

B CORP IMPACT REPORT

Clarity

October 2024 - October 2025

Certified



Corporation

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A WORD FROM OUR CEO, RACHEL GILLEY.

This year, our first as a certified B Corp, reminded me why communication is a powerful force for progress. As part of the #GenB community, we stand with businesses using their craft to take action, drive change and demand a better future. For Clarity, that means showing up with honesty, doing the work behind the words and helping our clients do the same. Linking our #GenB commitment to practice, Clarity Compass translates our values into habits that guide our teams, clients and community work.



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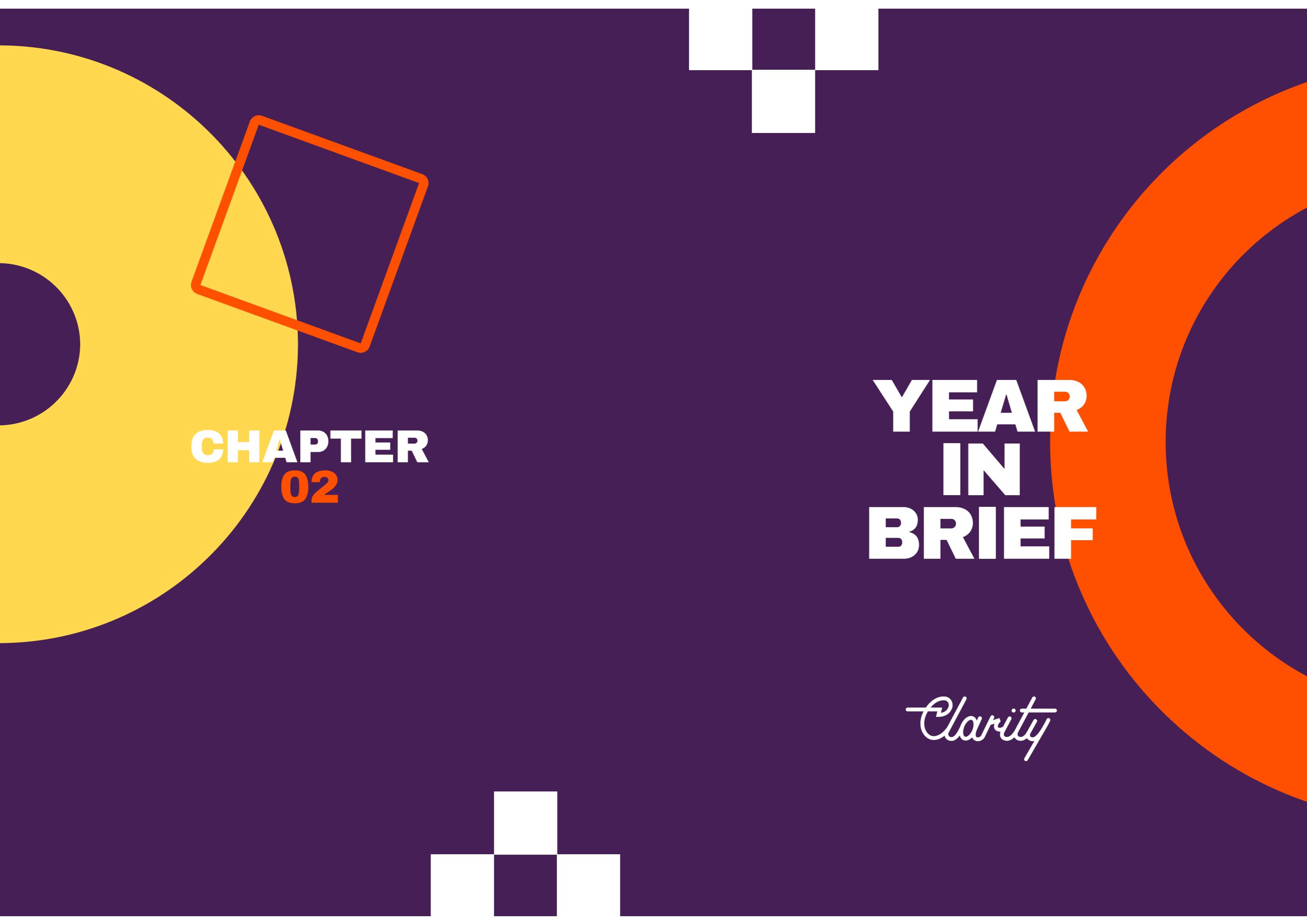
I'm proud of three outcomes that brought our purpose to life. First, we worked together as one team across markets to **reduce our footprint**. Where we control energy, our offices now run on renewable and/or carbon-neutral power, and our Amsterdam team operates from The Edge—an energy-positive building that generates more power than it uses. Second, we evolved our global framework by launching **Clarity Compass**, a means of bringing Culture, Career and Clarity Cares under one mantra activated by our Compass Hands network to turn values into daily habits, from pay transparency to neurodiversity training and volunteering. Third, we launched our **Global Responsible Business Practice**, uniting sustainability strategy, corporate storytelling and creative thinking to help clients elevate their voices around impact, innovation and positive change.

We also learned a few things along the way. Operating in shared workspaces can limit access to granular energy data, which affected the completeness of our scope 2 reporting this year. It's a real-world constraint, and one we're addressing with better data processes, closer landlord engagement and clearer boundaries for what we can credibly report.

Looking ahead, we have a big job to do:

- ↳ Since certification, we've welcomed a new business that was not part of our 2024 B Corp verification, Sefiani (Australia). Over the last year, we've worked hard to ensure all our offices are aligned with our commitments, and Sefiani will be included in our recertification in 2027.
- ↳ We will expand emissions tracking to cover shared spaces, commuting and working from home and continue progressing office energy transitions where we have control.
- ↳ We joined the We Show The Salary Campaign and introduced an opt-in demographic profile in our HR Information System as two important steps to closing representation gaps and advancing DEI measurement.

Thank you to our teams, clients and partners for being on this journey with us, and for recognising both the value and the imperative of acting as a B Corporation.



CHAPTER 02

YEAR IN BRIEF

Clarity

YEAR IN BRIEF



► Clarity achieved B Corp Certification.



► Launch of Global Responsible Business Practice.



► New neurodiversity policy launched.



► 33 hires, of which 11 were new roles and 30 promotions.



► The Amsterdam team moves into a world-leading sustainable building.



► 2 offices run on renewable energy/ carbon neutral.



► 8x people celebrated 10+ years and 16x people celebrated 5-10 years.



► 250+ suppliers, people, client contracts reviewed.



► Global Responsible Business Report.



► 239 volunteer hours.





CHAPTER 03

WHO WE ARE

Clarity

WHO ARE WE



► We empower visionary technology companies to change the world for the better by bringing clarity through ideas, influence and impact.



WE'RE GLOBAL

We encourage diversity of thought and global perspectives, leveraging our international presence and network of agency partners. With offices across three continents and connections to leading independent agencies in 17 countries globally, we connect our clients to the world.



WE'RE FEARLESS

We don't subscribe to typical agency playbooks. Our fearless team of leaders and specialists shape our unique approach to digital marketing and communications. Our team exceeds the expectations of our clients by enhancing reputation, creating impact, and driving growth.



WE'RE POSITIVE

Clarity offices thrive on a culture of positivity. To support our talented team, and help them produce client work they're proud of, we offer a progressive benefits package. This includes an unlimited annual leave policy, and enhanced family leave for new parents.



Being part of the B Corp community means we meet high standards of social and environmental impact, public transparency, and legal accountability. This certification is a testament to our commitment to using business as a force for good, working with visionary companies to achieve, not just reputation and growth, but wider impact as well.



CHAPTER 04

OUR PERFORMANCE

Clarity

OUR PERFORMANCE

Our B Corp journey began in 2022. We have always been a values-driven company and felt that the B Corp movement was a great way to demonstrate our commitments to ethical and sustainable practices and to hold ourselves accountable. We applied for certification in 2023 and were certified in October 2024.

We have worked hard to minimise our footprint, educate our staff on sustainability, and support sustainable practices across our offices. Since achieving certification, Clarity has acquired a new business, Sefiani, based in Australia. Our scores do not include Sefiani, but our ongoing benchmarking does ahead of our recertification in 2027.



+ Our B Corp Score

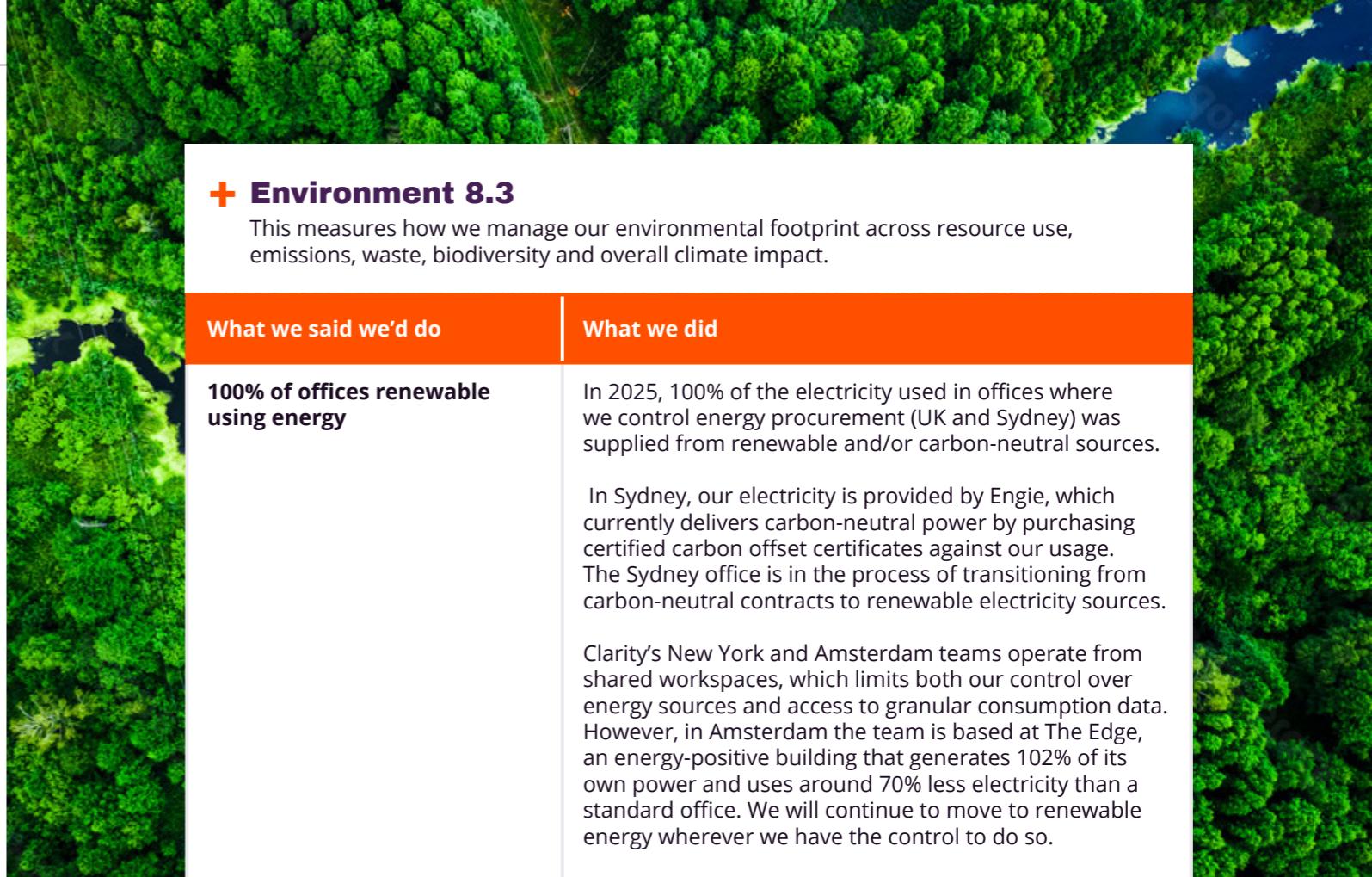
B Corp verified score: 83

(verification date: October 2024).

A B Corporation needs to achieve 80 points or more to be certified. The median score for a non-B Corp certified business is 50.9

- 83 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses

The core of the data is the company's B Impact Score, which is calculated based on the B Impact Assessment (BIA). It explains how the company was assessed and scored on its verified social and environmental performance.



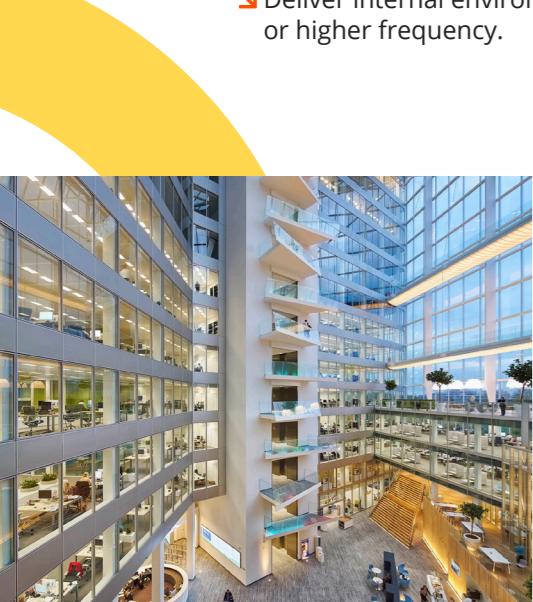
+ Environment 8.3

This measures how we manage our environmental footprint across resource use, emissions, waste, biodiversity and overall climate impact.

What we said we'd do	What we did
100% of offices renewable using energy	<p>In 2025, 100% of the electricity used in offices where we control energy procurement (UK and Sydney) was supplied from renewable and/or carbon-neutral sources.</p> <p>In Sydney, our electricity is provided by Engie, which currently delivers carbon-neutral power by purchasing certified carbon offset certificates against our usage. The Sydney office is in the process of transitioning from carbon-neutral contracts to renewable electricity sources.</p> <p>Clarity's New York and Amsterdam teams operate from shared workspaces, which limits both our control over energy sources and access to granular consumption data. However, in Amsterdam the team is based at The Edge, an energy-positive building that generates 102% of its own power and uses around 70% less electricity than a standard office. We will continue to move to renewable energy wherever we have the control to do so.</p>
Tracking and offsetting our emissions	<p>Clarity is tracking all offices where we have access to the data. This includes London, Cornwall and Sydney. All other offices operate in shared spaces. Where possible, we are using renewable or carbon neutral energy sources.</p> <p>Clarity will offset unavoidable emissions accrued in 2025.</p>
Continue hosting external environmental themed events, same number in 2024 and 2023	<p>Clarity and Sefiani, hosted Responsible Business Events in both London and Sydney.</p> <p>Released a global report on the state of sustainability communications: Responsible Business Outlook for Communicators.</p> <p>Produced +10 articles and/or podcasts of global thought leadership on Responsible Business communications.</p>
Employee onboarding	<p>Environmental and B Corp education is included in Clarity's onboarding and will be regularly updated.</p>
Reinforce environmental education through regular company wide training sessions	<p>Education and training are run through Clarity Compass, our framework that covers the five B Corp pillars (Environmental Impact, Employee Wellbeing, Community Engagement, and Diversity, Equity and Inclusion (DEI)). For more information about Clarity Compass, see People and Culture.</p>

Targets for 2026

- Run all offices on renewable electricity by end-2026, where procurement control allows.
- Continue to track the company carbon footprint annually and offset unavoidable emissions.
- Reduce office electricity-use intensity year-on-year (kWh per FTE), ensuring any absolute increase remains below headcount growth.
- Minimise business flights by defaulting to virtual meetings or lower-carbon travel; track total distance and estimated emissions in 2026.
- Where possible measure emissions from commuting, working from home and shared workplaces.
- Continue hosting external environment-themed events each year at the same or higher frequency.
- Update the environmental/B Corp education section within employee onboarding as required.
- Deliver internal environmental education sessions each year at the same or higher frequency.



AMSTERDAM TEAM

Our Amsterdam team works from The Edge, an energy-positive workplace that generates 102% of its own power and uses 70% less electricity than a standard office. With 6,000 m² of solar panels, deep thermal energy storage, smart app-based controls, and rainwater harvesting, it sharply reduces emissions and water use. Passive ventilation, personalised lighting and temperature, and efficient space planning support everyday health and well-being while keeping our operational footprint exceptionally low.



+ Our Customers

Customer Stewardship Score 3.2

This score reflects how our services create positive impact and how we manage risks for the people who use them.

A score of 3.2 is modest, and since obtaining this score, Clarity has done a lot of work to use this area as a lever for greater impact. This includes launching our Responsible Business Team, specialising in sustainability-focused communications and partnering with clients to design and amplify purpose-driven programs. As we strengthen how we select, support and measure work with these clients, we aim to increase our positive impact — and our Customer score. For more information on our Responsible Business Unit, see section 7.

+ Our People

Workers Score 32.2

This is our total B Corp score for the "Workers" section, which assesses how we support employees – including pay and benefits, health and safety, training, engagement and worker voice. It's currently our highest-scoring impact area, reflecting one of our core strengths.

Our score shows that our benefits, flexibility and learning culture are a strong foundation to build on, and we are committed to continually investing in our people so that Clarity remains a great place to work. For more information on our People and Culture, see section 5.

+ Community

Community Score 20.7

This score reflects our impact on the communities we're part of – who we hire, who we buy from, and how we show up as a partner. It provides a solid base, recognising long-standing commitments to DEI, volunteering and pro-bono work, while highlighting opportunity to grow in our broader economic and supply-chain footprint.

When we think about community, we consider not only the places we operate, but also the people we employ and the partners we work with. Clarity is committed to low- and pro-bono work that supports better outcomes for people and planet. For more information on our pro- and low-bono work, see section 6.

+ Governance

Governance Score 18.4

Governance looks at how our mission and values are embedded into how the business is run – our legal structure, decision-making, accountability and transparency.

Our strong "Mission Locked" score shows that our purpose is built into our legal framework, which is a clear strength. In the year ahead, we will continue to involve stakeholders in governance and share information openly across our global business.

All of our positive impact is underpinned by a strong governance and policy framework. We have aligned our operations with B Corp's approach to create positive outcomes for our key stakeholders: our people, the environment and our clients (customers).



CHAPTER 05

PEOPLE AND CULTURE

Clarity

PEOPLE AND CULTURE

The Clarity Compass is our framework, guiding employees through their life at Clarity and built upon three core pillars: Career, Culture and Clarity Cares.

Our journey is supported by a foundation of Environmental Impact, Employee Wellbeing, Community Engagement and Diversity, Equity and Inclusion (DEI). These foundations are deeply integrated into our organisational DNA and inform every initiative and action we undertake. The Clarity Compass framework not only aligns with specific B Corp targets, ensuring we meet our obligations for responsible business practices, but also strengthens our internal community. This dual focus enhances cohesion and alignment across all our global offices, fostering a collaborative and unified team environment.

At the heart of the Clarity Compass are our Compass Hands—a passionate team of Clarity Ambassadors who bring our values to life globally. They are the hands-on changemakers, driving forward initiatives that shape our workplace, empower our people and strengthen our global community.

Clarity Compass



Career

Investing in employee growth and development with clear pathways and learning opportunities.



Culture

Building a vibrant and inclusive workplace where everyone feels valued and connected.



Clarity Cares

Emphasises work-life balance, employee well-being, and our best-in-class benefit offering.

CAREER

Clarity is committed to continuous learning through Clarity Academy, Global Mentoring and actively gathering employee feedback via Ask Me Anything sessions, pulse surveys and engagement surveys. We emphasise long-term career progression with a clear development framework and foster professional growth through global peer groups.

Progression at Clarity - Clarity is an empowering and dynamic environment where career advancement and opportunities for promotion are available when individuals are ready and have demonstrated strong performance.

► Promotions - 30 in 2025

► Annual 360 Reviews - 100% employees completed

40/106 (38%) employees have either been promoted or had a salary increase since 1st October 2024

► Feedback Loops

2025 Mid-Year Pulse Survey, Annual ask me anything sessions with CEO, Anonymous Feedback Form, 360 Annual Reviews (including upward review), Annual Engagement Survey, Onboarding and Offboarding Surveys.

► Learning & Development = Empowering Continuous Learning:

Clarity Academy is our dedicated platform for continuous learning and development, designed to empower employees to expand their knowledge, advance their career, and ultimately, thrive within our organisation. We believe in investing in our people, and Clarity Academy is a cornerstone of that commitment.

Academy Topics	10 (x 26 across multiple timezones)
AI Essentials	3 (x 23 across multiple timezones)
Academy Learning	49 hours
Compliance Training	3 hours per employee
Team Led Monthly Lunch & Learn Sessions	12
External 1:1 Personal Coaching Sessions	25 hours

► Sustainability Training

Dedicated Lunch & Learn from Tanya Savini, Head of Campaign Delivery at Friends of the Earth. Tanya shared insights into the organisation's main focus areas and their effective campaign strategies.

B Corp Month Sessions were held across all offices.

► Lattice Public Shout Outs

Shout Outs are our global recognition and appreciation tool via Lattice, enabling everyone at Clarity to publicly celebrate colleagues' contributions, behaviours and achievements in real time. Over 500 shout-outs shared between Oct '24 and Oct '25.

Quarterly, we recognise outstanding impact through our Employee of the Quarter awards, and each year one exceptional performer is selected for our Powerhouse Award, including up to two weeks working from the Clarity office of their choice. This experience helps deepen global collaboration, build social capital across markets and strengthen our shared culture.

CULTURE

Our culture is shaped by the Clarity Compass and our company values, influencing our everyday interactions and decision-making. Our people aren't just colleagues—they're friends who support, inspire, and celebrate each other. With a fun and social workplace at the heart of what we do, we create an environment where our employees can connect, innovate, and reach their full potential.

↳ Celebrating Diversity and Inclusion:

In 2025, Clarity proudly joined the We Show The Salary Campaign. While this campaign is in the UK, we have replicated the philosophy globally. This decision reflects our unwavering commitment to pay transparency and fostering an inclusive workplace where everyone experiences fairness and transparency from the outset. We made a simple yet impactful choice to include salary bands on all our job advertisements.

↳ New Policies:

As a constant reminder of our commitment to celebrating and supporting neurodiversity at Clarity, we launched our Neurodiversity policy during Neurodiversity Week. This policy offers guidance on fostering an inclusive workplace, implementing reasonable adjustments, and appreciating diverse thought processes. To further embed these values and support our ongoing commitment, all employees received training on understanding neurodiversity and psychological safety.

↳ Hiring Practises:

We have also introduced interview adjustments on request to ensure an inclusive hiring experience. Examples include sharing questions in advance, flexible scheduling, extra time for tasks, alternative assessment formats, quiet spaces for in-person interviews and the use of assistive technology.

Clarity collaborates with IHaveAVoice and schools in the community, offering educational programs and opportunities to individuals from underrepresented backgrounds in the communications sector.

↳ DEI Metrics:

To strengthen our DEI practice, we introduced an opt-in demographic profile in our HR Information System. Colleagues can choose to share information such as ethnicity, gender identity and pronouns, disability, caregiver status and sexual orientation. Responses are confidential and used only in aggregate to inform our policies, measure progress and tailor support. Because participation is voluntary and still building, current coverage does not yet reflect our full population. For this first Impact Report we are publishing disclosure rates, and will share detailed demographics once coverage is robust and privacy-safe.

Disclosure rate - 83%

↳ Employee Engagement

Our engagement survey gives every Clarity employee a voice, helping us understand what's working well and where we need to improve. By listening to this feedback and acting on it, we can intentionally shape a culture that is inclusive, high-performing and aligned with our values.

Our scores, including our Employee Net Promoter Score (ENPs) and participation has increased over the last two years.

2024 Engagement Survey: eNPS -4; Participation 85%
2023 Engagement Survey: eNPS -12; Participation 89%

↳ Pay Equity Review

At Clarity, we are committed to not just equal pay, but Pay Equity - the guarantee of fair compensation for work of equal value, regardless of gender. Our annual Pay Equity Audit confirms our commitment to this foundational B Corp value by analysing two key metrics: the Adjusted Pay Gap (fairness within roles) and the Unadjusted Pay Gap (fairness across the company).

Pay Equity for Comparable Work (The Adjusted Gap) - The Adjusted Gap is the true measure of pay fairness. It compares average salaries between genders for employees doing comparable work within the same job bands.

We are proud to report that our compensation practices are equitable and free of systemic discrimination.



Job Level Band (Adjusted Gender Pay Gap)

Junior Account Executive - Senior Account Executive **-6.75%**

Account Manager - Senior Account Manager **-0.34%**

Account Director - Vice President **-4.82%**

Senior Vice President and above **-7.00%**

Note: The percentage reflects the gap as a proportion of the male average salary for that band. A negative value indicates the average female salary is higher.

↳ The Representation Challenge (The Unadjusted Gap)

While our overall unadjusted gender pay gap is 8.05% in favour of men, we remain firmly committed to fair and equitable pay. This overall gap is not a reflection of unequal pay for equal work; instead, it highlights a representation imbalance between men and women at different seniority levels.

We also note our commitment to female leadership: our GLT (Global Leadership Team) is made up of five men and nine women, and the most senior executive role, CEO, is held by a woman.

CLARITY CARES

Clarity understands the importance of a harmonious work-life balance. Our aim is to empower our employees to excel in their career and personal life, positively impacting both individual well-being and the well-being of their loved ones. We offer a wide range of benefits designed to support our employees through every phase of life, from starting their career to expanding their family. This provides a glimpse into the various programs Clarity has in place to care for our employees, their family, and their community.

Flexible Time Off Benefits and Unlimited Holiday

Our employees enjoy the freedom from our Work from Anywhere policy, granting them two weeks each year to work from any location. Embracing Summer Fridays with an early finish to soak up the sunshine. Plus, unwind with our Winter Rest and Recharge break, where all offices close during the holiday season, giving them the perfect opportunity to relax and rejuvenate.

WFA Policy - 21 employees have taken advantage of this benefit in 2025, totalling 100 days of working elsewhere

Mini Sabbatical

After five years with Clarity, you're rewarded with a paid sabbatical.

5 employees used their Sabbatical benefit in 2025 (125 days!). One team member extended maternity leave and another travelled around the world from Mexico to Asia.

Healthcare

At Clarity, maintaining the health and well-being of our Clariteers is a top priority. Depending on their location, employees and their dependents have access to a range of healthcare benefits, including medical, dental, and vision insurance. In addition to great healthcare coverage, we also provide every employee with mental health resources, such as Employee Assistance Programs, to support well-being in all aspects of life.

Financial Wellbeing

We offer region-specific retirement plans across all our offices. A key initiative for 2025 was to enhance this benefit by introducing environmentally and socially responsible investment options. As of September 2025, our UK pension scheme, covering over 71% of our global workforce, was successfully transferred to an improved scheme that includes salary sacrifice options and sustainable investment choices.





CHAPTER 06

VOLUNTEERING

Clarity

VOLUNTEERING

Volunteering Week

59

Employee
volunteers



total volunteer hours



hours per volunteer



countries engaged
across Australia, United
States, United Kingdom
and the Netherlands



Throughout September the Clarity team danced with older adults, picked litter from the Cornish seaside, beautified London parks, cleaned up the streets of Amsterdam, packed hampers at a Sydney food bank, and supported New York's homeless community.

This was all part of our global volunteering time throughout September - an initiative that truly brings our Clarity Compass to the fore - helping us shape our culture, strengthen our purpose, invest in our people's growth, and fuel our collective success.



In particular, we strengthened our Community Engagement foundation, building meaningful connections with our wider communities. Alongside the two paid volunteering days available to everyone at Clarity, these events give teams dedicated time to make a meaningful difference.

The UK

In the UK, we split into groups:

1. Some of our London colleagues spent an afternoon at Age UK's Stones End Day Centre, which specialises in supporting older adults with care and support needs to remain healthy and independent. Our team connected with older Londoners through activities like colouring, bracelet-making and plenty of dancing. One Day Centre member shared, "I haven't felt so alive in a long time," after joining the Clarity team on the dance floor.
2. Our team dedicated half a day to BrightenUp London, a project focused on enhancing the accessibility, enjoyment, safety, and greenery of London's green spaces. We contributed to an ongoing habitat management initiative within a conservation area, preparing flower beds for future planting of hydrangeas, dogwood, and edible fruit trees before the arrival of frost.
3. The Million Mile Clean is an annual initiative, closely aligned with the UN Decade for Ocean Science, dedicated to combating plastic pollution. Running until 2030, this program aims to mobilise one million volunteers to clean over 10 million miles of the UK's landscape.
 - a. In Cornwall, our team braved challenging weather to clean two local beaches post-summer. We focused on persistent small debris such as fishing lines, snack wrappers, and microplastics, leaving the shoreline cleaner than we found it.
 - b. In London, our team cleaned a local canal path, collecting multiple bags of rubbish and recycling, preventing them from entering our waterways.



VOLUNTEERING

Amsterdam

In Amsterdam, they celebrated Amsterdam's 750th anniversary by joining 7,000 students, local residents, and business professionals for Amsterdam Cleanup Day — a huge citywide effort to make our beautiful city litter-free. Together, we gave Amsterdam the birthday present it truly deserves. Armed with litter pickers, bags, and plenty of good spirits our team spent time cleaning up the city's streets and parks around our office. The sun was shining and it was great to get outside, work together, and make a positive impact on our surroundings.



Australia

In Australia, team Sefiani volunteered at Foodbank NSW & ACT putting together Christmas Hampers for those in need this festive season.

Along with some other NSW-based organisations, we were proud to have put together 845 hampers, with 10,920 kg of food which will provide 19,656 meals to families across NSW and ACT.

It was inspiring to see the great work of Foodbank in action, supporting families and individuals while also reducing food waste.



New York

Our New York team volunteered at The Bowery Mission — a non-profit in NYC that has provided meals, shelter, and recovery programs for over 150 years to people experiencing homelessness, hunger, and poverty.

We spent the evening serving dinner to more than 200 people, engaging with the guests and helping the incredible staff at the shelter prepare for and clean up after dinner service. It was such a rewarding experience, and we all left with the eagerness to return for more in the near future.



Global Fundraising

In addition to Volunteering Week, our global teams also participated in charity walk fundraisers::

- Global Walking Relay, May 2025: Clarity raised £238 for BUILD Charity, a nonprofit where a London-based colleague has volunteered for many years. BUILD provides vital social, leisure and learning opportunities for adults with disabilities, helping them live more independent and confident lives across the community, every day.
- Australia charity walk: The Sefiani team completed a walk across Sydney to raise money for the Australian Wildlife Conservancy, an organisation that plays a crucial role in preserving biodiversity, raising \$1,150.





CHAPTER 07

RESPONSIBLE BUSINESS AT CLARITY GLOBAL

Clarity

RESPONSIBLE BUSINESS AT CLARITY GLOBAL

The power of communicators to drive positive change.



Julia Hoy, Executive Vice President and Head of Responsible Business.

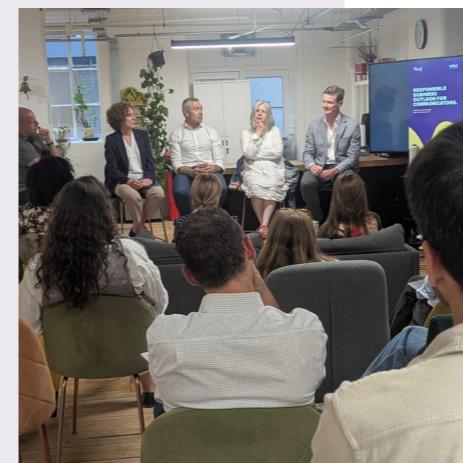
Every brief is a chance to move people, markets and mindsets. As communicators, we shape the stories that shape decisions. When we combine creativity with evidence, communications becomes a lever for measurable impact: accelerating climate action, advancing equity, and earning the trust that sustains long-term value.

Our Responsible Business Unit (RBU) brings together sustainability strategists, corporate communicators, public affairs specialists and creative minds to embed responsibility into brand and business.

We help clients:

- Translate strategy into clear narratives and actions.
- Design behavior-change campaigns that make sustainable choices desirable and easy.
- Build stakeholder coalitions: employees, customers, investors, and communities that unlock progress.
- Equip teams with guardrails, playbooks and training so responsible practices scale.
- Measure what matters, linking communications to outcomes across people, planet and performance.

By integrating advisory, campaigning and measurement, the RBU elevates the voices of companies driving positive action, with credibility and authenticity.



Overview of Responsible Business Outlook for Communicators

Our latest Responsible Business Outlook shows a sector moving from easy promises to evidence and impact. Across four markets (Australia, the Netherlands, UK, US), leaders are integrating ESG into core strategy, raising ambition despite headwinds, and evolving how they communicate—prioritizing transparency, financial relevance and local nuance.

Report findings:

- Nearly half now frame ESG as a driver of long-term value, not just compliance or reputation.
- Targets are being strengthened even as political polarization, "green tape," and budget constraints bite.
- Communications are more frequent and more evidence-led, with a shift to business outcomes and verifiable data.
- Teams tailor narratives to fragmented market realities while keeping commitments consistent.
- Senior alignment, clear governance and meaningful metrics are essential to resource what works and explain what changes.

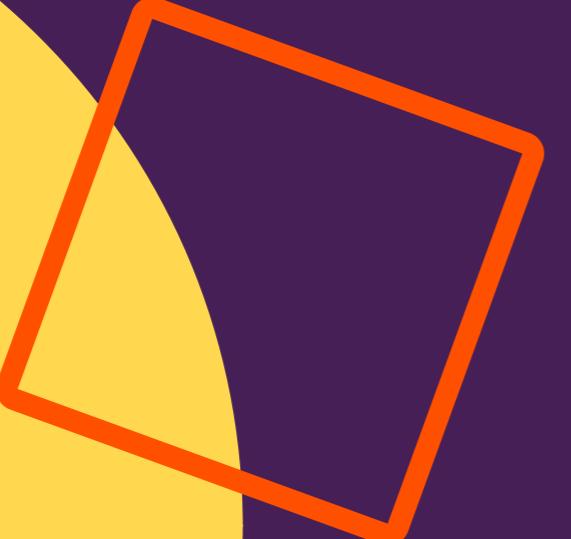
Leading statistics:

94%	48%	66%	50%	31%
of organizations view ESG as a business priority.	primarily see it as a source of long-term value.	have changed their ESG approach in the past 18 months.	have made sustainability goals more ambitious.	have reframed messaging to emphasize financial or business benefits of ESG.

Challenges:

38%	37%	37%
fear being perceived as greenwashing.	cite limited budgets/resources.	point to evolving regulation.

To download the report, go to Responsible Business on the Clarity website.

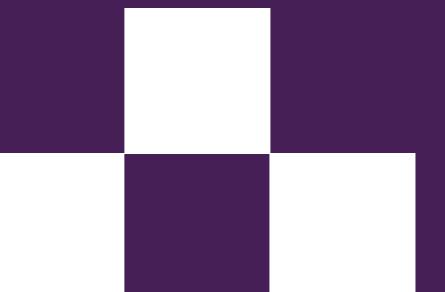


CHAPTER
08



WORK
WE'RE
PROUD
OF

Clarity



WORK WE'RE PROUD OF

+ CASE STUDY: YOU CAN ADOPT

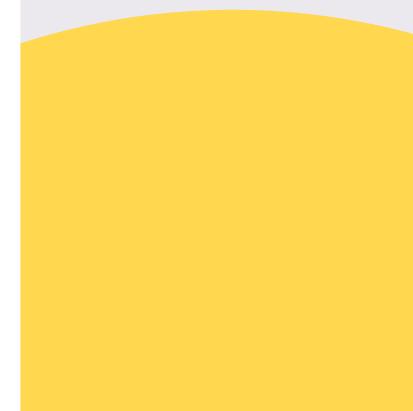
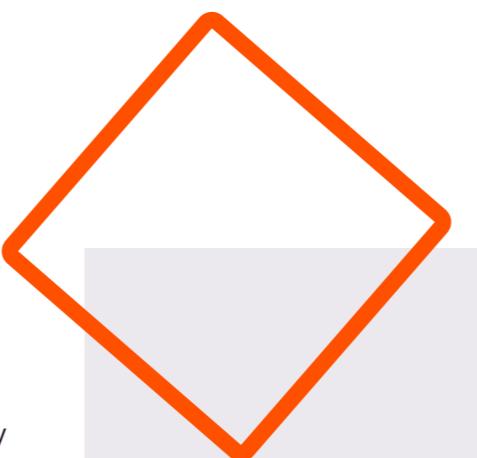
Challenge: YouCanAdopt (YCA) is a national agency in the UK that supports local area adoption services to raise public awareness of adoption and increase the volume of potential adopters nationwide. There is a shortage of adopters in the UK, which YCA exists to address.

Approach: Adoption awareness levels vary across the UK, so we needed a campaign plan that would focus on specific geographies to ensure the limited budget was best spent in those areas where the local agencies had the biggest need for new adopters.

Using a blend of programmatic advertising and Meta-platforms, we were able to identify Ideal Customer Profiles (ICPs) for people with the best propensity to adopt using key characteristics such as interest groups, age, lookalike audiences. This enabled us to sensitively find groups and drive relevant traffic through the YCA website and onto local agencies. We focused on two campaign phases: awareness and education; and then retargeting of previously engaged users which was designed to complement local agency efforts simultaneously.

Impact: 1 in 10 outbound clicks from programmatic resulted in an outbound action and the retargeting beat industry standard click through rates whilst delivering a highly effective cost per outbound action (ie taking a potential adoptee to a local agency).

The Google campaign was the biggest success, showing our targeting reached people curious about adoption, potentially after engaging with our programmatic ads and wider media and comms campaigns. We've optimised to provide YCA with over 50% of the share of voice on Google and over 1 in 3 clicks to the website now leads to a meaningful action - all in time for the UK National Adoption Week.



+ CASE STUDY: DON'T PLAY GAMES WITH YOUR MONEY

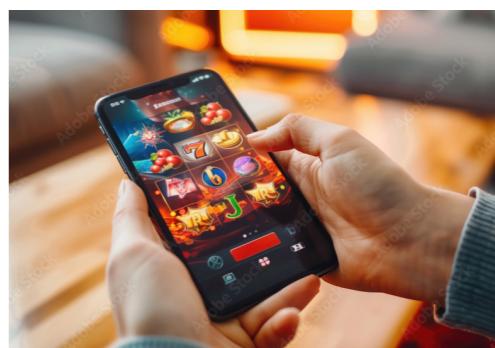
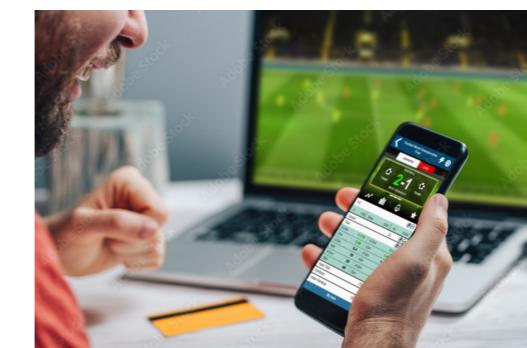
Challenge: Since online gambling was legalised in 2021, Dutch adults have faced a surge in gambling advertising. Research by Trimbos identifies 18-24-year-olds as a vulnerable group. The sports summer of 2024 featuring the European Football Championship and the Olympic Games, promised heightened excitement and heavy advertising spend from gambling companies, increasing the pull of online betting. As regulator, the Ksa had to enforce the law while also preventing addiction and harms from excessive gambling. The brief: reach young adults with a clear, responsible message—"Gambling can be fun, but playing consciously is the real win"—and engage parents, teachers and other stakeholders whose media habits differ markedly from youth audiences.

Approach: We implemented a data-driven, multichannel strategy. A baseline survey of ~1,000 young adults explored attitudes and behaviour around sports betting. Findings confirmed concern: one-third (32%) of 18-24-year-olds regularly bet on sports, and six in ten planned to place a bet during the sports summer. These insights anchored a three-month PR campaign to raise awareness through national and regional outlets, resulting in interviews with NOS, AD, NPO1, FunX and others. In parallel, we executed a two-pronged social program. We partnered with influencers such as Skere Student and Thibo to spotlight the financial risks of irresponsible gambling, while an external social agency ran "Don't play games with your money," inviting young people to critically assess their own behaviour and overconfidence via an interactive test on gambling pitfalls.

Impact: The campaign achieved broad reach and meaningful engagement with at-risk audiences:

- 7 broadcast/media interviews (including NOS, NPO1, FunX)
- 47 online and print publications across regional, national and trade media
- 63 RTV items (e.g., Radio1, FunX)
- 693,100 social reach via influencers and channels such as NOS Stories
- 48 million+ total potential impressions

Ksa also observed increased traffic to information pages about safe gambling during the campaign period, supporting the goal of raising awareness among young adults about the risks of sports betting.

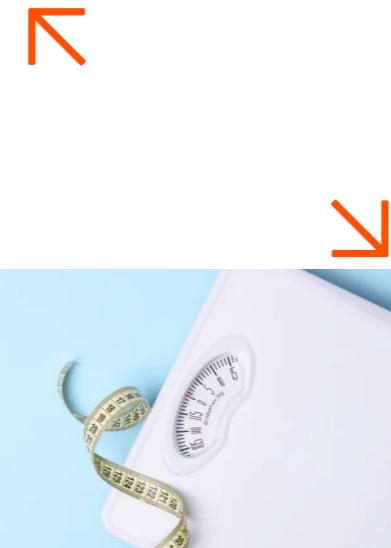


+ CASE STUDY: MOBILEMUSTER

Challenge: Australia is one of the world's largest producers of e-waste, with nearly 14 million old or broken mobile phones hoarded in homes. These devices contain valuable materials that could be recovered. Research showed a key barrier: 16 to 24 year olds had the lowest awareness of mobile phone recycling, keeping devices out of the circular economy.

Approach: We developed a social-first campaign, partnering with authentic TikTok creators who could speak to peers about why recycling old phones matters. Content made recycling easy, appealing, and socially relevant, with clear calls to action and simple pathways to drop-off or mail-in options.

Impact: Among 16 to 24 year olds, intent to recycle increased 11 percent. The campaign drove more than 82,000 website visits, the highest traffic recorded in any three-week period. Most importantly, collections rose 28.6 percent year on year. Broken phones hoarded in homes fell by 6.15 percent, moving nearly one million devices from drawers into the recycling stream. By mobilising a new generation of recyclers, the program recovered more precious materials, diverted waste from landfill, and strengthened Australia's circular economy.



+ CASE STUDY: JUNIPER

Challenge: Juniper faced intense media and political scepticism toward GLP-1 weight-loss medicines, amplified by celebrity Ozempic coverage and the risk of tighter regulation. Despite the UK's severe obesity burden and NHS cost pressures, access to treatment was constrained by strict eligibility and complex referral pathways. The brand needed to be seen as a responsible provider with wraparound care, building trust with policymakers and media to grow awareness, share of voice and customer acquisition.

Approach: Clarity ran an integrated PR + Public Affairs campaign, we built clear messaging via POV sessions and a bank of patient stories, educated national health journalists, newsjacked obesity stories, and launched a New Year data campaign on attitudes and stigma. In parallel, we mapped and engaged priority stakeholders through 1:1 meetings, prompted parliamentary questions and an op-ed, convened a Westminster roundtable with NESTA, the Royal College of Nursing and Obesity UK, and published a report calling for a national obesity plan and changes to tiered weight-management services.

Impact: Juniper now has respected parliamentary champions; pilots ongoing within the NHS and is a leading voice within the media on responsible weight management - helping people to manage their weight; and improving people's quality of life while reducing the strain and cost on the NHS.

+ CASE STUDY: PERWOLL

Challenge: Henkel brand Perwoll is a specialised laundry detergent designed to preserve the integrity, vibrancy and texture of specific types of clothing through market-leading innovation and formulations. We worked with Perwoll to elevate its voice in sustainable fashion, positioning it as a brand with a real solution that helps people adopt more sustainable fashion habits.

Approach: We brokered two high-fit partnerships. First, with Remake, a fashion advocacy brand that leads the #NoNewClothes Challenge, promoting mindful consumption where the brand has a clear role. Second, with Sellpy, a secondhand fashion marketplace, to demonstrate Perwoll's positive effect on pre-loved garments. We set new brand practices, including using only secondhand clothing in all content. Perwoll showcased its new purpose at Copenhagen Fashion Week to reach priority industry and cultural audiences.

Impact: Perwoll now has credible partners that extend its real-world impact, connecting garment care to circular fashion behaviours, where the brand can have a meaningful impact.

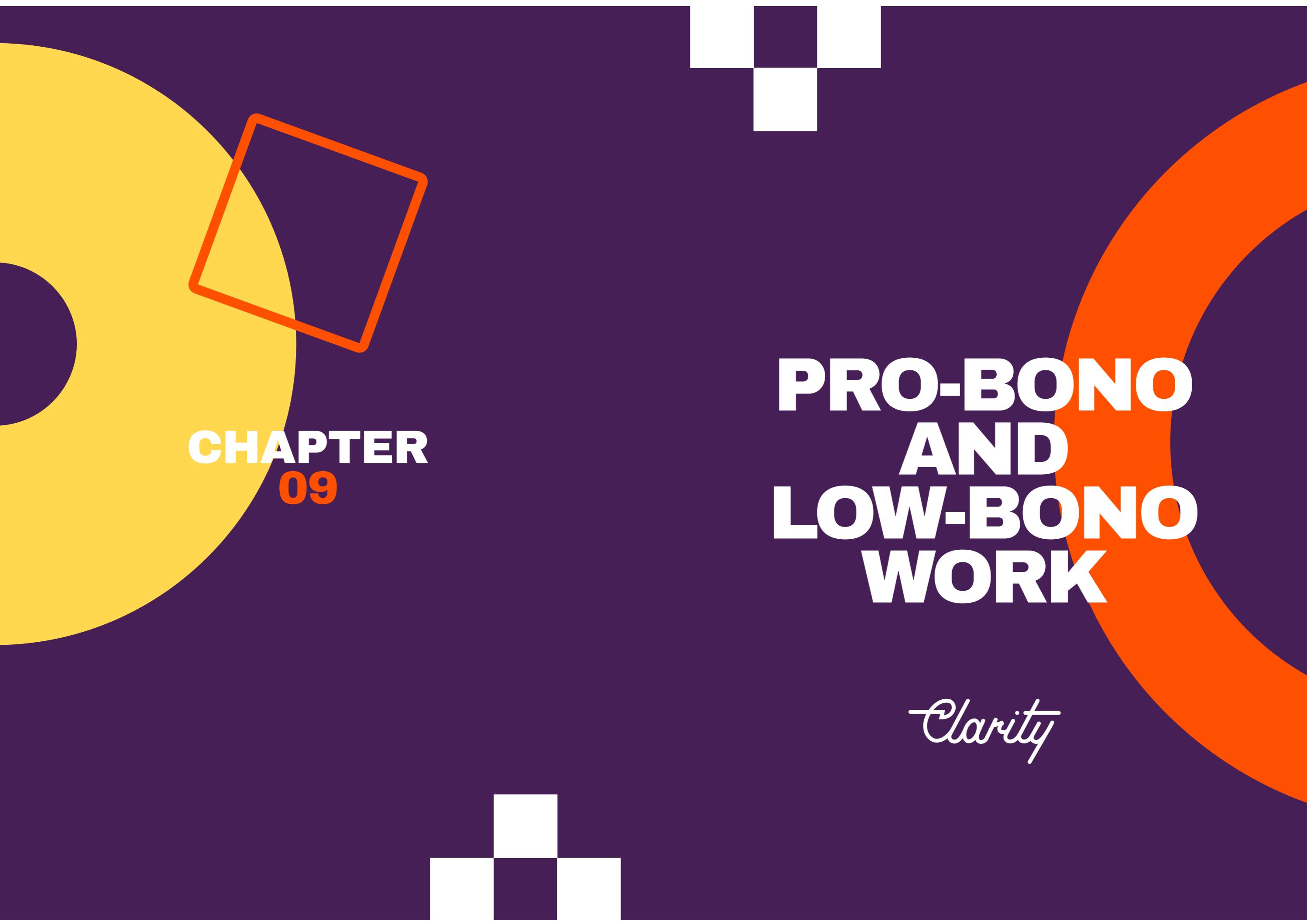


+ CASE STUDY: B. BRAUN X BARONESS BENNETT: AMR PARLIAMENTARY REPORT LAUNCH

Challenge: There is limited awareness among parliamentarians and healthcare leaders of the role that proper IV line flushing plays in combating antimicrobial resistance (AMR). Clarity was tasked with elevating the issue during World AMR Awareness Week, driving political engagement, and catalysing adoption of best-practice IV administration across the NHS.

Approach: We commissioned and launched an evidence-led report with B. Braun and Baroness Bennett's office highlighting the critical importance of flushing the IV line in the AMR crisis. Following this, we hosted a parliamentary reception to unveil the report, convening a broad mix of political and health stakeholders while initiating a wider stakeholder engagement program to build sustained awareness in Parliament and foster collaboration with key industry and research leaders.

Impact: The Campaign raised awareness of the AMR crisis and best-practice IV administration with over 50 attendees at the parliamentary launch. The report itself was well read and drove strong content engagement with 50,000+ report views/downloads. Ultimately this research and event directly supported uptake of best-practice IV administration with B. Braun's IV administration set adopted across numerous NHS Trusts.



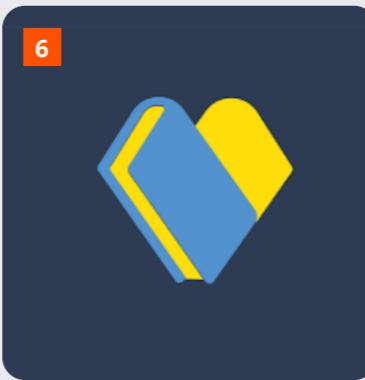
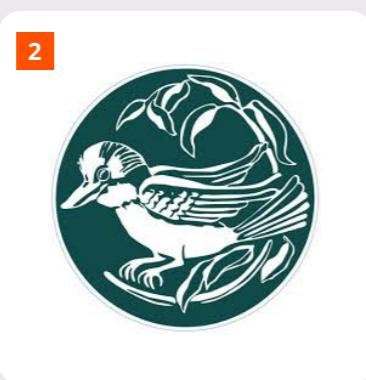
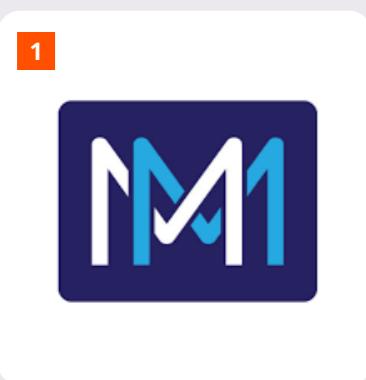
CHAPTER 09

PRO-BONO AND LOW-BONO WORK

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PRO-BONO AND LOW-BONO WORK

Clarity invests time and resources in elevating the voices of organisations that are driving positive change. Here are a few examples of our pro- and low-bono partners.



1. Mentoring Men
2. Family and Veterans Guild
3. 1000 Black Voices
4. Social Ventures Australia
5. Blue Marine Foundation
6. Better Time Stories.

+ CASE STUDY: BETTER TIME STORIES (AMSTERDAM)

Challenge: Millions of Ukrainian children have been displaced since the Russian invasion in 2022, with many separated from their families. Tech founder Andriy Shmyhelsky had been preparing to enter the fast-growing audiobook market with International Kids Stories, an app allowing family members to record themselves reading children's books. As the refugee crisis escalated, he needed to repurpose this technology to deliver meaningful support to Ukrainian children and maintain vital family bonds at a distance.

Approach: We partnered with creative agency Boomerang to build a coalition that could cut through wartime media noise and catalyse donations. The integrated, PR-led program combined:

- Ambassadors: engagement of leading European women with a personal connection to the cause including Olena Zelenska, Elke Büdenbender, Doris Schmidauer and Princess Laurentien van Oranje.
- Media activation: two high-impact press events, followed by sustained media relations across priority European markets.
- Content and paid support: a captivating hero video filmed in Kyiv and supporting media campaigns to drive momentum.
- Transparency: real-time reporting dashboards to keep all stakeholders aligned on reach and impact.

The core proposition, Better Time Stories, fundraises bilingual picture books by Ukrainian authors for refugee children, while the app enables separated family members to record and read those stories so children feel closer to loved ones.

Impact: The campaign achieved significant reach and tangible outcomes for displaced children:

- 64 million+ people reached globally through earned, paid and ambassador channels.
- Coverage across the Netherlands, Germany and beyond, including outlets such as BBC and Reuters (UK), Die Zeit and Deutsche Welle (Germany), TV Globo (Brazil), Channel 1+1 (Ukraine), ANP (Netherlands) and CBC (Canada). Over 50 journalists attended launch events in The Hague and Frankfurt.
- 25,000+ books shipped to more than 8,500 Ukrainian children in Germany and the Netherlands.
- A pro bono community formed comprising 55 volunteers, prominent European ambassadors/influencers and 40+ business partners.

Recognition:

- Gold at the Dutch PR Awards.
- European Excellence Award in PR.

While these results surpassed stretch goals, the conflict continues and many Ukrainian children remain separated from country and kin, highlighting the ongoing need for initiatives that reconnect families through reading and shared stories.

+ CASE STUDY: MENTORING MEN

Challenge: Mentoring Men, a men's mental health charity, needed to galvanise men about the benefits of mentorship for members and their communities. With many men choosing to push through mental health concerns in isolation, they needed a new narrative to scale their impact.

Approach: We surveyed Australian men to understand their core mental health challenges, their coping mechanisms, and how to get through to them about healthier ways of managing mental health. These insights enabled us to develop a brand relaunch strategy for Mentoring Men focusing on mentoring's positive impact as a preventative tool, while seeking to attract mentors/mentees, government funding and corporate sponsors. We leveraged our research to drive a national media and community engagement campaign, establishing Mentoring Men as a thought leader, reaching the general public, prospective mentors, mentees, and funders.

Impact: We secured media coverage across high-reach titles online, on breakfast television and radio, positioning Mentoring Men as the leading voice in the men's mental health conversation. This coverage and the campaign's corresponding community activation activity across email and organic social, led to a 20% increase in mentee and mentor applications in the campaign period, a 97% MoM increase in web traffic, and six meetings with federal and state MPs to discuss potential funding opportunities.

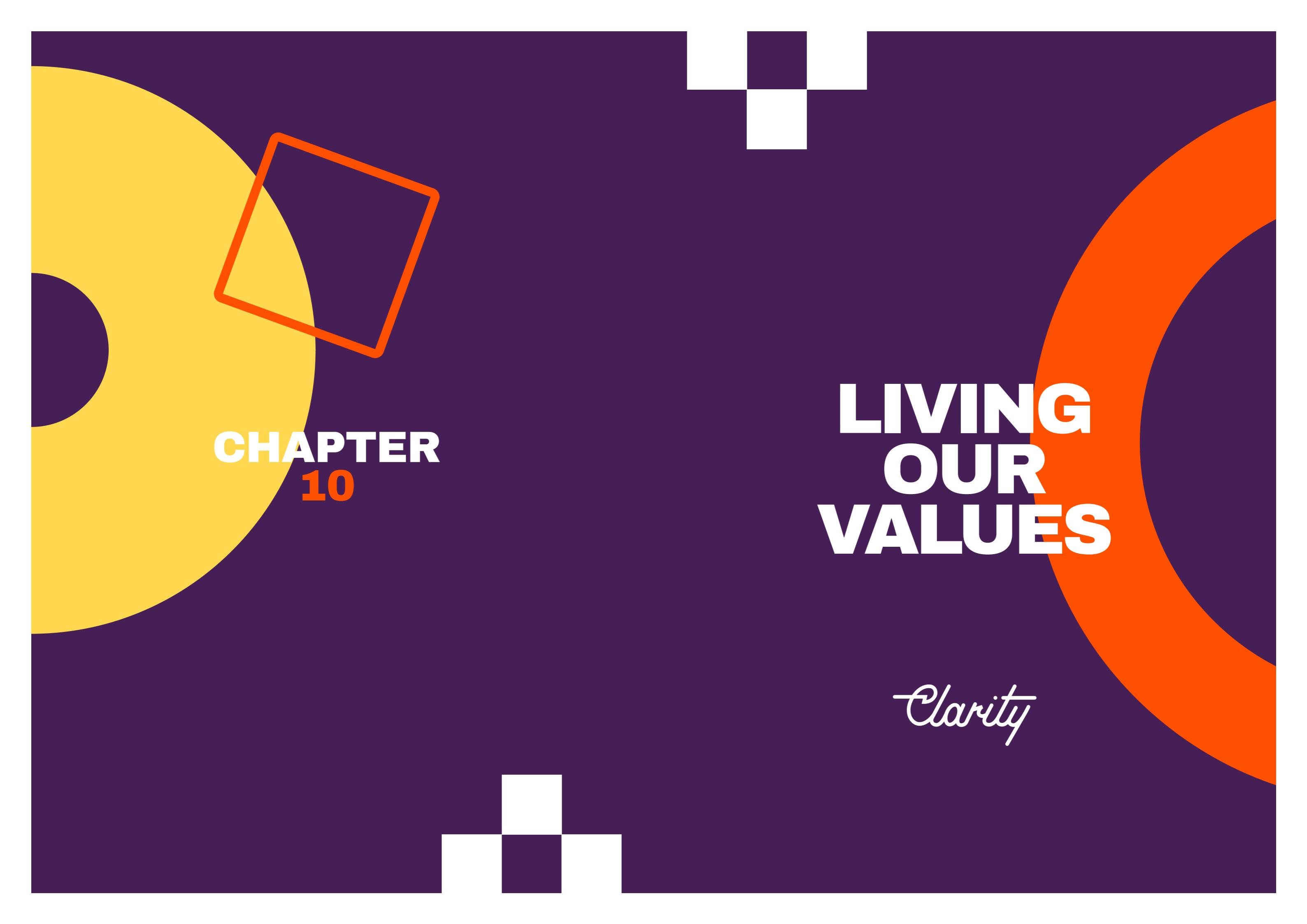


+ CASE STUDY: FAMILIES OF VETERANS GUILD

Challenge: The Families of Veterans Guild (The Guild) knew from its frontline work that many defence families are facing unique and significant challenges, but its advocacy was limited by lack of hard evidence. To achieve meaningful policy change, it needed to move beyond anecdotal stories and present the Australian Government with national data that quantified the scale of the mental health, financial, and healthcare challenges affecting this community.

Approach: We recommended that The Guild commission the 2025 Veteran Families Survey, a national study with global research firm YouGov, to build an evidence base of the challenges that defence families across Australia are facing. Our approach involved collaborating on the survey design to ensure it captured the most compelling data, developing a powerful media narrative, writing and designing the research report, and creating a high-impact launch strategy. The centerpiece of this strategy is a roundtable event at Parliament House taking place on October 30, designed to present the findings directly to a cross-party group of MPs and ministers, as well as a lived experience panel to bring to life some of the challenges seen in the report.

Impact: By launching the report at Parliament House in October, the Guild hopes to elevate the issue onto the national agenda, generate widespread media coverage, and establish an undeniable platform to advocate for their policy recommendations. This launch will position The Guild as the leading authority and an unignorable voice for veteran families in Australia.



CHAPTER **10**

LIVING OUR VALUES

Clarity

LIVING OUR VALUES

LARA WELLS, ACCOUNT MANAGER, LONDON:



"I volunteer in the Marketing, Fundraising and Events team for the BUILD Charity which provides social, leisure, and learning opportunities for adults with disabilities. This year I was lucky enough to have Clarity support me in my endeavours when I organised a "global, fearless, positive" 24 hour Walking Relay challenge across all the global offices!"



AYDHEN ROOPRA, ACCOUNT EXECUTIVE, SYDNEY:



"I like to use the Ecosia search engine where the proceeds are used to plant trees."



LIVA EMMATTY, SENIOR ACCOUNT DIRECTOR, LONDON:



"I am championing inclusive and positive diabetes care by sharing my learnings through LinkedIn posts, interviews and talks. I volunteer with Diabetes UK as a panel member to tackle stigma, and as the Co-Chair of Diabetes Lived Experience Advisory Committee to amplify voices of women and ethnic communities, and advocate for equal access to diabetes tech. I also participate in research for Breakthrough T1D's Insight and Experience Committee."



JACQUELINE VEERMAN, OPERATIONS COORDINATOR, AMSTERDAM:



"I volunteer at a toy-lending organisation and I count votes after the general elections by using my Clarity volunteer time off; our office in Amsterdam is a smart BREEAM building where waste is sorted, biological tea is offered, where we have rooftop bees."



CAT BIGGART, SVP, LONDON:



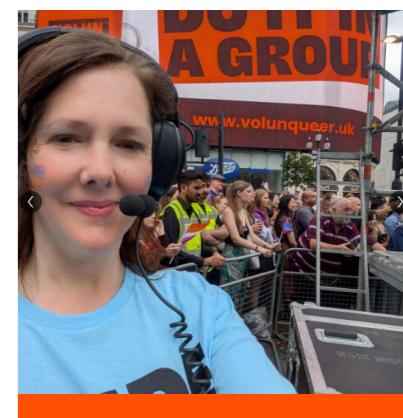
"I started riding a bike into work and haven't looked back since. I drive a hybrid car (when I have to) and intend to switch to an EV as soon as the current car gives up"



MARIA FOWLER, GLOBAL ACCOUNT DIRECTOR, LONDON:



"I collect soft plastic in a separate bin and take it to my local Co-op once a week to be recycled. I volunteer for Pride in London. I keep the bird feeder in my garden topped up. I collect our glass bottles and jars and take them to be recycled in the centre of the village once a week."



LIVING OUR VALUES

STEPHEN MESA, ACCOUNT DIRECTOR, SYDNEY:

► "I volunteer for the NSW Rural Fire Service, member of the Hornsby Heights Rural Fire Brigade. During my volunteering career I have taken part in many hazard reduction activities (reducing the risk of fire in bushland), I am my brigade's current Community Engagement Officer, helping to educate the local community about how to stay safe and how to prepare their homes during bushfire season, and have fought several out of control fires, including serving during the 2019/20 Black Summer Bushfires (received National Emergency Medal).



HANNAH TURNBULL, JUNIOR PEOPLE & CULTURE BUSINESS PARTNER, CORNWALL:

► "I've been plant-based for many years due to its lower carbon footprint compared to meat-based diets. I'm also a big advocate of zero-waste practices, prioritising refill products and second-hand items over new purchases."



KRISTEN INGRAHAM, MANAGING PARTNER, US:

► "I am a monthly contributor to the American Civil Liberties Union (ACLU) and an active volunteer with NY Cares. I also keep a sustainable rooftop garden and donate the fruits, vegetables and herbs that I grow."



MANDY GALMES, MANAGING PARTNER, SYDNEY:

► "Becoming a Volunteer Surf Lifesaver at Clovelly Surf Life Saving Club is one of the most rewarding, and fulfilling (and toughest) goals I have achieved. Importantly, it's given me the chance to see first hand the incredibly positive impact that volunteering can have - from keeping members of the community safe, to providing connection, support and a place of belonging to those who volunteer their time. Life is busy, there are always other priorities but the impact for yourself and others can be profound, if you just share a few hours of your time."



JULIA HOY, EVP RESPONSIBLE BUSINESS, SYDNEY:

► "I lead a group for parents of neurodivergent children in our school community and I'm a strong advocate for everyday sustainability, including



ANGIE GALAN, SENIOR ACCOUNT DIRECTOR, NEW YORK:

► "I take public transportation to work every week to reduce my carbon footprint; I also compost at home, and donate groceries to my neighborhood's mutual aid - which is more vital than ever, as SNAP benefits have been paused during the US government shutdown and many are experiencing increased food insecurity as we approach the holidays."





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FOR MORE INFORMATION PLEASE CONTACT:

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