

CHARTER FOR CHANGE **2026**



Given our clients' significant cultural influence, operating responsibly requires building diverse and inclusive teams capable of creating work that authentically reflects all of society.

In 2018, we launched our first three-year Charter for Change. While we made progress, the industry has evolved. We now renew this Charter annually with fresh, ambitious goals across People, Culture, and Work to maintain momentum, ensure transparency, and actively build an inclusive culture.

Our approach in 2025 was about accountability and building the infrastructure for inclusion. It wasn't just about high-level promises; it was about putting the right tools in the hands of the right people. Rather than guessing we partnered with experts to be in a position to know how we are performing.

By giving Department Heads access to granular data on pay gaps and talent mapping, the agency moved from "guessing" to "knowing," empowering leaders to make day-to-day decisions based on transparency.

Winning the IPA "People First Promise award" and achieving "All In Champion" status served as external proof that the internal focus on mental health support and belonging is working.

The year focused on auditing what we did and how we did it. We partnered with specialists like NeuroKind and Avenir to benchmark exactly where the agency stood. Using their expertise, we delivered training and audited ourselves so that we have a clear representation of where we are and, most importantly, the knowledge to change.

2026 is about unlocking potential. It focuses on two key areas highlighted in our November 2025 'All About You' survey:

Career Development: Improving clarity, mobility, and career conversation opportunities. We will also be accelerating careers with our Women Worth_ programme.

Cultural Connection: We prioritise a supportive culture because our people make us who we are. This year we're evolving how we work together to make collaboration more seamless and effective.



Lucy Doubleday
UK Managing Director



Our Commitments

These commitments represent our ongoing dedication to equity, inclusion, and belonging. While we remain committed to all areas, we prioritise specific initiatives based on our agency's progress and feedback from our Global 'All About You' Survey.

In 2026, our primary focus will be on Career Development and Cultural Connection.

Our People

We commit to **diversity, inclusion and equal representation** across all departments and levels of seniority.

Continue to work towards all our people having an **equal opportunity** to progress.

There are numerous barriers to entry to the creative industries. We will seek to address these through **initiatives and support**.

Our Culture

We will create a culture that promotes a **healthy work-life balance** and supports mental health.

We will create a culture of **open dialogue**, understanding and respect for different cultural and social values.

We will ensure our clients and the suppliers we work with are aware of, and share, **our values**.

Our Work

We commit to **creating work that is progressive** and which represents different cultural and social values in an authentic way.

We will ensure that on and off screen **talent is diverse and representative** within our productions.



Our People



Neuroinclusion

We partnered with NeuroKind to audit how we communicate, our work environment, best practices and HR & onboarding processes. We are delighted to have achieved a bronze award. Our area of focus is communication and ways we can make this easier in a meeting driven world.



Inclusive Hiring

Building a Diverse Team: We are so proud that 39% of our new starters come from minority ethnic backgrounds. This brings our total representation to 22%, as we work toward our 25% goal.

Gender Balance: Our agency is 60% female, strengthened by the addition of three women to our senior leadership team in 2025.

A Culture of Trust: This year, 6.5% of our new colleagues disclosed a neurodivergent conditions and 9.7% shared a physical health condition. We are grateful for that trust and remain dedicated to supporting every individual.



Our People

Mentoring & Next Gen

Congratulations to Andy Dawes, Senior Creative, and Simon Richings, Executive Creative Director for completing the nine-month **BRiM Sponsorship** Program. Their dedication to this initiative is a vital part of our commitment to empowering Black talent and building a more inclusive industry. We're already looking forward to supporting more of our team through this program in the new year.

Our **Next Gen** programme, run with partners like the SCA, BIMA and Ravensbourne, continues to go from strength to strength. From the successful return of Upstarts in August to our many university inspiration sessions, we are focused on creating a real, lasting pipeline for new talent. On that note, we're thrilled to welcome two Junior Creatives, Chris and Lucas, to the team as permanent hires following their creative internships from the SCA programme.



Mental Health

We started the year strong by winning the IPA Promise award for our commitment to providing employee wellbeing support. And we didn't stop there...

Tailored Support: We launched new Mental Health pages on our People Hub, favoring flexible, person-centered support over rigid policy.

Manager Training: Our pastoral care sessions equipped leads with the skills to support their teams in moments of need.

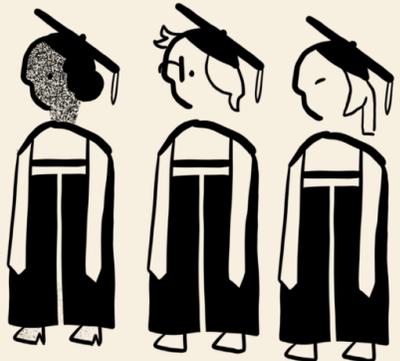
Positive Growth: 62% of our team now feel well-supported regarding mental health.

The Year Ahead: In 2026, we are focusing on workload triaging to better manage capacity and proactively reduce the last minute strain.

Our People



Magnificent Managers Programme



Training

At the heart of our commitment to an inclusive culture is a simple promise: to look after one another. This year, we've focused on providing our team with the tools to do just that. We have invited everyone to attend **sexual harassment awareness** training to ensure a safe, respectful environment for all. We also empowered our **'Magnificent Managers'** with deeper expertise in employment law and pastoral care, ensuring they have the heart and the knowledge to support their teams fully. We also piloted **Inclusive Leadership** training and look forward to sharing this programme with the rest of the organisation in 2026.

Metrics

We believe that great leadership starts with transparency. To support this, we've provided our Heads of Department with a comprehensive data toolkit—covering everything from pay equity and salary bands to talent mapping. By putting this visibility directly into their hands, we've built an infrastructure that empowers them to advocate for their teams and lead more meaningful, informed conversations with their people every day.

Our Culture



We Are Social Voices

We partnered with consultancy Avenir, to work closely with our ERG, We are Social Voices, to build a clearer roadmap for ED&I. Together, we are defining long-term goals and ensuring our efforts to build an inclusive culture at We Are Social are more visible than ever.



Clients

We want everyone to feel at home when working with us. By updating our **Client Code of Conduct** to include a zero-tolerance policy for harassment, we are reaffirming our promise to treat every individual with the dignity they deserve.



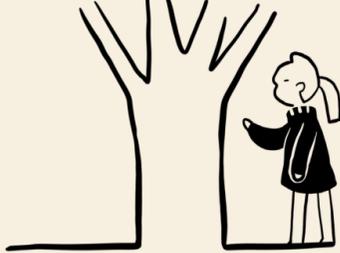
Charities & CSR

This year, we sharpened our focus on **supporting cancer research and care**—a cause that touches many, with 1 in 2 people in the UK receiving a diagnosis in their lifetime. Thanks to our participation in our events, we are proud to have raised £3,750 for charity.

Our fundraising efforts included:

- **The Great Bake Off:** Held in loving memory of our dear colleague Lydia Lees.
- **Movember:** Supporting prostate cancer awareness.
- **The Eve Appeal:** Raising vital funds for cervical cancer.

Alongside these initiatives, we are pleased to continue our ongoing partnership with **Trees for Cities** as part of our commitment to corporate social responsibility.



Our Culture



Black Perspectives

We refreshed our long-running 'Black Perspectives' series with a new look, feel, and YouTube-led format.

Black Perspectives celebrates and champions black creators, creatives and entrepreneurs, allowing them to share their stories and their insights into their worlds of work and beyond.



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Black Perspectives gives us the opportunity to hear directly from people who are doing really important work for, or within, the creative industries. In 2025 we had some fantastic guests, kicking off with the incredibly inspiring Sayce and Jeaniq. I'd encourage everyone to listen to their stories and insights.

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Lucy Doubleday, Managing Director, We Are Social

Our Culture



We Are Social Voices Events

Educate. Motivate. Celebrate. Our team went all-out in 2025 to deliver a calendar that mattered. From cultural celebrations like Lunar New Year and Rosh Hashanah to transformative conversations with speakers like Dami Adeyeye and Sacha Coward, they prioritised authentic representation. They also launched dedicated resource decks for Neurodiversity and Trans Visibility, ensuring every team member has the tools they need to thrive.



Future Female Leaders

We're thrilled to launch Women Worth_ a dedicated space for every woman here to grow, lead, and thrive.

The programme provides:

- **Future Leaders:** A 6-month leadership programme for our future leaders, launching in 2026.
- **Mentoring:** A 6-month "growth exchange" pairing with mentors to build a powerful peer network.
- **Inspiring:** A range of inspiration sessions designed to boost confidence to manage day-to-day scenarios.

Our Work

Partnerships

Our creative ambition is to make **Ideas Worth Talking About** for our clients. Enabling diverse voices to be heard during the creative process is a fundamental part of this ambition. We need representation from different communities to help us shape the work and challenge our assumptions.

We started the process this year of understanding how we could partner with the Diversity Standards Collective which has now put us in a good position for 2026.

Production

We have made positive steps forward to ensure both on screen and off screen representation is achieved in our work. We have learnt that measuring our progress and setting challenging goals can make the challenging things possible.



This year we have seen more progress in championing diverse talent, we achieved our targets of:



Directors / Photographers to be from an underrepresented background



Videographers to be from an underrepresented background



Our Awards

Our initiatives have delivered measurable impact for us. This has been recognised by various industry awards:

- We were recently named **All In Champions**
- We achieved the **IPA People First Promise Award**
- We earned Bronze **NeuroKind** accreditation
- Our 'Black Perspectives' relaunch was featured in **Little Black Book**
- We were honoured as finalists in two **MEFA Award** categories: DEI Champion and Champion of Champions.



In 2026 we will...



Our People

FOCUS ON CAREER PROGRESSION

We will focus on ensuring everyone has an opportunity to progress by:

- Implementing our Women Worth_ programme.
- Enabling career coaching sessions for our people.
- Launching our global mobility policy.
- Launching our Career Development Pathfinder as part of a global career development framework.

LEADERSHIP DIVERSITY

We will strive to hire more senior leadership members from underrepresented backgrounds when roles are available through talent pipeline, internal succession, specialist recruiters and job boards.

Our Culture

A GREAT PLACE TO WORK

- Bring back our department 101 sessions.
- Introduce more social activities.
- Create social events that make everyone feel included and bring collaboration.
- Supercharge the embedding of our new joiners by focusing on that first 3-6 month period.
- Commit to trying new ways of working that help us to collaborate and work better together.

NEURO INCLUSION

Create and deliver on our action plan to ensure our workplace is one where neurodivergent employees are actively supported and can thrive. Our goal is to get a Silver accreditation from NeuroKind by the end of 2026.

SUPPORT OUR WE ARE SOCIAL VOICES TEAM

We will continue to strengthen the structure of the We Are Social Voices ERG with external support, ensuring this vital volunteer group is fully equipped to inform, deliver, and evolve the Charter's ambitions.

Our Work

PARTNER WITH DIVERSITY STANDARDS COLLECTIVE

To ensure our work authentically represents diverse communities, we're collaborating with The Diversity Standards Collective. This partnership will begin with a pilot program across 2-3 campaigns to stress-test our strategic and creative concepts.

PRODUCTION

Representation: We're committed to a 1-in-2 target for directors/photographers and 1-in-3 for cinematographers from underrepresented groups.

Accessibility: We are widening our talent pool and standardising on-set support for crew members with disabilities.





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