



Ampersand Advisory Sustainability Report 2025

Building Adaptive Growth in a World of Flux

Introduction

At Ampersand Advisory, sustainability is not viewed as a standalone initiative or annual exercise. It is embedded into the way we think, create, collaborate, and grow. As a modern integrated communications consultancy operating in a rapidly evolving media and business environment, we believe sustainability must extend beyond environmental responsibility alone. It must also encompass people, culture, governance, creativity, technology, inclusion, and the long-term resilience of businesses and communities.

2025 was a defining year for Ampersand Advisory. Amid global uncertainty, economic pressures, AI disruption, changing consumer expectations, and increasing scrutiny around corporate responsibility, we continued to evolve our “Flux” philosophy — the belief that organizations must remain adaptive, agile, and human-centred in an era of continuous change. We grew our revenues, and won over 201 awards in 1 calendar year alone. This is an unprecedented feat. But while we did so, we ensured that we remained on the right side of history, and we stayed the course in our efforts towards a more sustainable future for our company as well as our people, currently numbering more than 90.

This report outlines our progress across Environmental, Social, and Governance (ESG) priorities, while highlighting the systems, culture, and strategic decisions that shaped our sustainability journey in 2025.

As a communications company, our influence extends beyond our own operations. Every campaign, media investment, partnership, and story has the potential to shape culture and public behaviour. We therefore recognize our responsibility not only to reduce our operational footprint, but also to encourage more responsible narratives, inclusive representation, ethical communications, and sustainable business thinking across the industries we serve.

Our sustainability efforts in 2025 were guided by five key pillars:

1. People & Culture
2. Diversity, Equity & Inclusion
3. Responsible Communications
4. Environmental Responsibility
5. Ethical Governance & Business Resilience

Together, these pillars form the foundation of how we intend to build a future-ready agency that creates both commercial and societal value.

1. People & Culture

At Ampersand Advisory, we believe that people are the foundation of sustainable growth. In an industry historically associated with burnout, long working hours, and high turnover, we continued to invest heavily in creating a healthier, more empowering workplace culture.

Human-Centred Leadership

Our leadership philosophy prioritizes empathy, flexibility, collaboration, and empowerment. We believe high performance is best achieved not through pressure alone, but through trust, clarity, autonomy, and purpose.

In 2025, we continued strengthening leadership accessibility across the organization. Regular town halls, open feedback sessions, and cross-department collaboration meetings allowed employees to contribute ideas and challenge traditional thinking regardless of seniority.

We also expanded mentorship initiatives across departments, ensuring younger team members had greater access to strategic learning opportunities and career guidance.

Flexible & Adaptive Work

Recognizing the evolving nature of work, Ampersand maintained flexible and hybrid working structures throughout 2025. Employees were encouraged to work in ways that balanced productivity with personal well-being.

This included:

- Flexible scheduling arrangements
- Hybrid work opportunities
- Mental wellness days
- Family-first policies
- Enhanced leave flexibility during emergencies

The company also invested in digital collaboration tools and workflow systems to reduce unnecessary operational stress and improve efficiency.

Furthermore, we worked 2 days a week from home, thus ensuring we reduced our carbon footprint, saved commute time and improved productivity.

Importantly, we continued our long-standing tradition of Reset and Recharge Fridays, where every last working Friday of the month was a free holiday given to our staff. This is a unique offering that no other large agency provides.

Learning & Capability Building

The communications industry is being transformed by AI, automation, data analytics, and changing consumer behaviour. To remain future-ready, we expanded our internal learning culture substantially in 2025.

We conducted over 40 training initiatives, including:

- AI-assisted media and content workflows
- Data analytics and measurement
- Strategic planning methodologies
- PR and crisis communications
- Creative storytelling
- Digital platform certifications
- Leadership development workshops

Employees were encouraged to dedicate time toward continuous learning and experimentation, helping create a culture where adaptability became a core organizational strength.

2. Diversity, Equity & Inclusion

Ampersand Advisory believes diversity is not simply a policy objective — it is a business advantage and creative necessity. Diverse perspectives produce better ideas, stronger strategic thinking, and more culturally relevant communications.

Women in Leadership

One of the defining characteristics of Ampersand's culture is the strong representation of women across leadership roles.

In 2025:

- More than 60% of employees were women
- Five out of six C-level leadership roles were held by women
- Women led major departments across media, creative services, operations, and client leadership

This leadership representation reflects our long-standing commitment to meritocracy, inclusion, and equal opportunity. Two of our women leaders were nominated to the Asia Pacific Women Leading Change Awards in 2025.

Inclusive Creative Representation

As communicators, we recognize the power media and advertising have in shaping public perceptions and cultural norms.

Throughout 2025, Ampersand actively encouraged:

- More authentic representation across campaigns
- Reduced reliance on stereotypes
- Greater multicultural inclusion
- Age-inclusive storytelling
- Representation of diverse Malaysian communities and voices

We also encouraged clients and production partners to consider broader inclusion across casting, creators, and creative development processes.

Supporting Young Talent

Ampersand continued nurturing emerging industry talent through internships, mentorships, and practical exposure programs.

Young professionals were given opportunities to:

- Participate in strategic discussions
- Lead presentations
- Contribute to creative ideation
- Engage directly with clients
- Work across integrated disciplines

This approach helped accelerate learning while fostering confidence and ownership among younger employees. We also organized Cut!, Malaysia's premier short horror film competition. With esteemed judges from Astro, Media Prima and more, we created a new pathway for budding film-making talent. Ampersand Advisory funded prizes worth RM 40,000, and also got on board sponsors like Canon.

3. Responsible Communications

As an integrated communications consultancy, Ampersand recognizes that sustainability also means communicating responsibly.

In a digital environment increasingly shaped by misinformation, sensationalism, AI-generated content, and declining public trust, responsible communications have become more important than ever.

Ethical Storytelling

Ampersand maintained strict standards around:

- Accuracy in communications
- Responsible use of data
- Transparent claims
- Ethical influencer collaborations
- Clear disclosure practices, especially in use of AI

We encouraged campaigns that created genuine value rather than relying solely on attention-driven tactics.

Purpose-Driven Campaigns

In 2025, we continued supporting campaigns connected to:

- Women's empowerment
- Breast Cancer Screenings
- Community development
- Mental health awareness
- Financial literacy
- Sustainability via tree planting

Our HomeSoy Stop that Dot, Together, enabled over 27,000 women to go for breast cancer screenings. Our film for Alliance Bank, The Ultimate Elevator Pitch, reached over 7 million viewers, including thousands of SMEs whom we wanted to encourage. We also planted over 1000 trees via our social enterprise, Canopy for Earth.

The agency also continued its annual tradition of supporting International Women's Day initiatives through storytelling and creative work celebrating Malaysian women and their contributions to society, which began in 2018. While no film was released in 2025, plans were made for films in 2026.

Responsible Media Thinking

As media fragmentation accelerates, brands face increasing pressure to maximize short-term performance metrics. Ampersand continued advocating for balanced strategies that considered both business outcomes and long-term brand health.

This included promoting:

- Contextually responsible media placements
- Reduced ad wastage

- Higher quality audience targeting
- More sustainable content ecosystems
- Better integration between paid, owned, and earned media

Our strategic philosophy emphasized effectiveness over excessive volume.

4. Environmental Responsibility

While Ampersand Advisory is not a manufacturing business with heavy industrial emissions, we recognize that every organization has a role to play in reducing environmental impact and encouraging sustainable behaviours.

Reducing Operational Footprint

Throughout 2025, the agency implemented initiatives aimed at reducing resource consumption and waste. These included:

- Reduced paper usage through digital-first workflows
- Greater use of cloud collaboration systems
- Energy-conscious office practices
- Reduced unnecessary printing
- Encouragement of virtual meetings where appropriate
- Waste segregation initiatives within office operations

Internal procurement practices also increasingly considered sustainability factors when selecting vendors and production partners.

Sustainable Production Thinking

Advertising and production work can generate significant waste through fabrication, logistics, energy usage, and temporary materials. Ampersand worked with partners to encourage:

- Reusable production assets
- Digital alternatives where viable
- More efficient fabrication practices
- Responsible disposal methods
- Reduced overproduction of materials

Where possible, campaigns incorporated digital-first approaches to minimize environmental impact while maximizing reach and effectiveness.

Smarter Media Efficiency

One often overlooked aspect of sustainability within communications is media efficiency.

Poor targeting and ineffective campaigns contribute not only to financial wastage, but also unnecessary energy consumption across digital ecosystems. Ampersand increasingly utilized:

- Data-led optimization
- Smarter audience segmentation
- Contextual relevance
- AI-assisted planning tools
- Measurement frameworks

This helped improve efficiency while reducing unnecessary media duplication and wastage.

5. Technology, AI & Responsible Innovation

The rise of artificial intelligence has fundamentally reshaped the communications industry. Ampersand views AI not simply as a productivity tool, but as a transformational force that must be used responsibly.

AI as an Enabler

In 2025, Ampersand integrated AI across multiple areas of the business:

- Content ideation
- Media optimization
- Workflow automation
- Audience analysis
- Research synthesis
- Reporting systems

However, AI adoption remained guided by human oversight, creativity, and ethical considerations.

Human Creativity Remains Central

Ampersand believes the future belongs not to companies that replace people with automation, but to organizations that successfully combine technology with human imagination, empathy, and cultural understanding. Our approach therefore focused on:

- AI-assisted creativity rather than AI-only creativity
- Human validation of outputs
- Ethical use of synthetic content
- Protection of strategic thinking and originality

We also invested in upskilling employees to work alongside AI systems effectively.

Data Responsibility

As audience targeting capabilities become increasingly sophisticated, responsible data usage becomes essential. Ampersand continued emphasizing:

- Consumer privacy awareness
- Ethical audience targeting
- Responsible use of first-party data
- Compliance with relevant regulations
- Transparency in digital practices

We believe trust will become one of the most valuable currencies in the future communications ecosystem. We appointed our Chief Data Protection Officer as well, to ensure processes as well as data integrity.

6. Governance & Business Integrity

Strong governance remains essential to building a sustainable business.

In 2025, Ampersand strengthened internal systems related to:

- Operational continuity
- Risk management
- Cybersecurity awareness
- Vendor accountability
- Financial governance
- Crisis preparedness

Business Continuity & Resilience

Operating in a world increasingly shaped by disruption — whether technological, environmental, economic, or geopolitical — resilience has become critical.

Ampersand continued developing systems designed to:

- Protect operational continuity
- Enable remote collaboration
- Secure critical data
- Maintain client servicing standards
- Ensure agility during disruptions

The company also expanded discussions around cybersecurity and responsible digital behaviour internally.

Ethical Partnerships

Ampersand seeks to work with clients and partners who align with principles of integrity, responsibility, and long-term value creation.

We continued evaluating partnerships based not only on commercial potential, but also on:

- Brand safety
 - Ethical alignment
 - Reputation considerations
 - Cultural compatibility
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7. Community & Industry Contribution

Ampersand believes agencies have a responsibility to contribute positively to the broader communications industry and society.

Industry Development

In 2025, the agency actively contributed to:

- Industry award platforms
- Thought leadership discussions
- Young talent mentorship
- Council Member in Malaysia Media Specialists Association
- Marketing transformation conversations
- AI and future-of-media discussions

Our leadership team regularly participated in forums and conversations shaping the future of communications in Malaysia and the region.

Media Culture & Malaysian Identity

Ampersand continued championing Malaysian creativity and cultural storytelling through campaigns, partnerships, and creative initiatives.

We believe local cultural relevance remains one of the most important competitive advantages for brands operating in Southeast Asia.

The agency also supported work that elevated Malaysian creators, filmmakers, musicians, and storytellers.

Looking Ahead: Sustainability in an Era of Flux

The future of sustainability will not be defined solely by carbon reduction targets or compliance metrics. It will increasingly be shaped by adaptability, ethics, creativity, inclusion, resilience, and the ability to navigate constant change responsibly. At Ampersand Advisory, we believe the next generation of successful businesses will be those that:

- Balance technology with humanity
- Build trust alongside performance
- Prioritize adaptability over rigidity
- Create value beyond transactions
- Integrate sustainability into everyday decision-making

Our “Flux” philosophy continues to guide how we think about the future: change is not temporary — it is permanent. Sustainability therefore requires organizations to continuously evolve while remaining grounded in clear values and human purpose. In 2026 and beyond, Ampersand Advisory aims to further strengthen:

- Responsible AI adoption
- Sustainable production standards
- Employee well-being systems
- Diversity and leadership inclusion
- ESG measurement capabilities
- Industry collaboration
- Community impact initiatives

We recognize sustainability is a journey rather than a destination. There is still much work to be done, and we remain committed to learning, improving, and contributing positively to the industry and society around us.

Conclusion

2025 was a year of growth, adaptation, and transformation for Ampersand Advisory. Amid rapid industry shifts and global uncertainty, we remained committed to building a business that values people, creativity, ethics, inclusion, and resilience.

Sustainability for Ampersand is ultimately about building enduring relevance — for our people, our clients, our partners, and the communities we influence.

As the world continues to evolve, we believe organizations that combine innovation with responsibility will define the future. And in a world of Flux, sustainable growth belongs to those willing to adapt with purpose.