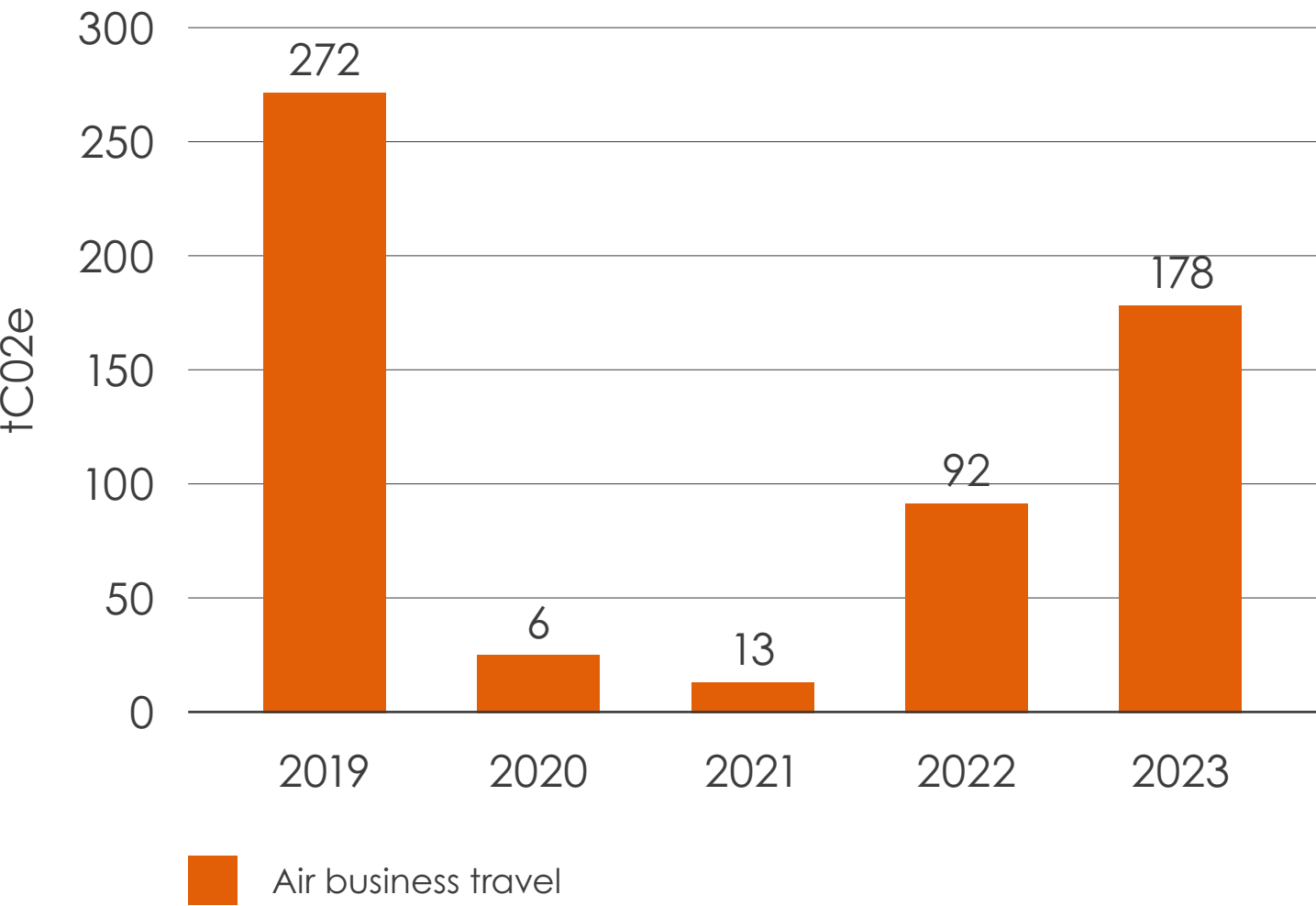
- 2019 is our benchmark year
- 2020 and 2021 figures are anomalous due to Covid-19
- 2022 was our first real test of progress and 2023 shows how we are progressing now that pandemic behaviour is fully behind us



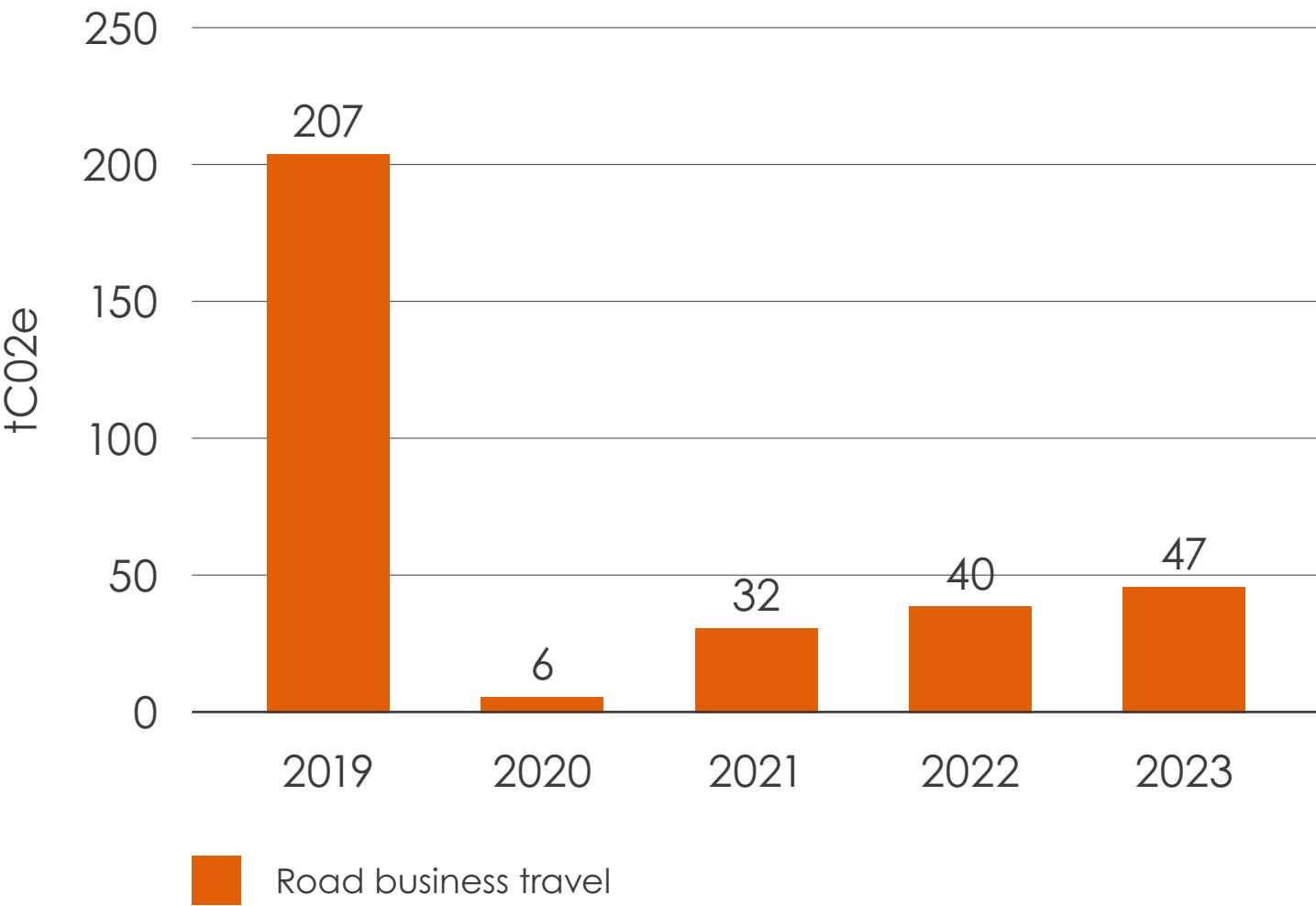
Data: Agency carbon emissions

Carbon Emissions

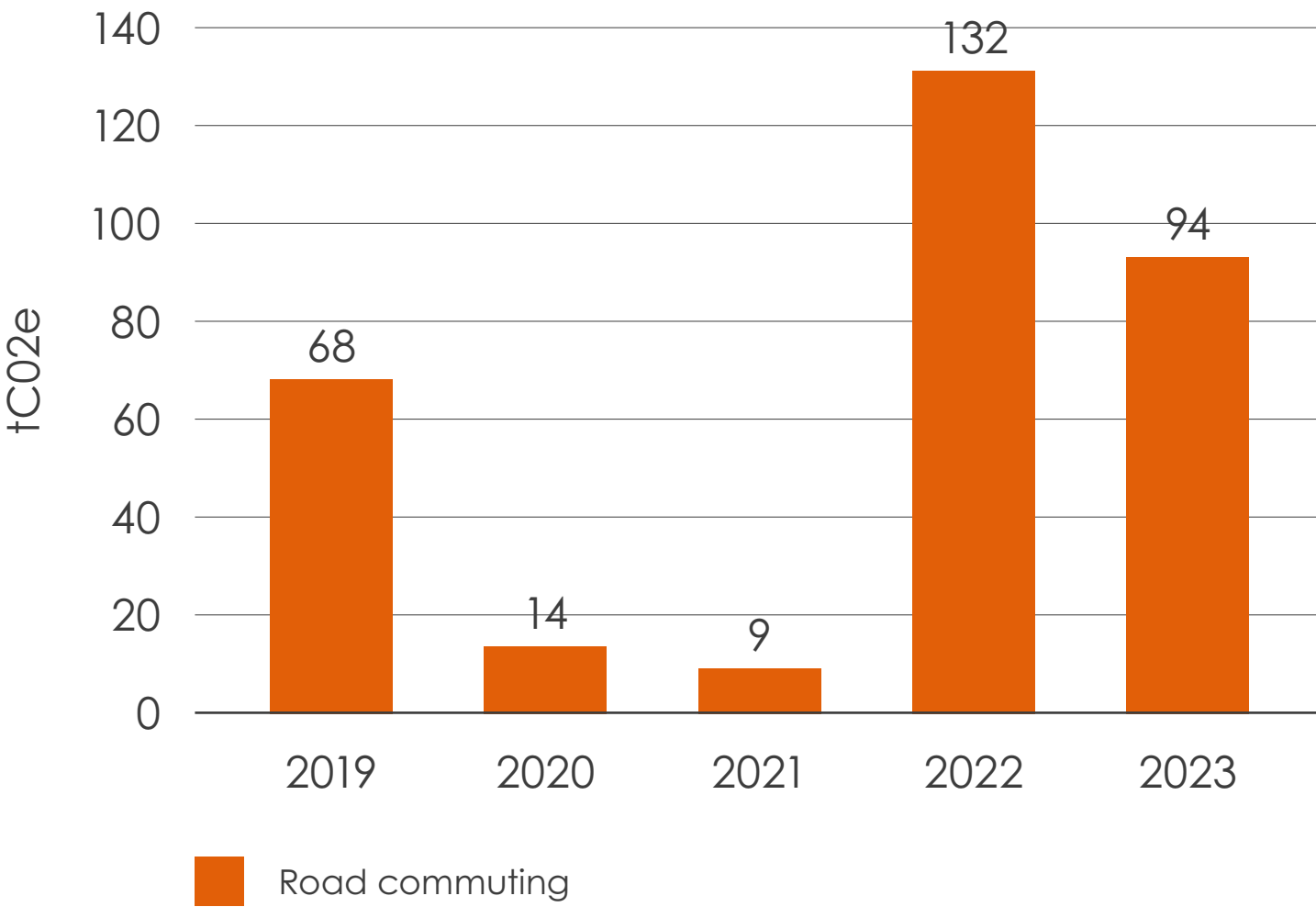
Air travel carbon emissions, 2019-2023



Road business travel carbon emissions, 2019-2023



Road commuting carbon emissions, 2019-2023



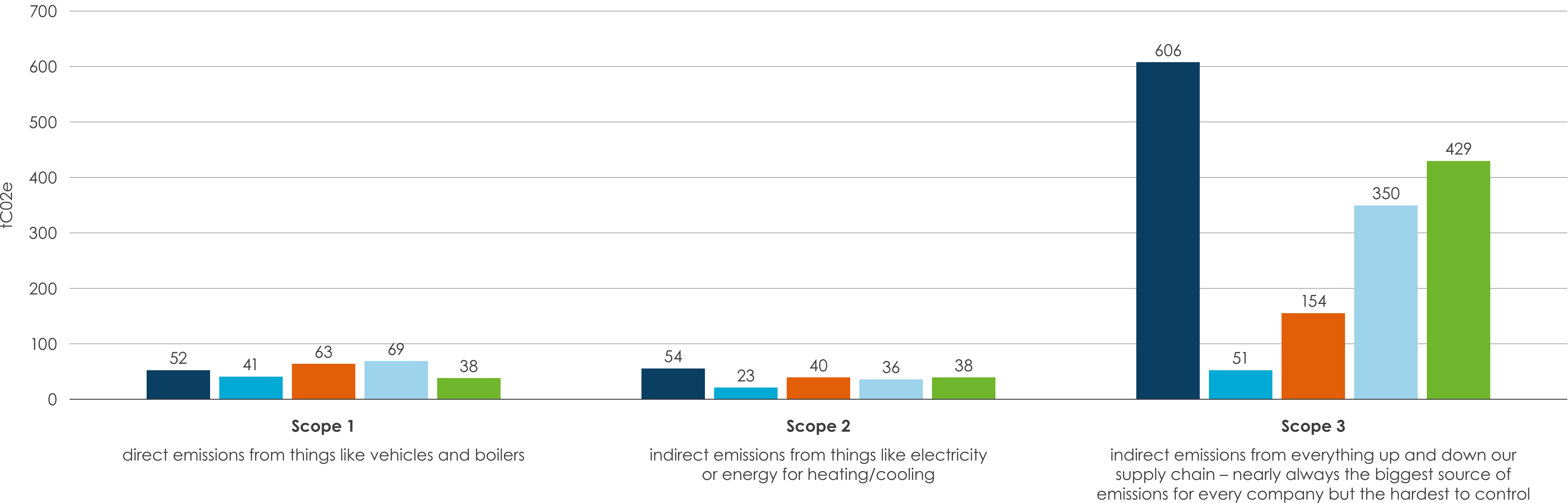
2019 commuting figure less accurate accounting than 2023



Data: Agency carbon emissions

Carbon Emissions

Carbon emissions by scope 2019-2023



2019 2020 2021 2022 2023





3. Cultural pillars



Wellness

Purpose

To inspire a healthy, supportive culture where we can all be the very best version of ourselves, such that we grow and thrive together as individuals and as a business.

In action (examples)

- Wellness Wednesdays
- No meetings, we're eating
- 'Work It With A Circuit', and Yoga
- Mental Health First Aiders, signposting of mental health support
- Samaritans Listening Skills Training
- BHSF with EAP



Wellness team (2023). Left to right: Patrick Furse, Kirsty Perfect, Henry Challender, Alex Murdoch, Georgia Dale, Emily Goodman, Heather Newton.

Thank you to other members of Wellness who have since left the Agency, but made a big impact. (For GDPR reasons we can't include photos and names)

Green

Purpose

To reduce our environmental impact through initiating and facilitating continual improvements in how we operate and how we service our Clients.

In action (examples)

- Reducing carbon emissions in-line with MISSION targets/goal
- Environmental management system implementation
- Reducing carbon emissions in production
- Greenwashing and #ChangeTheBrief training
- Support our chosen environmental charity with pro-bono work (North Devon World Surfing Reserve)



Green



Green team (2023). Left to right: Sam Crocker, Gideon Aroussi, Jasmine Spencer, Nikki Dyer, Alicja Howard, Emma Blake, Chris Harris, Hannah Furber.



Brilliance

Purpose

To fuel the **creativenergy**® that drives the growth of our people and business.

In action (examples)

- Development and roll-out of an Agency-specific appraisal process, Room To Grow
- Embedding the RTG tools and frameworks to help us progress in our roles
- Promoting learning opportunities
- Nurturing a growth mindset across the business
- Filling the house with love in terms of reward and recognition



Brilliance



Brilliance team (2023). Left to right: Gemma Atkinson-Brown, Pete James, Nikki Dyer, Sooly Li, Tamsin Ackerman, Joanna Box, Ashley Burgess.

Thank you to previous members of Brilliance who have since left the Agency, but made a big impact, in particular the wonderful previous Steering Team sponsor. (For GDPR reasons we can't include photos and names.)

Open House

Purpose

To enrich our kind and caring culture, celebrating greater variety in thought and experience. Where everyone is comfortable and proud of their own uniqueness and confident to have their voice heard.

In action (examples)

- Building a pipeline of talent that to make us a more representative agency – socio economic and ethnic diversity
- Surveying and reviewing needs – neurodiversity, accessibility
- Reviewing policies – gender pay, flexible first, menopause, recruitment etc
- Representation and diversity in our output



Open House



Open House team (2023), Left to right: Fiona Beauchamp, Edd Southerden, John Hudson, Kandice Quain, Dan Truscott, Neil Fenton, Alex Benyon.

Thank you to other members of Open House who have since left the Agency, but made a big impact. (For GDPR reasons we can't include photos and names)



Community

Purpose

To use our skills to support incredible charitable initiatives in our local area.

In action (examples)

- Pro bono work for North Devon Hospice (30 years+).
- Pro bono work for North Devon Surf Reserve. In 2022 we created their brand identity. In 2023 we supported their inauguration ceremony



Community



Charity partners

Community team, working with North Devon Hospice. Left to right: Sarah Loder, Becky Payne. See 'Green' for North Devon Surfing Reserve and 'Open House' for local school & college engagement.

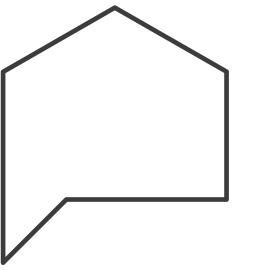
On The Record

Purpose

To improve transparency, culture and performance through discussing and debating issues and topics raised to us by our peers. To improve communications and integration through representation from every department.

In action (examples)

- Company Maternity Pay (CMP) offer amended after being raised to OTR by employees
- Amended HUG (Helping Us Grow) award payout to be fairer across year
- Helped shape and push through New Starters process (via Brilliance)
- Played significant role in reviewing and shaping new Employee Value Proposition perks



On The Record



On The Record team (2023). Left to right. Debbie Button, Louise Shaw, Andy Benningfield, Duncan Campbell, Gemma Hanham, Lauren Lloyd, Mark Jones, Melanie Quinlan, Nick Taylor, Rebecca Cashmore, Tracey Lawes.

Social Club

Purpose

Although they don't sit under our cultural pillars from a sustainability perspective, our Social Club have a big impact on employee wellbeing and culture.

In action (examples)

- Showstopper 50th birthday party
- Christmas party
- 'Yappy hour' pet gathering on Teams
- BBQ on the beach
- Lunch food vans
- Beach activities x Green for North Devon Surfing Reserve inauguration



Social Club



Social Club (2023 members). Left to right. Adam Holder, Isabelle Leach, Charlotte Marsh, Dylan Jones, Natalie Plows, Inês Santos, Jade Pennycott, Jessica Roseveare, Kate Newman, Kieran Travell, Megan Hember, Lily Lark.



Thank you for reading. Any questions?
Grace Reith: greith@brayleino.co.uk