



# WHERE POSSIBILITY MEETS PROGRESS

2022 CORPORATE RESPONSIBILITY REPORT

**APCO**  
worldwide®





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# Welcome

## About This Report

APCO Worldwide is pleased to present our first environmental, social and governance (ESG) report, which also serves as our 12th Communication on Progress for the UN Global Compact. APCO joined the UN Global Compact in June 2011 and has been committed to reporting on progress for more than a decade. This year we are transitioning to a report that includes ESG metrics, in line with the standards for professional and commercial services set by the Sustainability Accounting Standards Board (SASB). All data contained in this document relates to the calendar year January–December 2021 unless otherwise noted.

Even as we shift to ESG reporting, we remain committed to working both internally and with our clients to promote the 10 UN Global Compact Principles and the 17 UN Sustainable Development Goals (SDGs). Moving forward, we will seek to publish an annual ESG report to detail our continued progress.

A global, cross-functional team was responsible for developing this report, which was reviewed and approved by our Executive Chair and CEO.

**DISCLAIMER:** The information, opinions, analyses and statements contained in this report refer to the 2021 calendar year unless otherwise indicated and to information and data available to APCO. The information, opinions, analyses and statements do not purport to contain or incorporate all the information and are subject to change without notice. Although the report's content reflects APCO's current expectations regarding future events, the information, opinions, analyses and statements contained in this report are based on various assumptions that are subject to uncertainty. APCO undertakes no obligation to revise or update any information, opinions, analyses or statements as a result of future events, new information or otherwise. This report represents certain current practices and aims of APCO and is not intended to create legal rights or obligations.

## A Joint Statement From the Executive Chair and CEO

### There is no doubt that 2021 was a difficult and unsettling year on many fronts.

As businesses and society continued to struggle with the disruption caused by the COVID-19 pandemic, the United Nations reported faltering progress in tackling hunger, poverty and environmental degradation—issues central to the SDGs.

With this in mind, it is not enough for the corporate world to simply adapt to the continuing impact of the pandemic and navigate through the uncertainty of global change and conflict. It must do so in a way that contributes to a more sustainable and equitable future for all.

We believe this applies to organizations across the board. But it is particularly important for APCO, as it has been since our founding in 1984. We opened our doors with a passion for breaking down barriers, challenging the status quo and advancing equality. That has translated into a decades-long track record of guiding organizations through the immense pressures to go beyond business as usual and become catalysts for progress.

Today, our 30-plus country offices and more than 900 team members interact with corporations, governments and non-profit organizations on a daily basis. Our size, reach and range of stakeholders mean we can have disproportionate effect as agents of change in society. We want to make sure that influence reflects our core values of pushing boundaries, championing diversity, committing to ongoing learning and staying empathetic to the perspectives of all APCO stakeholders.

These values already inform our strategies, operations and the counsel we provide to clients. They reflect our ongoing commitment to the UN Global Compact principles on human rights, labor rights, the environment and anti-corruption, as well as our work to support the SDGs.

While these provide strong guiding principles, we believe a responsible, transparent organization can go even further—asking the tough questions about where they are and reflecting on opportunities for greater impact.

This, our first annual Corporate Responsibility report, uses ESG metrics to provide those kinds of insights. As well as reaffirming our commitment to the principles of the UN Global Compact and to delivering on the SDGs, it is a candid review of where we are as an organization, what we've achieved and what we still need to do. It is the precursor to our aim for a full ESG strategy, which will ensure our work reflects and shapes the long-term future we want for both people and the planet.

While global events in 2021 showed that the world can change quickly, our core values remain firm. Our aim to be best-in-class in corporate responsibility is not something we will achieve overnight. But it is a journey to which we are fully committed and one we are happy to be taking with you.



A handwritten signature in black ink that reads "Margery Kraus".

**Margery Kraus**  
Founder & Executive Chair



A handwritten signature in black ink that reads "Brad Staples".

**Brad Staples**  
Chief Executive Officer



## Global Citizenship

The United Nations warned that “cascading and interlinked crises,” dominated by COVID-19, climate change and conflicts, have reversed years of progress in eradicating poverty and hunger, improving health and education, and curbing inequality, putting the 2030 Agenda for Sustainable Development in grave danger.<sup>1</sup>

Now is the time for committed, collective action to steer our world onto a more equitable, inclusive and sustainable path. APCO is committed to heeding the call of the UN Secretary-General António Guterres for “an urgent rescue effort for the SDGs.” Be it practicing citizenship and community engagement through our pro bono services or spearheading our industry best-practices, APCO remains dedicated to breaking down barriers, challenging the status quo and advancing equality, firmly guided by the SDGs.

“This is an Agenda of unprecedented scope and significance. It is accepted by all countries and is applicable to all, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. These are universal goals and targets which involve the entire world, developed and developing countries alike. They are integrated and indivisible and balance the three dimensions of sustainable development.”

— *Transforming Our World: The 2030 Agenda for Sustainable Development*

### UN Sustainable Development Goals



<sup>1</sup> <https://unstats.un.org/sdgs/report/2022/The-Sustainable-Development-Goals-Report-2022.pdf>



## Participating in the UN Global Compact

As a participant to the UN Global Compact, APCO is also committed to adhering to its 10 principles on human rights, labor, environment and anti-corruption. APCO's annual UN Global Compact Communication on Progress report, first published in 2010, illustrates how we have embedded these principles into the strategy, culture and day-to-day operations of our company.

### Human Rights

#### PRINCIPLE 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

#### PRINCIPLE 2:

make sure that they are not complicit in human rights abuses.

### Labor

#### PRINCIPLE 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

#### PRINCIPLE 4:

the elimination of all forms of forced and compulsory labor;

#### PRINCIPLE 5:

the effective abolition of child labor; and

#### PRINCIPLE 6:

the elimination of discrimination in respect of employment and occupation.

### Environment

#### PRINCIPLE 7:

Businesses should support a precautionary approach to environmental challenges;

#### PRINCIPLE 8:

undertake initiatives to promote greater environmental responsibility; and

#### PRINCIPLE 9:

encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

#### PRINCIPLE 10:

Businesses should work against corruption in all its forms, including extortion and bribery.





## Our Company

APCO Worldwide is an advisory and advocacy consultancy helping leading public and private sector organizations be catalysts for progress by navigating the challenges of today, acting with agility, anticipating social risk and building organizational reputations, relationships and solutions to succeed.

APCO is proudly the largest independent, majority women-owned advisory and communications consultancy in the world. Headquartered in Washington, D.C., APCO serves clients in more than 80 markets with \$172 million in global revenue in 2021.

## 2021 Highlights



Announced the APCO Encore program in the United States



Implemented the Black Heritage Recruitment Program in the United Kingdom



Formalized the Climate & Sustainability practice group



Launched APCO Impact to advise clients on their most pressing societal and environmental challenges



Published the first annual North America Diversity, Equity and Inclusion (DEI) Outlook



Partnered to track our carbon emissions from travel



Named CSR Agency of the Year by Ragan Communications

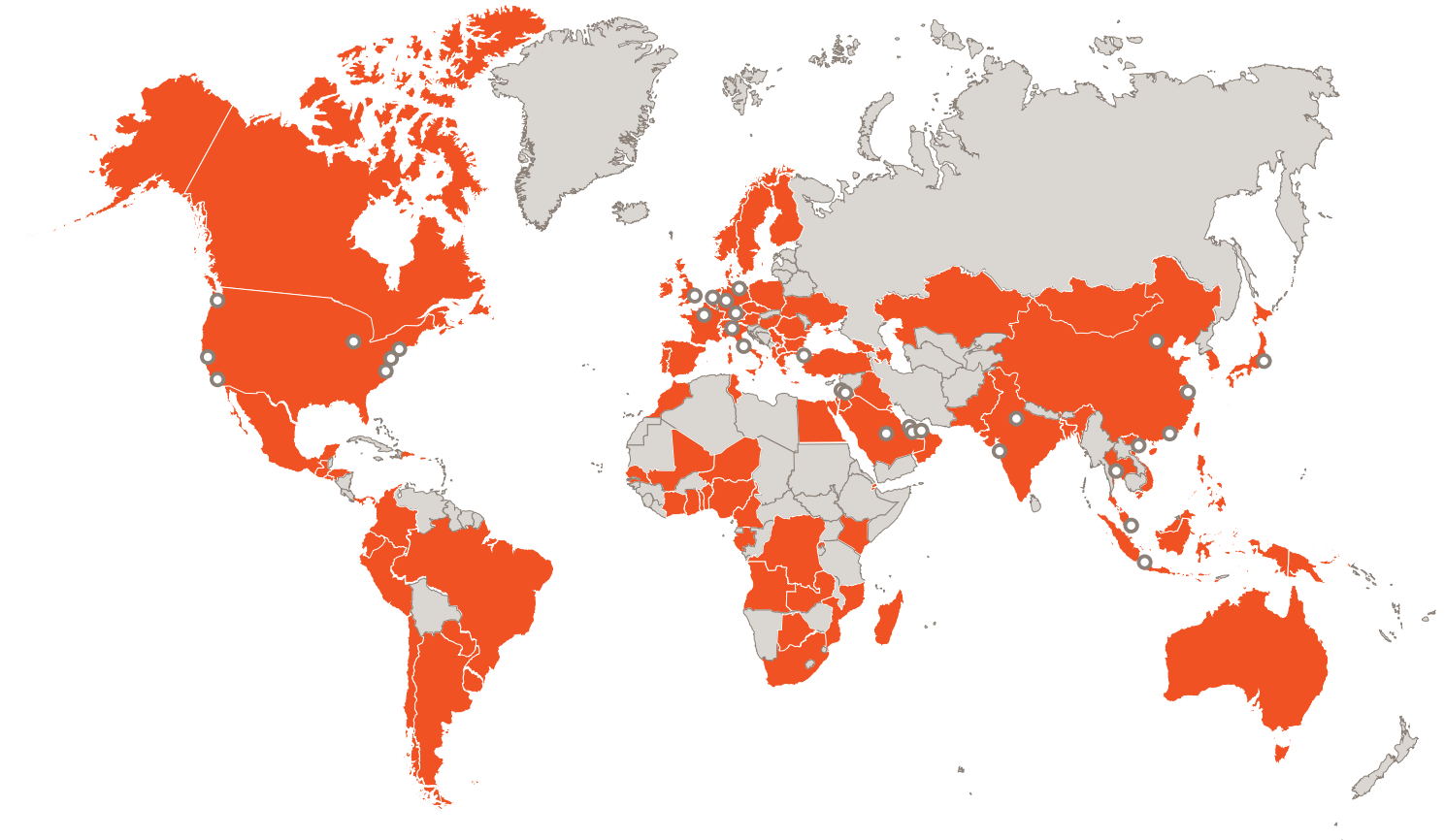


Committed to net zero emissions across all scopes



## APCO Worldwide Offices

APCO works in every region of the world. Our 926 full-time employees (as of December 31, 2021) operate in more than 30 offices globally and come from diverse professional backgrounds, including corporate, creative and digital experts; former elected leaders, government officials and ambassadors; journalists; business and nonprofit executives; and market researchers. APCO has offices in the locations indicated at right, in addition to work carried out through partnerships across the world.



## AMERICAS

Washington, D.C.\*\*  
Chicago  
Los Angeles  
New York  
Raleigh  
San Francisco  
Seattle

EUROPE

Brussels	Paris
Berlin	Rome
Frankfurt	Tel Aviv
Istanbul	
London	
Milan	
Munich	

## IMEA

Dubai*	Mumbai
Abu Dhabi	New Delhi
Amman	Riyadh
Manama	

## ASIA

Beijing*	Hong Kong
Singapore*	Jakarta
Bangkok	Shanghai
Hanoi	Tokyo

- \*\* Global Headquarters

\* Regional Headquarters

○ APCO Offices

- Markets where APCO operates



## What Motivates Us

### OUR MISSION

In a rapidly evolving global context and a time of transformational change, APCO strives to add value to our clients' enterprises and benefit society. We enable clients to achieve their objectives through insightful counsel, compelling narratives and creative solutions.

### OUR OPERATING PRINCIPLES

*We conduct our daily business with these Operating Principles in mind:*

Make client success our measure of achievement.

Empower people to do great work.

Nurture an organization where everyone is valued.

Rely on one another to achieve personal potential.

Build relationships to build business.

Tell the truth.

Push the boundaries with innovative technology and solutions.

Provide global service, culture by culture.

### OUR VALUES

APCO's values are embedded into how the company operates and guide employees' decisions and actions every day. The values we put forth—to everyone throughout the organization—reflect our dual commitment to our people and our clients.

## BOLDNESS

We push boundaries and produce better ideas to solve the really challenging problems of our time.

## CURIOSITY

We hunger for learning and improvement in all we do, keeping us at the cutting edge.

## EMPATHY

We seek to embrace and incorporate different customs and approaches, and to understand the perspectives of others.

## INCLUSIVITY

Our culture embraces diversity of people, thoughts and experiences.





## Our Partnerships

Partnerships are key to providing excellent service to our clients and expanding our own knowledge and expertise. To continue to multiply our impact and share best practices, APCO engages with a number of global organizations. Some of our partnerships include:

Arthur W. Page Society	MIT Solve	The Seminar
Civic Alliance	NEXUS*	We are All Human Foundation
Close Up Foundation	Paradigm for Parity 5-Point Action Plan	WEConnect International
Committee of 200	PowerToFly	Women Business Leaders in Health Care
Diversity Action Alliance	PR Council	Women Entrepreneurs Grow Global (wegg)
Economic Initiative Frankfurt Rhine Main	PRSA	Women Presidents' Organization
Enterprising Women	Public Affairs Council	World Economic Forum and a number of its key initiatives, including: the Global Future Council on Anti-Corruption & Transparency and the Partnership Against Corruption Initiative (PACI)
Institute for Public Relations	Sustainable Brands	
International Center for Journalists	Tent Partnership	
International Crisis Group	The Conference Board	
	The Hispanic Star	

APCO's Founder and Executive Chairman Margery Kraus serves as the Chair of the Women Presidents' Organization (WPO). The WPO's mission is to accelerate business growth, enhance competitiveness and promote economic security through confidential and collaborative peer-learning groups. In her role as Chair, our founder focuses on increasing opportunities available to WPO members and growing WPO as an organization. APCO is a regular sponsor of the WPO's annual conference and has assisted WPO through a transformation period and more.

In addition to our global work, APCO's local offices and staff actively lead, participate in and are members of a variety of business organizations including, chambers of commerce, business councils, industry groups and societies.



\* NEXUS partnership beginning from 2022



## Awards and Recognition

We come to the office each day looking to put the most creative and impactful solutions in front of our clients as they respond to society's biggest, toughest challenges. There is no greater reward than when those efforts exceed client expectations and are recognized by peers. We are deeply appreciative of the industry awards that APCO has received this past year, some of which are detailed below and none of which would have been possible without the hard work of our exceptional people. Some examples include:



**PRWeek:** Asia Best Places to Work 2021



**PProvoke:** Best Agencies to Work For | EMEA Network



**Ragan and PR Daily:** Communicators of the Year Awards 2021 | Agency Team of the Year



**Ragan Communications:** CSR & Diversity Awards 2021 | CSR Agency of the Year



**Forbes:** America's Best Management Consulting Firms 2021



**Forbes:** America's Best PR Agencies 2021



**PR News:** CSR & Diversity Awards 2021



# People and Talent

## Our Talent

At APCO, our people and our culture are our most treasured assets. Since 1984, we have thrived by hiring people who are open, collaborative, kind, diverse and curious. We do purposeful work led by the ideas and contributions of employees at all levels, establishing an atmosphere in which even the newest and most junior employees are encouraged to speak up and contribute. We enjoy a work environment that is flexible, collaborative, diverse, intellectually and creatively stimulating, inspiring and fun!

As an independent company, we can—and do—invest heavily in industry-leading programs to help our people set the standards in their fields. From training to rich international experiences, our people develop lifelong skills and fulfilling careers at APCO while growing close personal friendships and providing exceptional service to worldwide clients.

### APCO BY THE NUMBERS\*

APCO does not collect and track data to report on temporary employees

926  
full-time  
employees globally

72  
interns

116  
external  
consultants

#### TURNOVER:

28%  
total turnover

24.7%  
voluntary

3.3%  
involuntary

Gender representation at the leadership level and globally

#### ALL EMPLOYEES GLOBALLY:

59%  
women

41%  
men

#### SENIOR LEADERSHIP:

42%  
women

58%  
men

APCO does not collect and track data to report on racial/ethnic group representation globally, but we do track and can report on data for North America:

#### ALL EMPLOYEES NORTH AMERICA:

67%  
white

33%  
people  
of color

#### NORTH AMERICA LEADERSHIP:

71%  
white

29%  
people  
of color

60%  
women

40%  
men

1,626,923  
Employee hours worked

52.3%  
Percentage billable

Standard employee hours worked vary by APCO region; for example:

#### UNITED STATES:

40 hours per week

#### EUROPE:

40 hours per week

(exceptions: UK: 35 hours a week;  
Israel: 42 hours per week)

#### INDIA, MIDDLE EAST AND AFRICA:

40 hours per week;  
6 hours per day during Ramadan

#### ASIA:

40 hours per week

\*APCO believes in allowing people to identify as they wish and has implemented ways for all employees to include preferred names and pronouns in all communication. While APCO acknowledges the presence of diverse gender identities, our current data collection and reporting follows the requirements of the insurance vendors and thus limits our ability to be more inclusive of gender identities beyond the binary of "man" and "woman". All numbers are based on information as of 12/31/21.



## Investing in Our People

From the moment a candidate first encounters APCO to when they accept an offer and join the organization, we strive to recruit, retain and cultivate the best talent. Our recruitment process seeks to create an interview structure that minimizes bias and maximizes inclusivity. We recognize that diversity represents a range of human attributes, some that classify an individual as protected or otherwise underrepresented within their given environment. This range of attributes includes but is not limited to race, ethnicity, gender and gender identity or expression, disability, age, social class, sexual orientation and identification, religion, political beliefs or national origin.

Equitable hiring practices, which involve a diverse pipeline of candidates and an inclusive interview process, are crucial to systemic change in talent acquisition and onboarding. This helps ensure that new team members are considered “culture adds”—individuals who not only value the company’s standards and workplace culture but also bring an aspect of diversity that positively contributes to the organization.

### APCO Approach to Recruitment

- Globally, we aim to have diverse slates of candidates through formalizing and growing our recruitment networks through our Black Heritage program in the UK; partnerships with Historically Black Colleges and Universities (HBCUs) in the United States; professional organization engagement globally; and broadening our job advertising base in all the regions in which we operate.

- Leaders receive unconscious bias training. We seek to incorporate the situation, task, action and result (STAR) method of behavioral interviewing to ensure consistent, unbiased evaluation of candidates.
- We are piloting the removal of resumes for early-career roles in European and North American locations. Instead of applying with a resume and cover letter, candidates respond anonymously to four STAR-method questions, which are reviewed according to strict guidelines. This means candidates can move to the interview stage without us knowing anything about their backgrounds.

### Transforming Our Global Learning and Development Strategy

Significant investments in APCO’s Learning and Development (L&D) infrastructure allows us to be agile and adaptable in the virtual learning environment during the COVID-19 pandemic. It also supports our current flexible, hybrid working environment. Our L&D team mobilized their expertise in virtual learning technology and eLearning course creation to equip APCO’s global workforce with the knowledge and skills to seamlessly do their jobs remotely and, in select cases, in our global offices.

L&D reimaged the user experience of ARC, our on-demand learning platform, focusing on individualized, level- and role-specific learning paths and career paths tied to APCO’s performance management competencies. With these changes, we have seen a 150% increase in course completions since 2018.

### Recruiting Initiatives to Ensure Diversity of Candidates

- In North America, APCO is committed to ensuring that at least 50% of the people interviewed for each position are from diverse backgrounds.
- London’s Black Heritage program is aimed at candidates who identify as having Black heritage.
- Brussels’ Action Positive program is aimed at candidates who identify as being of North African, sub-Saharan African and Near/Middle Eastern descent.
- Germany’s Build Up program is aimed at candidates from a migration background. The six intentional actions of the Diversity Charter, known as Charta der Vielfalt, promotes diversity in German companies and institutions.
- The India, Middle East and Africa (IMEA) region developed extensive relationships with eight universities in the Gulf Cooperation Council.
- We recently launched APCO Institute, a new educational resource for training and development programs designed to enhance the skills and knowledge of professional communicators and those interested in entering the profession. Set for a global rollout, the APCO Institute will be headquartered in the Kingdom of Saudi Arabia, with offices in Washington, London and future selected sites in the IMEA region.

## Employee Engagement, Benefits and Remuneration Policy

APCO deploys an annual Gallup survey to measure employee engagement and gain other data and insights to help us understand where to continue to improve.

APCO's benefits vary based on established standards in the regions in which we operate, and we aim to meet or exceed industry best-in-class benchmarks in those regions, including:

- Generous leave and paid time-off allowances.
- Flexible, hybrid work environments.
- Enhanced parental leave arrangements.
- Mental and physical health and wellbeing programs.
- Annual performance bonus structure for associate directors and above, measured by individual and business performance.
- Spot bonus structure for junior and mid-level employees at the project assistant through senior consultant levels.

- Unique global experiences, including global mobility, international assignments and the Global Exchange Program—APCO's annual global learning program that enables colleagues to visit another APCO office to build relationships, exchange best practices and learn more about the business and clients in that market. The goal of this program is to help colleagues truly grow global careers by experiencing the strength of APCO's network, building relationships and team spirit, creating opportunities to share and exchange ideas and expand knowledge of clients and business offers across the globe.
- Employee referral programs, as we believe current employees are the best resources for future employees.
- Milestone anniversary recognitions and awards.
- We are building a global alumni program to connect and engage our former colleagues.

To ensure that we pay fairly and equitably across the business, we have taken several steps to prevent inequities or potential bias. This starts with the manager, who works closely with the Human Resources department to spot any issues based on their insights into performance, followed by an office or team leader's feedback, with a

final review by the global compensation committee, which looks at parity across the business globally. In terms of remuneration, we aim to pay competitively against similar jobs or positions in a particular market, including:

- Striving to ensure pay equity in all regions while rewarding performance as a key criterion.
- Seeking to commit to colleagues in the best and the worst of times—believing our relationships should endure through both good and bad moments so employees can build long, fulfilling careers.
- Compensation decisions that follow a set of criteria, which include paying competitively for the role and experience, rewarding performance and ensuring internal and external market fairness.
- Benchmarking compensation across all markets on a rolling basis—based on market information—and adjusting when merited (e.g., surveys, industry networking, exit interviews, recruitment).
- Rewarding contributions with merit increases, promotions and bonuses while paying close attention to career path/pace of promotion to ensure experience and skills grow along with pay.

## Gallup Employee Engagement Survey

The most recent Gallup total engagement score showed that 41% of our employees are engaged, compared to 36% the previous year.

- APCO scored in the highest percentile ranking for the statement, "at work, my opinions seem to count," indicating high levels of collaboration and mutual respect across the firm.

Data indicated that APCO's employees are committed to doing quality work and feel that someone at work cares about them.

- APCO's efforts leading throughout the pandemic resulted in significantly higher scores around communication and employees having confidence in leadership to successfully manage emerging challenges.

Other areas of strength included:

- Having opportunities to learn and grow.
- Feeling that APCO values diverse opinions.
- Having someone at work encouraging their development.

These sentiments reflect our ongoing commitments and investments in learning and development, as well as the impact of our DEI initiatives.



## Diversity, Equity and Inclusion

Belonging is an essential component of APCO's employee engagement strategy. We acknowledge and understand the importance of appreciating the many backgrounds and identities that make people who they are. To advance equity, inclusion and an overall sense of belonging for all in the workplace, it is necessary to provide people with a space in which they feel valued and embraced.

Inclusivity, curiosity, empathy and boldness have been bedrock APCO values since our founding as a woman-owned business almost 40 years ago. APCO first implemented a diversity and inclusion (D&I) program in North America in 2009, clearly stating its D&I goals to be the employer of choice in its industry for diverse talent. Efforts evolved over time with the formation of a DEI Council in North America in 2018 and a Europe D&I Council in 2020, as well as living our values through proactive education and conversations in all regions where APCO operates.

Following the murder of George Floyd in 2020, there was a critical need for broad support and education in these areas. APCO was quick to respond, and our Board of Directors passed a resolution on June 17, 2020, that “overwhelmingly supports, embraces and will hold accountable the outstanding efforts for change, driving fairness and a level playing field for all people.” The resulting [Accelerate What’s Right](#) initiative set an industry standard as APCO’s dedicated effort in North America to advance racial equity and justice within our company, client initiatives and society.

In 2020, we advanced APCO's Inclusivity Accord—a first-in-the-industry document of commitments that individual employees agree to make in their day-to-day roles. It has a higher than 95% participation rate at APCO (participation is rolling as new employees onboard). APCO broadly shared, and continues to

share, the APCO Inclusivity Accord within the industry and with our global clients.

Starting in 2020, we conducted a global gender pay equity analysis to compare salaries between women and men at each level within each country in which APCO operates. APCO conducts the analysis and reviews the data internally at least once a year. All proposed promotions and pay raises are reviewed to ensure parity and fairness. APCO's Executive Team hosts "Office Hours," a monthly event for employees to schedule one-on-one time with an Executive Team member to discuss topics, address any concerns and receive helpful guidance. APCO also provides volunteer days to employees to give back to our communities at a local level.

In 2021, APCO's North America DEI Council published its first annual DEI Outlook, an external report that shares our progress and the change we are driving for a more inclusive and equitable workplace, industry and society. We pledge to be publicly transparent and accountable as it relates to advancing our diversity, equity and inclusion commitments and hope our initiative encourages our clients and other companies to do the same. The second annual DEI Outlook, to be published in fall 2022, will highlight successes across the past year and goals we are still striving to reach.

From the day Margery Kraus founded APCO in 1984 as a working mother with three children, to today—where APCO has grown to more than 900 employees globally—achieving equality for current and future generations has been a personal and professional passion of ours. Continuing in the same fashion while the playing field is uneven for so many is simply unacceptable. APCO will continue to be a catalyst for progress for ourselves, our industry and our clients on these issues.



**CASE STUDY:****Global Coalition for Women's Economic Empowerment**

The COVID-19 pandemic set back hard-fought gains in women's economic empowerment globally, impacting women's jobs, businesses, unpaid care work and access to finance and essential resources. In 2021, APCO joined efforts with women's rights organizations from Africa and around the world in the establishment of a global coalition on women's economic empowerment (WEE) under the Economic Justice and Rights Action Coalition. WeProsper is committed to ensuring women are meaningfully included in build-back efforts, as well as broader economic policies and processes of development. With pilots in countries where the coalition and its members are working, including India, Nigeria, Uganda, Ethiopia and Kenya, the coalition engages in strategic advocacy to advance gender equality, address structural barriers, foster the voices of women and girls and increase their power as economic actors. A particular area of focus is addressing unpaid care work that impacts women.

**CASE STUDY:****Accelerate What's Right**

As APCO in North America committed to [Accelerate What's Right](#), the DEI Council expanded established efforts in relation to proactive employee learning; ally development; community collaborations; equity of hiring opportunities at all levels; convening changemaker conversations to forge solutions; and efforts to advance equality and inclusion. Our 10 industry-leading commitments (at right) help fight systemic racism and advance DEI within and beyond APCO, including with our clients." The DEI Council supported the creation of employee resource groups (ERGs): Parents Group; Proud@APCO (formerly LGBTQ+); Women's Leadership Group; LatinAPCO; Asian, Native Hawaiian & Pacific Islanders Group; BAAMAPCO (Black African Ancestry Movement Group); and APCOAccess (to empower people with disabilities). NeuroAPCO, supporting neurodiversity, is set to launch in August 2022.

**Our Commitments**

1. Add more diversity to leadership teams and our board of directors.
2. Drive continually for pay equity and parity.
3. Include diversity and inclusion (D&I) goals for North America senior leaders, including D&I Key Performance Indicators (KPIs) factored into career advancement.
4. The North America Leadership Team will develop annual goals and plans to advance our commitments.
5. The talent pipeline will be at least 50% diverse, and we will extend recruitment efforts to more diverse educational institutions and professional associations.
6. Implement community engagement programs addressing systemic inequalities.
7. Train all employees on anti-racism efforts, the history of structural racism and unconscious bias, addressing microaggressions and more.
8. All employees will commit to and sign an inclusivity contract.
9. Include inclusivity principles in client contracts, marketing materials and proposals.
10. Ask clients to join our efforts and guide them to be more inclusive in their own activations.



### CASE STUDY: Black Heritage Recruitment Program

APCO fully recognizes that our offices in Europe are not as representative of the communities in which we operate as we would like them to be. In the UK, a 2020 survey by the Public Relations and Communications Association (PRCA) showed that our industry is only 3% Black—made up of 1% Black Caribbean, 1% Black British and 1% other Black background. This contrasts starkly with the 2011 UK Census in which 13.3% of Londoners identified as having Black heritage.

In March 2021 we launched a Black Heritage Recruitment Program for those identifying as Black, African, Caribbean, Black British or those from mixed multiple ethnic groups, including White and Black Caribbean or White and Black African (as per the UK Census 2011) to directly address the need for greater diversity in the PR and communications industry.

The program provides six-month placements in our London office for two new employees at the project assistant level. It is designed to offer exposure to the PR and communications industry and includes robust opportunities for professional growth. The first cohort of colleagues joined the London office in June 2021.

### CASE STUDY: APCO Encore

APCO's significant pro bono work with Marshall Plan for Moms and the resulting playbook, "[Making Workplaces Work for Moms: Building a Mom-Friendly Workplace for the Post-Pandemic Future](#)," prompted us to announce the launch of APCO Encore in North America on International Women's Day, March 8, 2022. The program is designed to help caregivers re-enter the workforce on a flexible basis and continue to build their careers while meeting their personal obligations.

APCO Encore participants—caregivers who have had to take off from the workplace for an extended period of time—can enjoy a flexible schedule that meets their current personal needs. It also offers training and re-skilling opportunities, as needed, to support participants' successful return to the workplace. The pilot program initially opened five positions at APCO—global mobility specialist, resource manager, media relations specialist, content writer and project manager—with plans to expand in the future.

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"Many of these women left the workforce in the prime of their careers to take care of aging parents or younger children. Women can find meaningful work and APCO will benefit from the hard work and experience of some fantastic women."

— APCO Founder and Executive Chairman Margery Kraus

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# Environment

APCO has been advising clients on ESG issues since the firm was founded and before it became a standard business practice. Building on the ESG work, in 2021, APCO formalized and expanded its Climate & Sustainability practice and service offerings, investing in the growth of the team, hiring diverse talent with strong climate and sustainability expertise. We also diversified our clients in this area to truly show governments, environmental non-governmental organizations (NGOs), corporations and start-ups how each can support the other.

As we continue to evolve our advisory services, we are also looking inward to better understand our own environmental impact and reduce the footprint of our operations. Employees and members of our operations teams are driving efforts to reduce waste and water usage, increase energy efficiency and reduce emissions generated from operations and travel. (Examples of some of these efforts are included in the “Green Office Initiatives” section). At the same time, we recognize the need to develop better systems to consistently track environmental data across our global operations. In the near-term, our goal is to identify areas of material environmental impact, create stronger accounting systems and establish goals that we can report on moving forward.

Another way that we aim to contribute to environmental progress is through building partnerships for ourselves and our clients that result in more holistic solutions that shape the global agenda, including our work with Vector Center.

## CASE STUDY:

### Addressing Water Scarcity Through Vector Center Partnership

In 2021, APCO began a partnership with Vector Center, an organization that provides focused intelligence, scenarios, contexts and response strategies to address the world’s water, food and energy supply challenges. Along with other organizations like Circle of Blue, Pacific Institute and the United Nations Food Systems Summit, Vector Center and APCO convened “Drought in the American West,” a special interactive broadcast to shed light on the implications of drought for human health, biodiversity and food security issues, among many others. The partnership between APCO and Vector Center is vital to help navigate the world’s water crisis. In today’s global, interdependent economy, the impact of water scarcity is felt around the world, across borders and throughout supply chains. As of 2020, about 2.1 billion people worldwide lack access to safe drinking water or reliable water service. Left unchecked, by 2040 water security will decline around the globe, including areas not naturally water scarce, such as parts of Central Africa, East and Southeast Asia and Latin America. This strategic partnership will enable clients to better anticipate environmental risks, particularly around water issues, and also allow us to better advise our clients as they grapple with its myriad impacts.



## Managing Our Climate Impact

At the time of writing this report, the world is feeling the impacts of climate change in acute and catastrophic ways. From record heat in Europe to fueling Atlantic storms such as Hurricane Ida and intense flooding in China, the need for urgent action is clear. As a company, we are committed to net zero and aligning with the Science Based Targets initiative. Our ambition is to reach net zero in every geography, covering all our employees. In the coming months we will work with a firm to measure our baseline by accounting for our scope 1, 2 and 3 emissions and implementing our net zero roadmap in 2023. Our net zero roadmap will encompass a range of mitigation activities that could include reducing emissions from travel, employees working from home, office space and our cloud space.

### Travel

As travel has mostly ground to a halt because of the pandemic so far, APCO implemented an updated travel policy to encourage the use of Zoom, a video-conferencing software, to gain the greatest efficiencies in employee time. One of the selection criteria for our travel agency included its ability to provide company-level reporting related to APCO's carbon footprint. This means we have greater visibility and are able to establish a plan, in conjunction with APCO's travel policy, to reduce non-essential travel.

We also work with our clients through every stage of their net zero commitments, building strong partnerships that result in more holistic solutions that shape the global agenda.







### **CASE STUDY:**

## **Country Net Zero Announcement**

APCO was engaged as part of a broader strategic assignment to advise and ultimately carry out the announcement of a country's net zero strategy as part of its ongoing strategic initiatives. This initiative aligned with the Paris Agreement, which calls on countries to prepare long-term strategies to reduce greenhouse gas emissions and limit the rise in global temperature to 1.5° Celsius.

The project included launching a media campaign that put the announcement on the global stage, which included coverage in top-tier outlets and an organic social media campaign across multiple platforms, providing coverage of the announcement and featuring dignitaries, heads of state and business and sustainability thought leaders through a cross-amplification strategy.

The campaign was delivered by a diverse team of APCO's strategists with policy, politics, climate and business backgrounds. The announcements and team

working on it generated coverage that trended for many days. This involved media coverage, third-party advocates and social media thought leaders, business partners and government and industry influencers.

Our work resulted in over 300 media placements in outlets across the world that talked about the benefits of this initiative and positioned the country in a positive light. Coverage of the initiative talked about the future outcome of the climate issues as a result of their efforts and featured global and local officials and dignitaries.



## Green Office Initiatives



APCO's global policy adheres to applicable environmental laws and regulations, and applies the principles of reducing, reusing and recycling in the workplace. Specifically, APCO uses a Green Office checklist to promote office and IT energy efficiency; recycles office supplies; and monitors travel preferences and large company meetings to minimize our impact on the environment. APCO also works with landlords and property owners to address office energy use. Most offices have separate receptacles for paper; glass, plastic and metal; cardboard; and trash. Many offices feature motion-detecting lights, which saves electricity when rooms are not in use. To dispose of electronic waste, many offices work with e-recycling companies to securely destroy hard drives and recycle equipment when possible.

Individual offices have instituted local practices and programs to improve our environmental footprint. For instance, our team in Germany reduces the use of single-stream plastics by using glass whenever possible and replacing plastic soap bottles with soap bars. They also sponsor employee bicycles and public transport use to limit our carbon footprint. APCO's Paris team provides all employees with recycling-only bins and information on recycling; the team also trains cleaning staff on waste sorting. The team is now focusing on further reducing waste generation and energy consumption, notably by optimizing electricity usage and reducing the amount of packaging in the food and beverages offered to employees and visitors. Looking ahead, we aspire to have similar programs throughout our offices, especially our larger ones.

As we start to return to in-person work on a case-by-case basis, we look forward to relaunching our Green Committees.

While there's no consistent internal environmental data collection system currently, APCO has taken steps to decrease air travel and paper use. We have consolidated the number of printers we have in our offices worldwide, and for new offices and renovated offices, we are consolidating further, moving closer to a digital workplace. We have over 95% of our backend systems hosted by third parties in the cloud, and as a result, our need for local air-conditioned server rooms, hosting servers and other backend hardware has reduced substantially. Almost all our hardware is now in the form of end-user laptops and mobile devices.



# Society and Social Impact

## Organized for Impact

As the world's largest independent, majority women-owned advisory and advocacy firm, APCO has been deeply rooted in issues of social impact since its founding in 1984. Margery Kraus, who worked as a high school teacher and ran a foundation focused on civics education prior to creating APCO, ensured that APCO stayed true to its core values and commitment to advancing social impact.

APCO was one of the first in our industry with a corporate responsibility practice. Decades later, we have colleagues in every corner of the world who today are trusted advisers to clients on the most pressing societal and environmental challenges.

## APCO Impact

In April 2021, we built on this long-standing commitment to social impact by launching APCO Impact, an advisory group that brings together our work on corporate purpose; ESG; climate and sustainability; gender; equity and justice; philanthropy; and with nonprofits. It draws on expertise across APCO globally and brings together staff from our acquisitions of The Tembo Group and Global Philanthropy Group, two boutique management consulting firms focused on social impact and philanthropic strategy.

For almost 40 years, we have shared a passionate belief in breaking down barriers, challenging the status quo and advancing equality. APCO Impact is an extension of those values, and we support organizations that share our commitment to boldness, a desire to live their purpose and a willingness to create new strategies that meet this unprecedented moment. APCO Impact reflects our commitment to continuing to be catalysts

for social and environmental progress as we meet the demands of the Decade of Action. To that end, over the last year, APCO has embarked on groundbreaking initiatives, from the development of an innovative playbook transforming how employers support working mothers, to our work with the George Floyd Memorial Foundation supporting the fight to end systemic racism.

APCO Impact stays up to date on the important social issues affecting our staff, clients, practice and industry. We share what we learn with followers and partners through our weekly e-newsletter, Impact Weekly, our social issue briefs and our corporate philanthropic research. As recognition for our work, APCO was named the 2021 CSR Agency of the Year by Ragan Communications and has been recognized on the PR News CSR A-list of top CSR consulting agencies every year since 2015.

## International Advisory Council

APCO is deeply committed to excellence, leveraging diversity of ideas and expertise through our International Advisory Council (IAC), which comprises more than 160 recognized global leaders, including: former elected politicians; leaders of business and industry; academics at leading universities; world-class journalists and editors; NGO and nonprofit pioneers; diplomats; and policy experts. APCO clients have access to and can receive counsel from individual IAC members or a select group of members with varying perspectives, to obtain robust counsel that helps them make the right decisions and reach their business goals. APCO formed a subcommittee on impact and sustainability within the IAC, which includes members with experience of the UN Foundation, development banks and other recognized institutions.

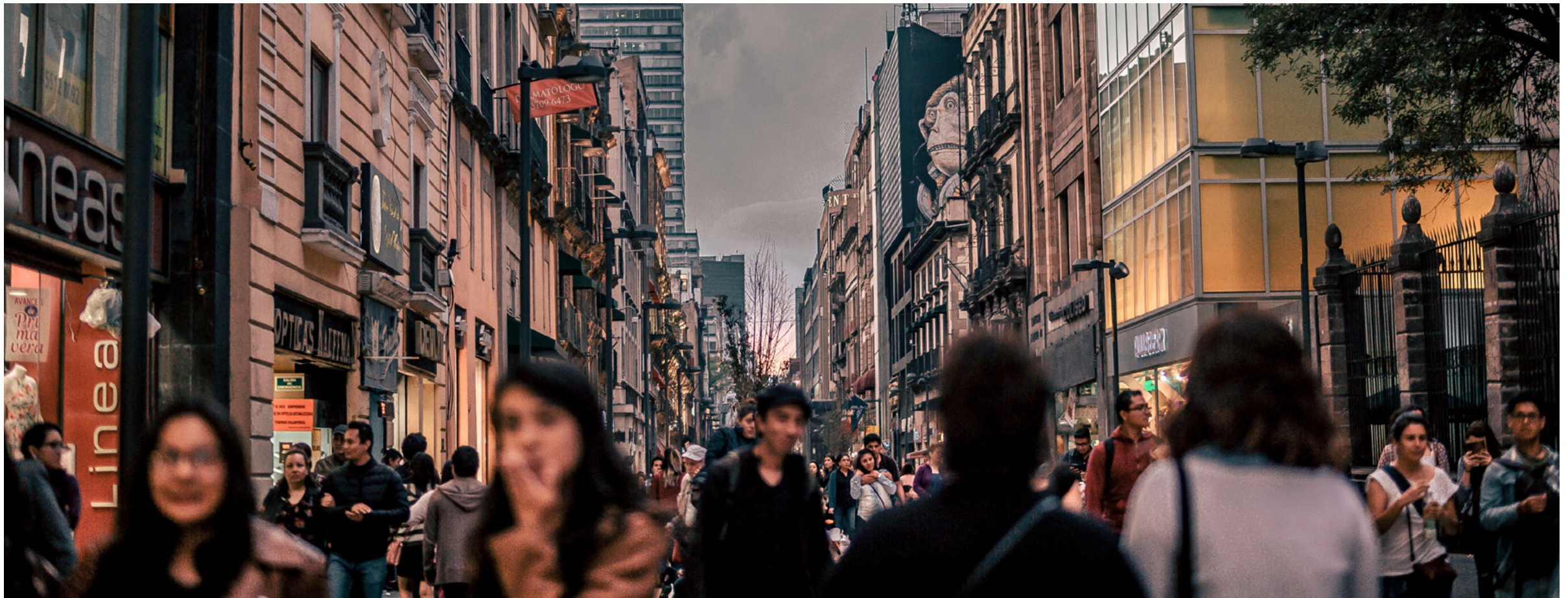


## Investing in Society

APCO is committed to contributing to a range of issues that our employees and our communities care about through pro bono and low bono client work, including investing in and advocating for women, anti-discrimination causes, international human rights, environmental responsibility and greener technology and local community development. This has included support for a wide range of nonprofit organizations around the world.

In 2021, APCO employees responded to major global imperatives. As part of our commitment to human rights, colleagues supported UN initiatives to guarantee freedom of expression and press freedom, as well as responding to the needs of people on the move, including those impacted by the crisis in Afghanistan.

In addition to our regular pro bono work, APCO has provided investment to support initiatives, donating time—also known as low bono work. APCO's low bono support has included work for clients where APCO maintains a long-standing relationship, initiatives aligned with our values and purpose, select criteria were met and on projects where APCO's leadership could realize transformative change.





**CASE STUDY:****Marshall Plan for Moms**

The Marshall Plan for Moms (MPM), a campaign of the nonprofit organization Girls Who Code, partnered with APCO in the wake of the COVID-19 pandemic to develop a playbook intended to influence the “return to the workplace” conversation in the United States. The playbook, entitled “[Making Workplaces Work for Moms: Building a Mom-Friendly Workplace for the Post-Pandemic Future](#),” provided a roadmap for both moms and companies to lean into. This playbook included policies that can help create a more inclusive work environment for mothers as organizations plan to implement “return to workplace” guidelines. To develop this playbook for employers, APCO—working entirely pro bono on the project—conducted research, interviewed experts and activists in the field and surveyed working moms. After we compiled our findings, MPM and APCO launched the playbook in July 2021. The launch focused on building the movement amongst mothers in the workplace and fostering a discussion with organizations about the recommendations in the guide. Special attention was placed on how companies can support and create more equitable work environments for moms. The campaign was also elevated through engagement with businesses and policymakers.

**CASE STUDY:****George Floyd Memorial Foundation**

The George Floyd Memorial Foundation is a nonprofit organization founded in 2020 by George Floyd’s sister, Bridgett, along with other members of the Floyd family. APCO provided the Foundation with early-stage strategic and operational support to build organizational resilience for years to come to help prevent a case like George Floyd’s from ever happening again. APCO’s support included strategic recommendations on the Foundation’s purpose and direction, such as developing a theory of change, revising the mission and vision, research and analysis on high-impact programs and partners for community engagement and growth and providing direction on messaging. APCO also established the Foundation’s operations by implementing processes and policies that laid the groundwork for them to evolve and scale and provided strategic counsel on support for the George Floyd Justice in Policing Act. Additionally, APCO developed and executed a Virtual Day of Action for the George Floyd Inaugural Remembrance, raising more than \$150,000 in a single weekend from small donations online and generating visibility from leading digital influencers including Demi Lovato, Kim Kardashian, Rihanna and more. The fundraising efforts that APCO led resulted in nearly \$500,000 in donations to the Foundation, including securing marquee corporate partners, with dedicated funding for operational and capacity-building support for the Foundation.

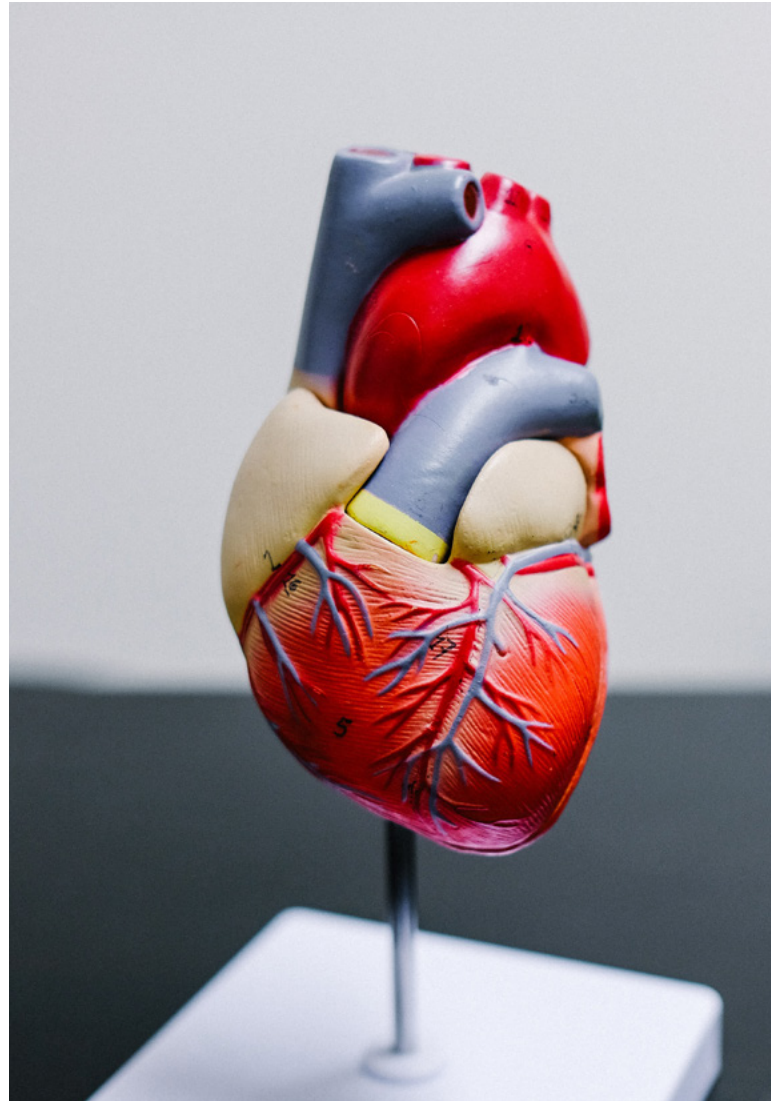


**CASE STUDY:****Communication Service for the Deaf**

Communication Service for the Deaf (CSD) provides an essential service to the 48 million Deaf and hard-of-hearing individuals, business owners and employees living in the United States. CSD asked APCO to partner with it to help bridge the employment divide for the Deaf and hard-of-hearing workforce in the United States. APCO led a landscape assessment to evaluate how employment inclusion at the federal and corporate levels can leverage CSD's strengths to drive equity and inclusivity, both internally and externally. For the purposes of this exercise, APCO looked more holistically at employment opportunities. Based on these findings, APCO helped CSD define its positioning and value proposition around inclusive hiring and supported the alignment of programs and initiatives with employment market needs. This data-driven approach informed the creation of three signature partnership opportunities with diverse stakeholders within government and corporate leaders in DEI and human resources. APCO developed a thought leadership agenda to successfully position CSD executives as leaders in the field of inclusive hiring of people with disabilities by hosting a signature event with key accessibility and disability inclusion leaders from VMware, Vimeo and the Chicago Mayor's Office for People with Disabilities (MOPD). Through a series of strategic partnership recommendations with corporate and state governments, APCO promoted CSD's initiatives to support the Deaf community through job creation, economic growth, independence and greater participation in society.

**CASE STUDY:****The Coalition to Eradicate Viral Hepatitis in Asia Pacific (CEVHAP)**

The Coalition to Eradicate Viral Hepatitis in Asia Pacific (CEVHAP) advocates for policy reforms to reduce the burden of viral hepatitis across Asia Pacific. Our healthcare team in Southeast Asia recently supported CEVHAP for awareness building on World Hepatitis Day. Viral hepatitis is a silent killer due to its asymptomatic nature—you might have the virus but not know until it manifests itself until much later. Asia Pacific has the highest prevalence of people living with viral hepatitis. Annually, one million people die from viral hepatitis in the region, the highest mortality globally. APCO helped the CEVHAP team on an extremely tight budget to produce an educational infographic for World Hepatitis Day and also related social media assets for its Facebook and LinkedIn pages to help with advocacy, outreach and education. We also secured a media interview with Healthcare Asia for CEVHAP's co-chair, to take a deep dive on the disease, resources and how the community can come together on this issue. It was a small but mighty campaign and the beginning of many to come as the Southeast Asia office remains committed to helping organizations focused on improving health in the region.

**CASE STUDY:****Charitable Health Education Campaign**

To promote early intervention, diagnosis and standardized treatment of cardiovascular and cerebrovascular diseases among senior Chinese citizens, APCO supported a charitable health education campaign in China jointly launched by Johnson & Johnson and the Beijing Bethune Charity Foundation in March 2021, with the theme of “Protecting heart and brain for a healthy life.” We helped plan and organize a public health education forum that invited renowned national health experts to introduce the most advanced clinical solutions and advocate for an integrated management system within public hospitals for cardiovascular and cerebrovascular disease diagnosis and treatment. We successfully pitched 20 mainstream media and generated over 160 media reports about this forum. The patient education video produced by the national newspaper China Pharmaceutical News was released through its official website and received a total of 16,000 views. We also partnered with the top business media Caixin to interview leading Chinese clinical experts and published two in-depth articles about co-treatment of heart and brain diseases targeting the general public and policy makers, respectively. The article published from Caixin’s social media platforms achieved over 16 million views.

**CASE STUDY:****Bayer Public Affairs Campaign**

APCO’s Tokyo team has worked with Bayer since 2015 to support its public affairs campaign advocating for the improvement women’s health initiatives in Japan. APCO launched a public affairs campaign involving multi-stakeholder engagement, research, content creation and the establishment of an advisory board of leaders in women’s health. In addition to promoting health literacy for further advancement of women’s health initiatives, the campaign also focuses on promoting effective health education in schools. In partnership with the National Center for Child Health and Development and other key stakeholders in the youth education sector, APCO worked to spread the concept of “preconception care,” as well as the importance of comprehensive sexuality and health education as defined by UNESCO’s International Guidelines on Sexuality Education. As part of this work, APCO held a symposium in November 2019 gathering a wide range of stakeholders, including policymakers, medical experts, educators and companies. In response to the growing risks of unintended pregnancies and violence against women and children under the COVID-19 pandemic, APCO further engaged with media and policymakers, including members of the Cabinet’s Basic Act for Gender Equal Society Committee and the ruling party’s committee on women’s health, to highlight the urgent needs for health education in schools and the improvement of youth access to professional consultation and care to enable children to protect their own health and rights.



## Investing Through Our Work

APCO Impact takes a forward-looking, integrated lens to solving the root challenges that underpin global inequality. We help clients look to the horizon—understanding trend lines and possibilities—and also inward, so they can see clearly and adapt to today's realities. We draw on a wide range of people and tools, be it systems thinking or community-centered design, and we place equity and justice at the center of all our work. Our approach is rooted in the recognition that to achieve the SDGs, commitments must be backed by decisive action that reflects the interconnected and systemic nature of today's challenges. Our focus is on addressing underlying causes, changing systems and moving towards a more regenerative, equitable future. This work is at the heart of our business and cuts across everything we do at APCO.

Our work helps clients catalyze progress and address the key issues of our time, including corporate purpose; ESG; climate and sustainability; racial and gender equity; and social justice. We believe that to help clients achieve progress, change must be woven into decision-making across the entirety of an organization's footprint.



### CASE STUDY:

## Business for Voting Rights

In an unprecedented environment for corporate advocacy, a coalition of businesses formed the Business for Voting Rights initiative to support bipartisan voting rights legislation. The organization engaged APCO to assist, develop and execute a communications strategy; organize and coordinate communications efforts; and launch and manage a communications roundtable comprising the most vocal and active members. APCO's expertise provided the communications and advocacy strategy needed to achieve the group's ambition of becoming the widest and most diverse coalition of companies advocating for policies on equitable voting rights. To do this, APCO's Equity & Justice team developed a robust media strategy maximizing the efficacy of a letter that urged Congress to introduce and pass the John Lewis Voting Rights Advancement Act (VRAA). APCO gathered experts across the firm, from former elected officials to leaders in corporate communications and employee engagement, to build a business case for corporate advocacy on the VRAA and provide coalition members with the tools and cover to advocate safely and effectively. We developed a strategy that met companies where they were, supported the alignment of this effort broadening corporate commitments on racial equity and social justice and leveraged key moments to drive awareness. This effort resulted in top-tier coverage, including 40+ media stories across major outlets, with more than 800 million impressions and 12,000 mentions across social media. Additionally, over 40 new companies signed onto the effort, bringing the total number of corporate signatories to 220, representing 4.3 million American employees.

### CASE STUDY:

## Indian Beauty and Hygiene Association

The Indian Beauty and Hygiene Association (IBHA) convened a task force on plastic waste management with the support of each of its 14 member companies. IBHA engaged APCO to position IBHA and its members as pioneers in proactive environmental action, showcase the environmental and economic impacts of the project and ultimately position IBHA as a credible partner to the Indian government on tackling plastic waste. Our India team designed a strategy that relied on first generating significant media coverage and using the resulting public platform to achieve government engagement. Our teams in Delhi and Mumbai designed an integrated media relations and thought leadership program to showcase the work of IBHA's members in the field of recycling multi-layered plastics. APCO achieved significant media coverage across 42 separate media outlets in India and facilitated speaking opportunities for IBHA members across multiple thought leadership platforms to amplify and showcase their work. APCO is now in the process of facilitating high-level meetings with government officials and politicians for the IBHA leaders.

### CASE STUDY:

## Opa Health

Half of all future cancers and other diseases can be prevented simply by applying the knowledge and technologies already in hand today. However, studies show it often takes many years for this knowledge to be translated into real-world practice. Opa Health (spinoff from Unite to Prevent Cancer) is a global health and wellness initiative focused on the elimination of preventable cancers, heart disease, diabetes and other diseases. The Bridge—Opa Health's novel approach to and

collaboration with partners—provides innovative health tools and services that address common health barriers to entry around the world, especially in underserved geographies where lack of resources and capacity, insufficient access and difficulty in collecting data are prevalent. APCO helped Opa Health complete the first phase of a comprehensive landscape mapping, identifying potential allies and key organizations. Building on this initial mapping, Opa Health has consulted with nearly 300 leaders and organizations and validated the urgent need and broad support for its proposition. Specially designed tools allow each community to track progress towards established goals, provide real-time operational results, identify areas for improvement and incorporate lessons learned from other participating communities. Since helping the organization to complete the first phase of the landscape mapping, APCO has continued to support Opa Health as a founding partner.







# Governance

## Governance and ESG Management

APCO's governance structure is key to our business success globally, and we strive to be a responsible company in everything we do.

As APCO begins our ESG reporting journey, we understand that our strategy must be backed with accountability and a governing structure. APCO's Board of Directors has oversight into ESG issues at the highest level while the Executive Committee defines and drives business strategy, inclusive of ESG considerations. These considerations are informed by the Global Leadership Team, who represent all of APCO's geographical, practice and operational areas. The ESG practice at APCO, in conjunction with other relevant experts and practice groups, shapes APCO's approach to ESG issues both internally and in our client work and business development.

### APCO's Board of Directors

APCO is governed by a board of directors, which holds legal and fiduciary duties to oversee the company's activities, management practices and financial performance. The eight-member board meets at least quarterly and has a unitary structure. Three of the board members (Margery Kraus, Brad Staples and Evan Kraus) are APCO executives, while the other five members (Terry Graunke, Marcia Page, Peter Milton Sommerhauser, Benjamin Wilson and Joseph Zimmel) are outside directors. Margery Kraus, APCO's founder and executive chairman, serves as the chair of the board.

### Global Executive Committee

**Brad Staples**, Chief Executive Officer  
**Evan Kraus**, President and Managing Director of Operations  
**Kelly Williamson**, President, North America  
**Agnieszka Yank**, Chief Talent Officer  
**Mamoon Sbeih**, President, Middle East and North Africa  
**Debra Delman**, Executive Director, Worldwide Chief Financial Officer  
**Paolo Compostella**, President, Europe  
**Philip Fraser**, Chief Information Officer

### Global Leadership Team

Under the board's direction, the Global Leadership Team (GLT) serves as the ideas engine of APCO and directs the firm's future growth.

Formed in 2015, the GLT consists of senior leaders representing the company's geographical, practice and operational areas. The team defines and develops the company's business strategy, incubates ideas, drives innovation and contributes to the annual budget development. The GLT meets three to four times a year and the membership is reviewed annually.

The GLT embodies the diversity of our international company, the rich experience and business expertise of our team and the cultural and gender mix of the company. Team members bolster APCO's capabilities to proactively respond to rapidly evolving issues and opportunities on a global level. The group provides regional updates, discusses potential business opportunities and other key issues related to business and communication.

## Ethics and Compliance

A commitment to conducting business at the highest level of ethics and integrity is derived from the core values that guide our business. Our board of directors and executive leadership oversee APCO's compliance practices, following reports and guidance from our general counsel.

### Creating a Culture of Ethics and Respect

We believe the responsible practice of communication and public affairs is grounded in respect and compliance with all applicable laws, rules, regulations and local norms, respect for both global and local expectations of good business conduct, as well as adherence to industry codes and rigorous self-regulation. APCO oversees and implements its compliance program through various policies and trainings to ensure awareness of ethical and compliance requirements. APCO's Code of Conduct guides each of our colleagues through the fundamental principles that govern the conduct of our business.

APCO has endorsed and adheres to the following industry codes:

- Association Française des Conseils en Lobbying (France) Code of Ethics
- Association of Professional Political Consultants (UK) Code of Conduct
- Confederation of Indian Industry (India) Code of Business Ethics
- Council of Public Relations Firms (US) Code of Ethics
- Council of Public Relations Firms in Hong

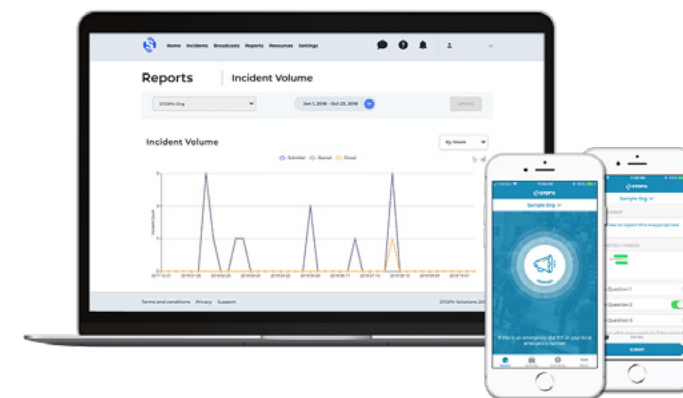
Kong (Hong Kong) Code of Ethics

- Degapol (Germany) Code of Conduct
- European Public Affairs Consultancies Association (Europe) Code of Conduct
- Independent Commission Against Corruption (Hong Kong) Prevention of Bribery Ordinance (POBO)
- International Association of Business Communicators (International) Code of Conduct
- Public Relations Consultancies Association (UK; US) Code of Conduct
- Public Relations Society of America (US) Member Code of Ethics

### Employee Onboarding and Training

As part of APCO's Global Orientation Program, new employees are introduced to our values and Code of Conduct, Anti-Harassment Policy and Anti-Discrimination and Respectful Workplace policies. In our North American Inclusivity Accord, employees acknowledge that they have the power to significantly contribute to making our APCO community more diverse, inclusive and equitable for all.

APCO requires employees across all offices to complete policy and compliance trainings to reinforce ethical principles and educate our teams about compliance with applicable laws, rules and regulations. Through regular updates, we underscore the importance of abiding by these principles during all business interactions from the very start of each person's employment. Our network of external strategic partners with whom we frequently collaborate on client services are required to agree to certain standards of professional ethics and conduct.



APCO employs STOPit, a global reporting tool that enables employees to raise serious issues safely and to do so anonymously if need be. While APCO encourages employees to address issues directly and openly with colleagues and to reach out to managers or to human resources as needed, we want our teams to have another option for reporting and sharing concerns, especially if those concerns are related to serious issues, such as suspecting fraud or unethical behavior, discrimination, harassment or any other inappropriate workplace behaviors. APCO continuously reinforces the visibility of STOPit and provides communication and training on the tool to all staff. Claims are received anonymously and in real time via email or mobile application and reviewed immediately by human resources, the general counsel or management, and the appropriate course of action is determined. A report is prepared annually for the company's GLT on usage of this tool to help inform our company policies.



## Responsible Business: Our Approach to Anti-Corruption, Labor and Human Rights

Advancing meaningful global policies and building systems of accountability and transparency is an integral part of APCO's business.

### Anti-Corruption

APCO's Anti-Corruption Policy requires that all APCO staff and any associated third parties strictly comply with all anti-bribery and anti-corruption laws, rules, ordinances and regulations in all jurisdictions where APCO operates.

Our general counsel is responsible for reviewing questions or concerns regarding contemplated gifts, hospitality or entertainment expenses. APCO's L&D team houses the company's ethical, compliance and other training courses for employees worldwide on its ARC system.

APCO has been a member and a signatory to the [World Economic Forum's Partnering Against Corruption Initiative \(PACI\)](#) global principles for over a decade. Our founder and executive chairman serves on the board of PACI's Vanguard—the group's governing body, comprised of leading CEOs committed to transparency and anti-corruption. In addition, an APCO colleague has served for the past three years on World Economic Forum's Global Future Council for Transparency and Anti-Corruption.

APCO has contributed to sharing cross-sectoral action and best practices through the B20, the business engagement group to the G20 on anti-corruption and gender equality.

As an advisory and advocacy consultancy, APCO operates according to the principle that a fulfilled workforce is critical to the success of our client engagements and, ultimately, our business. In addition to adhering to the employment laws in each of the countries where we operate, APCO is diligent in our practices to create a healthy and safe work environment for our employees around the world.



## Labor Principles: Nondiscrimination, Child and Forced Labor

APCO takes several actions to ensure a work environment free of discriminatory practices and does not allow or condone the engagement of child or forced labor. We adhere to the employment laws in each of the countries where we operate to ensure that individuals meet country and local employment eligibility standards. Furthermore, APCO's equal opportunity policy provides the framework for nondiscriminatory actions affecting labor. APCO does not prevent employees from joining trade unions. Our approach to human resources is to foster and maintain an open and transparent work environment to address any issues raised by employees in accordance with applicable law and with our values and policies.

With zero tolerance to forced and child labor, APCO has previously advised clients on best practice approaches on labor issues, including freedom of association; equality of opportunity and treatment; tripartite consultation; social policy; and fair conditions for migrant workers, minorities and indigenous peoples.

As a professional services consulting firm, APCO advises its clients on best practices and compliance on labor issues. We are guided by and promote respect for international labor standards, including:

International Labour Organization (ILO) Convention 29 on Forced Labor (ratified in 1957)

Protocol of 2014 to the Forced Labor Convention, 1930

ILO Convention No. 182 (Worst Forms of Child Labor)

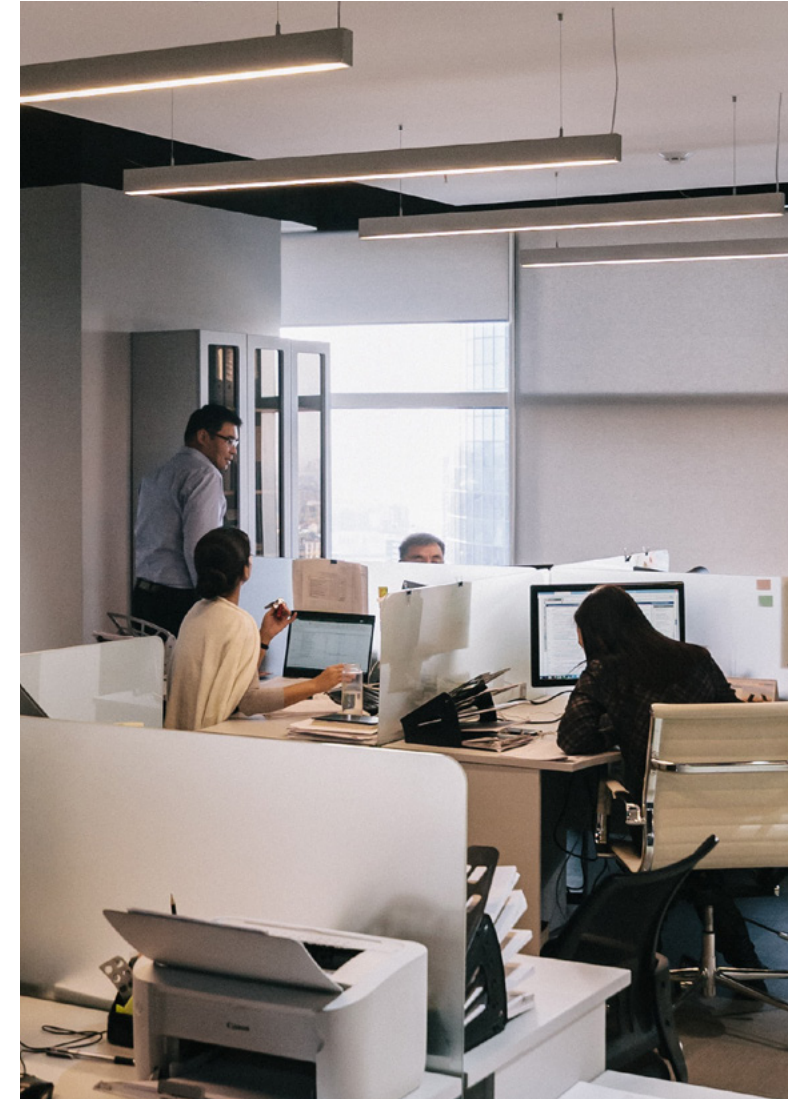
ILO Convention No. 98 (Collective Bargaining)

ILO Convention No. 100 (Equal Remuneration)

ILO Convention No. 138 (Minimum Age)

ILO Convention No. 131 (Minimum Wage)

Our work is also guided by the ILO Declaration on Social Justice for a Fair Globalization and the ILO Decent Work Agenda.





## Human Rights

Support and respect for human rights is an integral part of APCO's values. In addition to respecting human rights in its own operations, APCO contributes to promoting awareness and respect for international human rights through pro bono and client assignments. Our work and client advice are anchored by the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights; the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights); the International Labour Organization's Declaration on Fundamental Principles and Rights at Work; and the UN Guiding Principles on Business and Human Rights. We are also guided by the work of the Special Procedures of the UN Human Rights Council.

### CASE STUDY:

#### Afghanistan Girls Robotics Team Evacuation

When Afghanistan fell to the Taliban, the lives of many women and girls who had advocated for equality, empowerment and education were at risk. APCO had previously worked with a robotics competition that was hosted in Dubai, and was introduced to the all-girls robotics team, also known as the Afghan Dreamers. The Afghan Dreamers first garnered global attention in 2017 when they were refused visas to attend a robotics competition in Washington, which prompted international outcry. Since then, the girls have become symbols of hope and unity for Afghanistan, amassing supporters and fans around the world. The Afghan Dreamers contacted an APCO colleague as the country began to fall, with pleas for help. An APCO team mobilized to support the evacuation of the girls and their families, conducting extensive outreach to



various governments, embassies and nonprofit organizations to secure safe passage and visas for the girls and their families. A major logistical, diplomatic and coordination effort resulted in the secure evacuation of an initial group of about 70 people, including babies, as the girls and some family members were safely welcomed in Mexico. APCO colleagues continue to be involved in securing the safety of Afghans and supporting Afghan refugees around the world.

### CASE STUDY:

#### Human Rights Impact Assessment for the 2026 World Cup in Mexico

Canada, Mexico and the United States will jointly host the 2026 FIFA World Cup™. In preparation for its responsibilities as a host country, the Mexican Football Federation sought a partner to conduct a robust human rights impact assessment. With a complex human rights situation in Mexico, the Federation was concerned that the behavior of some Mexican fans might result in fines from FIFA. APCO then created an exhaustive impact assessment, stakeholder engagement plan and roadmap to identify and prevent risks. This resulted in a long-term human rights strategy for Mexico's role in hosting the World Cup.

# Stakeholder Engagement

Our stakeholders are crucial to our success as a firm, and clear and consistent communication is key for maintaining relationships and doing our best work. Additionally, as we aim to operate as responsibly as possible, APCO’s Code of Conduct and ethical principles guide our engagement with all stakeholders.

HOW WE ENGAGE: People, Partners and Clients		
Employees	Engagement pulse surveys Internal newsletters Global and regional town hall meetings Office meetings	Catalyst for Progress spotlight sessions Employee Resource Groups STOPIt reporting tool APCO+ and APCO Academy
Clients	Yearly feedback survey Regular account check-ins Events and conferences	Thought leadership NDAs and conflict-check processes Newsletters and updates
Professional Organizations	Partnerships for events and conferences Thought leadership	Content development and programmatic counsel Presentations and keynote speeches
Community	Volunteering APCO Gives Back Donation drives	Academic partnerships Civic duty Pro bono and low bono engagements



# Data Privacy and Cybersecurity

APCO's global information security program protects and manages our confidential data, systems, knowledge and business processes. It is designed to protect sensitive information through processes, controls and technologies that are subject to continuous review and improvement. The program is led by our chief information officer, who is a member of APCO's Executive Committee and Global Leadership Team.

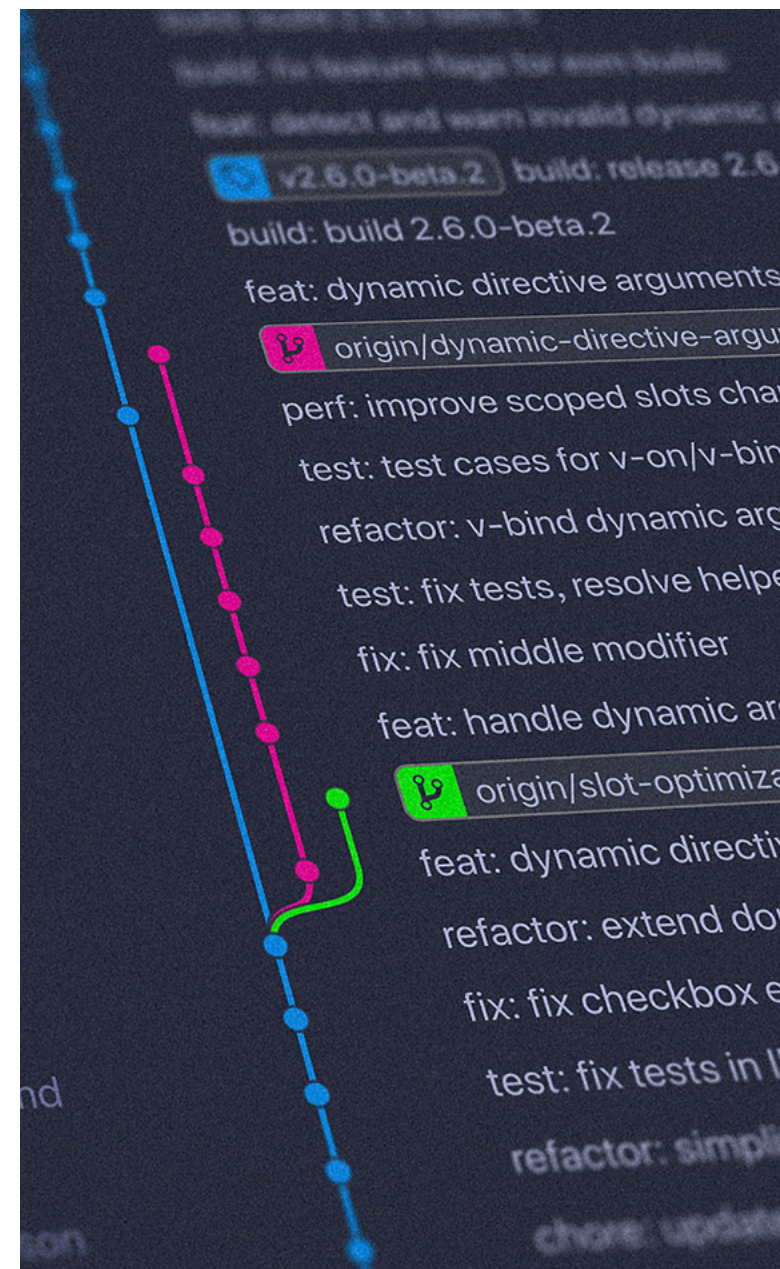
The Global Information Security Program aligns security with the company's operational needs and constraints and implements the following information protections and practices:

- Standardized risk management approach through a set of robust processes and controls.
- Defense in depth—layered approach to security through organizational, technical and physical security measures.
- Building robust processes and controls to ensure compliance with regulatory requirements and to meet client contractual obligations.
- Continuous improvement in the processes and technologies we use to support our information security program.
- Continuous improvement of our employees' security awareness through regular training and testing.
- Migration to secure, cloud-based applications and investment in new security features to protect employee and client data.
- Active monitoring of our vulnerability and security risks via a third-party rater.

## Data Privacy

Data privacy protection is a fundamental component of APCO's information security program. It places strategic importance on data protection obligations through adoption of principles and practices in accordance with the EU General Data Protection Regulation and other applicable data protection and country-specific privacy laws.

Backed by data protection controls, processes and policies and governance across the data lifecycle, all our internal and client-facing teams are required to understand and comply with data privacy and security obligations. This helps foster an overall enterprise culture where data protection and security are top priorities. The program ensures that personally identifiable information is only collected, accessed, used and shared as required for legitimate business purposes and in accordance with applicable laws.



SASB Index

TABLE 1: Sustainability Disclosure Topics and Accounting Metrics

	Accounting Metric	Code	Response							
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	APCO's global information security program has been implemented for the purpose of protecting and managing our confidential data, systems, knowledge and business processes. It is designed to provide protection to sensitive information through processes, controls and technologies that are subject to continuous review and improvement. The program is led by our chief information officer, who is a member of APCO's Executive Committee and Global Leadership Team.  For more information, see Data Privacy and Cybersecurity.							
	Description of policies and practices relating to collection, usage and retention of customer information	SV-PS-230a.2	Data Privacy protection is a fundamental component of APCO's information security program. It places strategic importance on data protection obligations through adoption of principles and practices in accordance with the requirements of the EU General Data Protection Regulation and other applicable data protection and country-specific privacy laws.  All internal and client-facing teams are required to understand and comply with data privacy and security obligations. Personally-identifiable information is only collected, accessed, used and shared as required for legitimate business purposes and in accordance with applicable laws.  For more information, see Data Privacy and Cybersecurity.							
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII) and (3) number of customers affected	SV-PS-230a.3	APCO does not currently disclose this information due to our commitments to both client and employee confidentiality.							
Workforce Diversity and Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	APCO does not collect and track data to report on racial/ethnic group representation globally, but we do track and can report on data for North America (NA): <table><tr><td>(1) Executive management by gender: 42% women, 58% men</td><td>NA leadership by racial/ethnic group: 29% people of color, 71% white</td><td>(2) All employees globally by gender: 59% women, 41% men</td><td>NA employees by racial/ethnic group: 33% people of color, 67% white</td></tr></table>				(1) Executive management by gender: 42% women, 58% men	NA leadership by racial/ethnic group: 29% people of color, 71% white	(2) All employees globally by gender: 59% women, 41% men	NA employees by racial/ethnic group: 33% people of color, 67% white
	(1) Executive management by gender: 42% women, 58% men	NA leadership by racial/ethnic group: 29% people of color, 71% white	(2) All employees globally by gender: 59% women, 41% men	NA employees by racial/ethnic group: 33% people of color, 67% white						
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) Voluntary: 24.7% (2) Involuntary: 3.3%							
Employee engagement as a percentage	SV-PS-330a.3	Gallup total engagement score: 41%								
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	A commitment to conducting business at the highest level of ethics and integrity is derived from the core values that guide our business. Our board of directors and executive leadership oversee APCO's compliance practices, following reports and guidance from our general counsel.  APCO's Anti-Corruption Policy requires that all APCO staff and any associated third parties strictly comply with all anti-bribery or anti-corruption laws, rules, ordinances or regulations in all jurisdictions in which APCO operates. Our general counsel is responsible for reviewing any questions or concerns regarding any contemplated gift, hospitality or entertainment expense. APCO's L&D team implemented a cloud-based, centralized portal called ARC to house the company's ethical, compliance and other training courses for employees worldwide.  For more information, see Ethics and Compliance and Responsible Business: Our Approach to Anti-Corruption, Labor and Human Rights.							
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Total amount: \$0							



TABLE 2: Activity Metrics

Activity Metric	Code	Response
Number of employees by: (1) full-time and part-time, (2) temporary and (3) contract	SV-PS-000.A	(1) Full-time employees: 926 (2) Contract: Interns: 72 External consultants: 116 (3) APCO does not collect and track data to report on temporary employees
Employee hours worked; percentage billable	SV-PS-000.B	Employee hours worked: 1,626,923 Percentage billable: 52.3%

A wide-angle photograph of a calm body of water, likely a lake or bay, under a twilight sky. The water is dark blue with subtle ripples. In the distance, a range of mountains is visible, their peaks softened by atmospheric haze. The sky transitions from a deep blue at the horizon to a darker, muted purple and grey at the top. The overall mood is peaceful and contemplative.

# Thank You

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