

UNIVERSITY GLOBAL

COMPACT

REPORT



JOINT STATEMENT FROM THE EXECUTIVE CHAIRMAN & CEO

STATEMENT OF CONTINUED SUPPORT FOR THE UN GLOBAL COMPACT AND ITS TEN PRINCIPLES

APCO Worldwide is pleased to present our ninth report on progress as a signatory of the UN Global Compact. This year marks our 35th anniversary and celebrates the story of our journey from a one-woman operation to a company with more than 800 employees worldwide. As the largest majority women-owned communications firm in the world, we remain committed to working both internally and with our clients to promote the UN Global Compact Principles and the Sustainable Development Goals (SDGs) as listed at the top of the page.

From the beginning, APCO's purpose has always been to have a place where really smart (and nice) people can come together; develop a fulfilling career; create significant opportunities or solve important problems through creative collaboration for our clients; and, whenever possible, find solutions that contribute to a better world.

As we've worked with our clients to do so, we continue to hear rising concerns about the global economy, the challenges of adapting to new technology and the changes that are coming as the world continues to move East. Our world suffers from a 24/7 news cycle, increasing division and nationalism.

To evolve and grow, APCO works with our clients to help them operate with both a radar and a compass. A radar means the ability to see around the corners, anticipate global changes and manage social risk at a time of radical transparency. On the other hand, a compass allows organizations to follow their true north through an engaged workforce and by bolstering local communities, all while ensuring steady returns to shareholders.

The Global Compact is a vital resource for companies to navigate these challenges and operate with a strong compass in every action they take. At APCO, we offer advisory and advocacy communications support to help leading public and private sector organizations act with agility and build organizational brands, reputations, relationships and solutions to succeed in today's environment. We are proud to be a trusted partner to our clients, helping them anticipate, plan, execute and secure impact through our curiosity, insights and diverse expertise.

Over the past year, we've actively supported the UN SDGs through client work (pro bono and paid) and office volunteer activities events. Across projects that support climate change and champion gender equality and cross-cultural relationships, we are incredibly proud of the

work we do to support global education and decent work opportunities for all, as well as economic growth. Some of this work includes:

SnehaSadan

(SDGs 1, 4, 5, 10, 13, 17)

Our India team volunteered to help children across the country have access to housing, education and career counseling.

Israel Asia Center

(SDGs 4, 9, 16)

Our pro bono work for the center included an orientation session and mentorship program for young leaders to build a shared future between Israel and Asia.

Bayer/MSD

(SDGs 3, 5, 17)

APCO's Tokyo team worked with Bayer and MSD to help Japanese businesses make sure they had the resources to support women's health needs at work, which led to the Japanese government introducing new initiatives geared specifically toward female employees' health.



MENA Regional Retreat



Margery Kraus

MARGERY KRAUS
Founder and Executive Chairman

MUMS@WORK

(SDGs 5, 8, 10)

Our Dubai team has worked with the organization since 2017 to prevent stigma surrounding women who have taken time off work to raise their children through targeted communication activities.

WOMEN4CLIMATE Conference

(SDGs 5, 11, 13)

APCO led media relations and partnerships for the second Women4Climate Conference, comprised of 94 of the world's largest cities committed to delivering on the Paris Climate Agreement. The conference unites powerful women mayors, influential women executives and VIPS and brilliant young women entrepreneurs and

their mentors to encourage women to foster innovative solutions to fight climate change in cities.

After all, there is no such thing as a successful company in a failed world. We remain incredibly grateful for our partnership with UN Global Compact to make sure that every organization, no matter how small, is playing its part in our shared successful world.

APCO will continue to implement its commitment to the UN Global Compact principles and the 2030 Agenda.



Brad Staples

BRAD STAPLES
Chief Executive Officer

Communicating Our Progress

APCO Worldwide joined the UN Global Compact in June 2011. This report is our ninth Communication on Progress (COP). All data contained in this document relates to the calendar year January – December 2018. In addition, some initiatives mentioned refer to the first half of 2019.

THIS REPORT CONTAINS TWO PARTS:

PART I

Provides a short overview about APCO, including our 2018 – 2019 organizational profile and our approach to governance, responsible business and citizenship.

PART II

Covers our policies, programs and actions to promote the UNGC's 10 Principles on human rights, labor, environment and anti-corruption. This section uses the Active level template provided by the UNGC.

A global cross-functional team was responsible for developing this report, which was reviewed and approved by the Chair of APCO's Responsible Business Committee and by our Executive Chairman and CEO.

PART I About APCO

APCO Worldwide is an advisory and advocacy communications consultancy helping leading public and private sector organizations act with agility and build organizational reputations, brands, relationships and solutions to succeed. As APCO enters its 35th year of operating, we celebrate our status as an independent and majority women-owned business and, most importantly, a trusted partner to our clients. We help them anticipate, plan, execute and secure impact through our curiosity, insights and diverse expertise.

APCO is the only major consultancy of its kind headquartered in Washington, D.C., serving clients in more than 80 markets around the world. Our 769 permanent employees (as of December 31, 2018) operating in almost 30 offices globally come from diverse professional backgrounds, including corporate, creative and digital experts, former government officials, elected leaders, ambassadors, journalists, business and nonprofit executives and market researchers.

APCO secured its independence in 2004 after more than a decade as an affiliate of Grey Global Group. Since its inception in 1984, it has grown from a small one-office firm to a diverse global advisory firm servicing high-profile clients with mostly organic growth. APCO's revenue has more than doubled since obtaining its independence in 2004.

In 2017, APCO retained its independence through a buyout of its minority shareholders with the support of Citibank and Monroe Capital. The arrangement provides the potential for additional capital, which APCO can use for growth, acquisitions and continued innovation to meet the changing demands of the marketplace and to better service clients. This renewed commitment to independence is another step in APCO's unique story and an exciting opportunity to continue to build a first-rate firm for the future.



Mission & Values

In the first quarter of 2017, APCO launched its revitalized mission and in 2018 updated its values to better encompass the foundational aspects that drive the work we do. Through regular communications and engagement across regions and practices, employees gained a new perspective on the importance of APCO's mission and the values that employees adhere to in order to achieve APCO's goals.

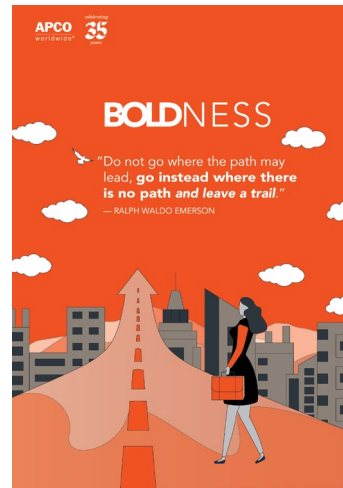
APCO'S MISSION

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.

ACCOMPLISHING OUR MISSION

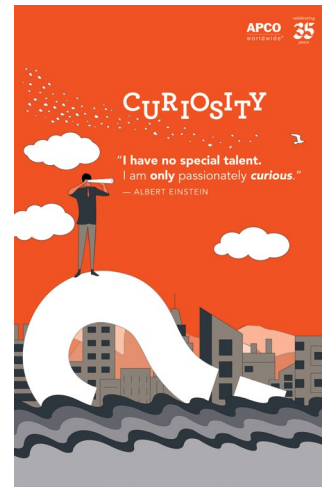
We accomplish our mission by fostering a culture of critical and unconventional thinking, which is made possible because of our commitment to hiring, growing and retaining exceptional people from diverse backgrounds. We achieve results through a strategic understanding of our clients' objectives and deep insights into their political, economic and social environments.

APCO'S VALUES



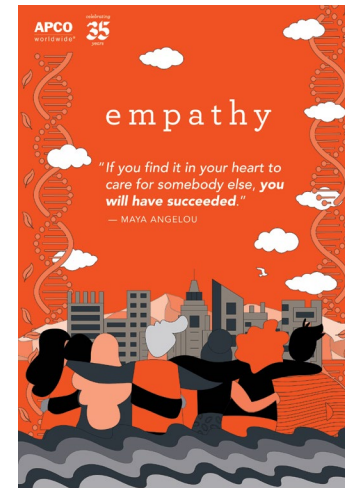
Boldness

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.

While we operate as one integrated company with offices around the world, we secure our clients' license to operate and grow by delivering results that are locally relevant but globally impactful.



APCO'S OPERATING PRINCIPLES

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

- Make client success our measurement 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

INTEGRATING VALUES INTO ALL WE DO

Employees are constantly reminded of APCO's values in their daily work, but also in larger initiatives. All offices display posters with APCO values and regionally appropriate quotations, plus the notebooks distributed to all new hires contain the mission and values inside the front cover. Our performance review system incorporates living APCO's values and contribution to a positive workplace culture as key measurements of an employee's success, and APCO participates in the annual Gallup survey which gauges all colleagues' understanding of our values, as well as their perspective on the firm's commitment to them.

A Diversity and Inclusion Council was created in 2018 in North America to build a more diverse and inclusive environment at APCO and to represent and promote the firm's values. The Council has successfully held a series of unconscious bias trainings for leaders of the firm; taken steps to create a more diverse and inclusive environment through recruitment and hiring; and created affinity groups to build communities that reinforce an inclusive environment where all are valued, included and empowered to succeed.

Each office takes care to recognize and celebrate staff who particularly exemplify APCO's values. In communications from regional leads to corresponding offices, a different employee is recognized every two weeks for living APCO's values. At staff meetings, many offices present regular awards to a peer-nominated individual

for exemplary work. Additionally, a global Impact Award competition takes place twice a year, giving colleagues the opportunity to nominate one another for exceptional work that showcases APCO's values. The winner is selected by the CEO and featured in a video sharing a case study of the work involved.



APCO Offices

In 2018 and 2019, APCO opened two offices: Riyadh and Manama.

AMERICAS

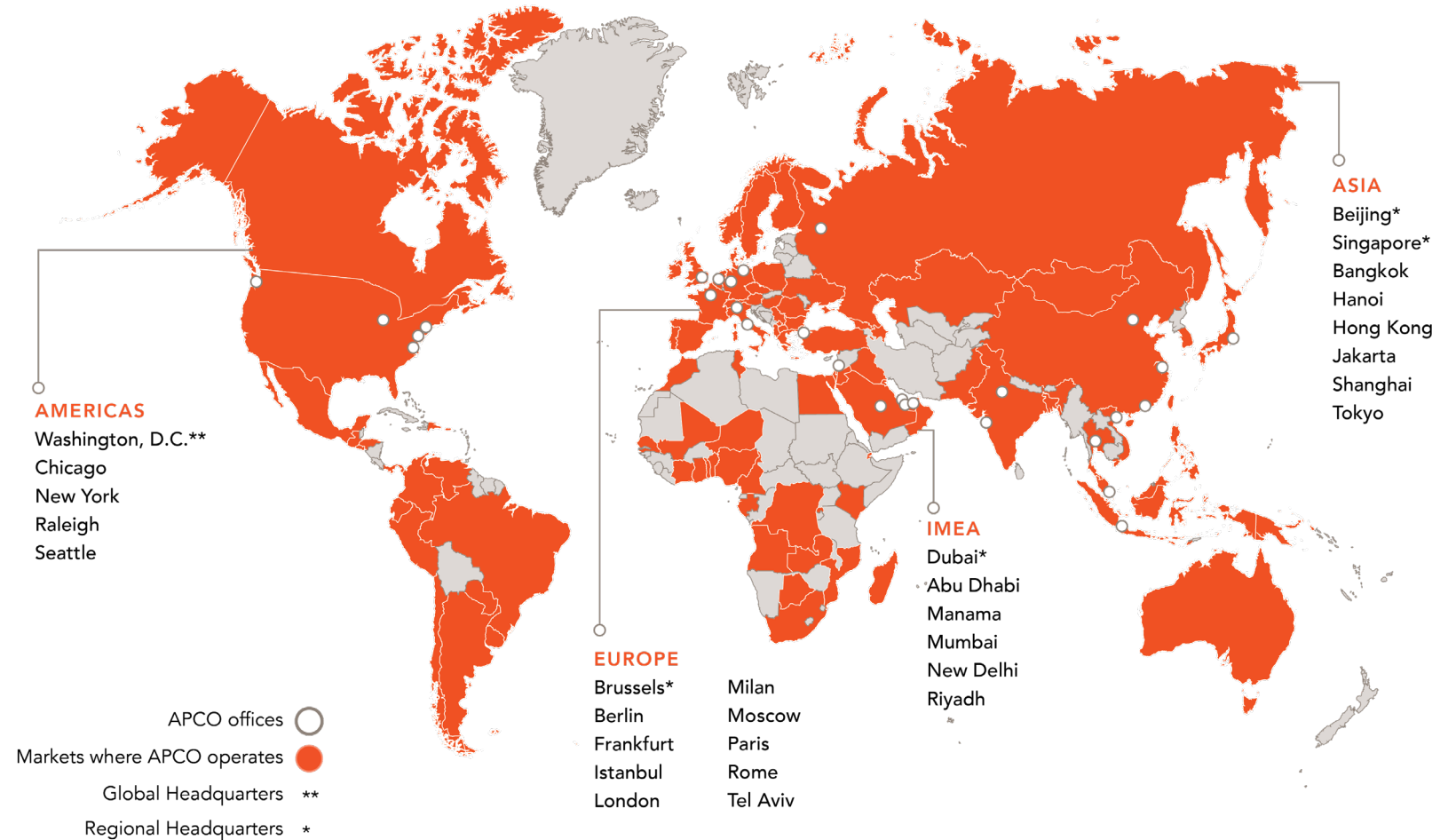
Chicago
New York
Raleigh
Seattle
Washington, D.C.

ASIA

Bangkok
Beijing
Hanoi
Hong Kong
Jakarta
Shanghai
Singapore
Tokyo

EMEA

Abu Dhabi
Brussels
Berlin
Dubai
Frankfurt
Istanbul
London
Manama
Milan
Moscow
Mumbai
New Delhi
Paris
Riyadh
Rome
Tel Aviv



Awards & Recognition

EMEA SABRE
AWARDS, 2019
**Corporate Consultancy
of the Year**
The Holmes Report

EMEA SABRE
AWARDS, 2019
**Best EMEA Network
to Work For**
The Holmes Report

GLOBAL PRWEEK
AWARDS, 2019
**Best Agency in the
Middle East**
PRWeek

AWARDS ASIA, 2019
**Japan/Korea PR Con-
sultancy of the Year**
Campaign Asia

NORTH AMERICA
SABRE AWARDS, 2019
**Energy & Natural Re-
sources Award for 'How
EPRI Electrified 2018'**
The Holmes Report

MIDDLE EAST POWER
BOOK, 2019
**Mamoon Sbeih and Liz
Sen**
PRWeek

PRWEEK'S BEST PLACE
TO WORK, 2018
PRWeek

PRCA AWARDS, 2018
**International Consul-
tancy of the Year**
Public Relations and
Communications
Association (PRCA)

GLOBAL SABRE
AWARDS, 2018
**Global Public Affairs
Agency of the Year**
The Holmes Report

EMEA SABRE
AWARDS, 2018
**Public Affairs Agency
of the Year**
The Holmes Report

LARGEST WOMEN-
OWNED BUSINESSES IN
GREATER D.C., 2018
Washington Business
Journal

PRWEEK 20 MOST
INFLUENTIAL
COMMUNICATORS IN
20 YEARS
Margery Kraus
PRWEEK

CSR AWARDS, 2018
Agency CSR A-List
PR NEWS

HALL OF FEMME
AWARDS, 2018
Kelly Williamson
PRWEEK



Governance & Responsible Business

GOVERNANCE

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

At the start of 2015, APCO formed a Global Leadership Team (GLT) consisting of senior leaders who represent geographical, practice and operational areas of the company. The GLT defines and develops the company's business strategy, incubates ideas and drives innovation and contributes to the annual budget development. The GLT meets three to four times a year, and the membership is reviewed on an annual basis.

This leadership group reflects the diversity of APCO and reinforces the company's commitment to the changing global nature of business and communications and a shift in corporate interests to new, international markets. It

also empowers the next generation of leaders at the company.

RESPONSIBLE BUSINESS

As work is conducted across the globe, APCO strives to be a responsible company in everything it does. A commitment to conducting business at the highest level of ethics and integrity is derived from the core principles and values that have guided APCO since its founding. This commitment is embodied in its Code of Conduct, which sets forth the fundamental ethical principles that govern how business is done.

Conscious that the world contains fast moving and complex business challenges that frequently require an evaluation or examination of working practices and client relationships, APCO is engaging with external industry and academic leaders in the ethics, business and the communications sectors. Their insights are part of a continuous feedback loop into how APCO's values are embedded throughout its operations. Through these discussions, APCO wants to reinforce that our culture of inclusivity and respect for others requires intelligent decision-making and a common agreed denominator in how we approach business and ethics.



International Advisory Council Meeting

Global Leadership Team Members

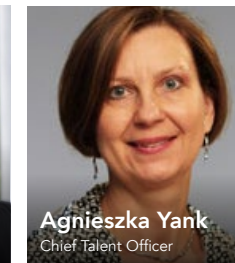
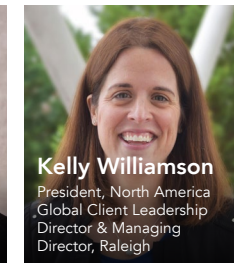
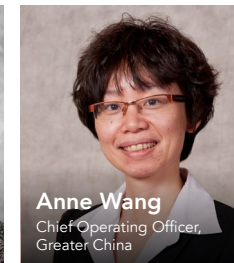
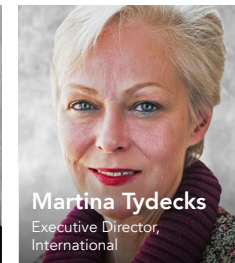
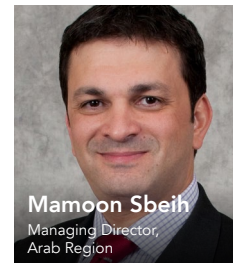
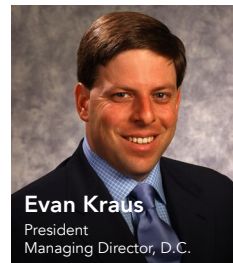
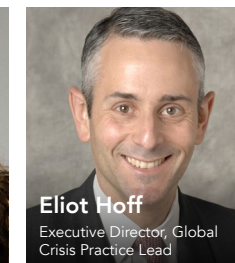
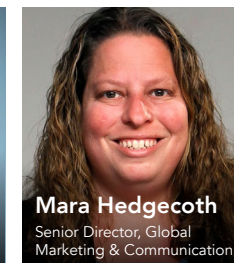
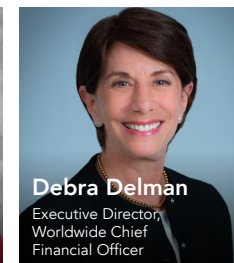
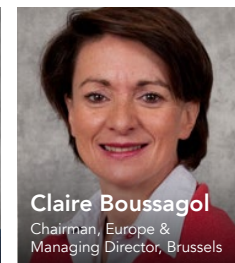
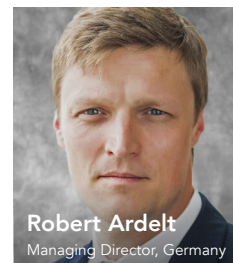
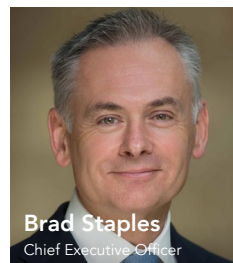
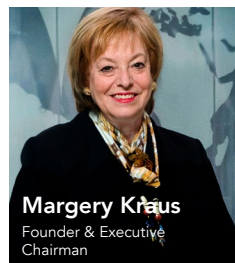
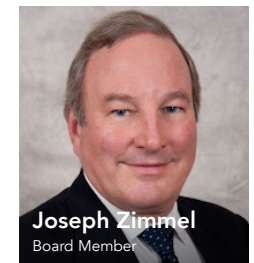
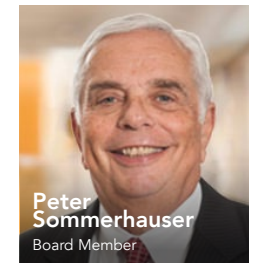
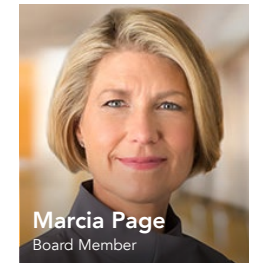
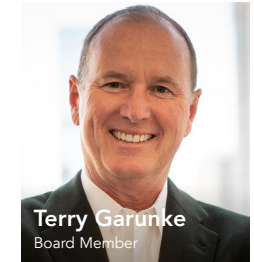
BOARD OF DIRECTORS

APCO's board of directors consists of four external members: Marcia Page, executive chair of Värde Partners; Terry Graunke, Chairman & CEO of Erie Street Capital; Peter Milton Sommerhauser, shareholder at Godfrey & Kahn and founding partner at Wing Capital Group; and Joseph Zimmel, former managing director at Goldman, Sachs and Co. APCO Founder and Executive Chairman Margery Kraus and CEO Brad Staples also sit on the board.

GLOBAL LEADERSHIP TEAM

Under the direction of the board, APCO's Global Leadership Team (GLT) serves as the ideas engine of APCO and directs the future growth for the firm. In 2017 and 2018, APCO added five new members to its GLT: Debra Delman, APCO's chief financial officer; Agnieszka Yank, APCO's chief talent officer; Robert Ardelt, managing director of APCO's Germany offices; Kelly Williamson, global client leadership director and president, North America; and Marc Johnson, managing director of APCO's New York office.

Independent Board members



Codes of Conduct

A commitment to conducting business at the highest level of ethics and integrity is derived from the core values that have guided APCO since its founding.



Public Affairs Team Meeting



APCO HAS ENDORSED AND ADHERES TO THE FOLLOWING CODES OF CONDUCT IN ALL OF ITS ACTIVITIES:

Association Française des Conseils en Lobbying (AFCL)
(France)
Code of Ethics

Confederation of Indian Industry (India)
Code of Business

Ethics Council of Public Relations Firms
(United States)
Code of Ethics

Council of Public Relations Firms in Hong Kong
(Hong Kong)
Code of Ethics

Degepol (Germany)
Code of Conduct

European Public Affairs Consultancies Association (EPACA) (Europe)
Code of Conduct

Haute Autorité de la Transparence de la Vie Publique (HATPB) (Paris)
Code of Conduct

Independent Commission Against Corruption (ICAC)
(Hong Kong)
Prevention of Bribery Ordinance (Pobo)

International Association of Business Communicators
(International)
Code of Conduct

Public Communication and Institutional Relationship Management Association
(Kiyed) (Turkey)
Ethical Principles

Public Relations Council
Code of Ethics

Public Relations and Communications Association (PRCA)'s Public Affairs Board
(United Kingdom)
Code of Conduct

Public Relations Society of America
(United States)
Member Code of Ethics

World Economic Forum
(International)
Partnership Against Corruption Initiative Code of Conduct (PACI)

Employee Development

Investing in staff's learning and development remains a top priority for APCO. Continuous learning and skills development are important components of an employee's professional development and contribute to the firm's success. APCO's comprehensive training programs address business competencies, reflect the needs of the organization, enhance client relationships and support professional development. The goal is for 100 percent participation so that all employees continuously enhance their business competencies and grow as professionals.

To complement in-person and external training initiatives, APCO provides a state-of-the-art digital learning platform, called ARC. This platform serves as a central hub for learning and development. ARC hosts APCO's centralized global learning and development calendar. Any training happening anywhere in the world is easy for employees to find and join. It serves as a hub for online courses and modules. ARC is designed to promote best practice sharing and knowledge transfer within the company.

SIGNIFICANT IMPROVEMENT IN GLOBAL LEARNING AND DEVELOPMENT

In 2018, APCO implemented a global learning and development strategy focusing on four guiding principles: Inclusive; Localized; Accountable; and Learn and Teach. The strategy created an inclusive learning culture where all learning styles are engaged through a variety of delivery methods. Learning is also localized to meet the needs and culture of APCO's five regions. In addition, employees are held accountable to engage in learning and development programs, as well as encouraged to mentor, coach and teach others.



Margery Kraus presenting at town hall

Over the past year, the Learning and Development team broke the mold in many ways. The team introduced new programs, such as the Key Client Leader curriculum and Emerging Leaders Program. Some of APCO's more well-established programs, such as the APCO Academy and the Global Exchange Program, received some important enhancements.

In addition, APCO launched the new Digital Career Growth Program (DCGP). The DCGP equips emerging APCO leaders with the digital strategic thinking and practical digital channel knowledge they need to help APCO further integrate digital thinking into existing and potential clients across the network. The program is administered in two parts: a 10-week certification course from an accredited education partner and an eight-month internal education program run by the digital strategy team.



MENA PR campaigns training

Employee Engagement

GALLUP EMPLOYEE ENGAGEMENT SURVEY SCORE

In November 2018, APCO worked with Gallup to deploy its fourth annual engagement survey. By measuring employee engagement, we gained data and insights to help us understand where to improve.

According to the results of the Gallup Employee Engagement Survey in 2018, APCO scored in the highest percentile ranking for the question, “at work, my opinions seem to count,” indicating high levels of collaboration and mutual respect across the firm. The data also indicated that APCO’s most improved areas included development and creating more opportunities to build mutual trust with each other. APCO’s commitment to strength-based development through the StrengthsFinder assessment, as well as learning programs and regional retreats, resulted in a higher score for the question, “I have a best friend at work.” The index score went up almost 20% from 2017, resulting in an overall engagement score of 3.46 out of 5. In addition, 63% of respondents agreed with the statement, “I have an opportunity to do what I do best every day.” This area was identified as needing improvement in 2017, and in 2018 the score went up .05 points, giving APCO a score of 3.75 out of 5.



RECOGNIZING EMPLOYEE MILESTONES AND ANNIVERSARIES

APCO celebrates its employees by recognizing their anniversary of joining the company. Founder and Executive Chairman Margery Kraus handwrites personalized anniversary cards for all employees across the globe. Additionally, she posts anniversary and milestone announcements to Workplace, APCO’s internal communications platform.

WORKPLACE

To foster collaboration and engagement across offices and teams, APCO uses Workplace, Facebook’s online collaboration team tool for business. Communication, announcements and knowledge sharing are made easy with the platform, which offers next-generation, easy-to-use features and connection across desktop and mobile. Staff members from all regions of the world can connect





Tokyo team at a pitch

and learn more about what individuals in other offices are accomplishing and how they can contribute.

GLOBAL EXCHANGE

To foster integration, share best practices and enhance cultural understanding, each year a committee at APCO selects 20 employees to spend time working at another APCO office around the world. Those selected individuals are expected to contribute to the host office by sharing best practices, reviewing client engagements, experiencing the local culture and returning to their home office to share their learnings and experiences with colleagues.



Global exchange participant in Singapore

Tokyo Office

"I visited the Tokyo office in April 2019 to explore the digital landscape in the Asian markets. I was quickly accepted by the teams there, both by attending and brainstorming how to solve existing client problems with tried and trusted digital tactics, and by the hospitality they showed in setting up meetings at Instagram, Tik Tok and others. Overall, I left having a better understanding of clients' perspectives of digital, helped the team expand scopes and, most importantly, developed relationships with colleagues I can collaborate with once back in New York."

Madeline Monaco, Consultant, New York Office

Southeast Asia Offices

"For my global exchange, I visited our Singapore and Bangkok offices. While there, I got to experience what it is like to work in Southeast Asia, a region I did not have a lot of exposure to prior to this trip. In particular, I developed skills that improved my approach to new business proposals in the region, learned a lot about Asia's food policy and got to write an opinion piece for a CEO of a major nonprofit organization. The best part of the trip was getting to know my colleagues and having an exchange buddy who ensured that I learned a lot about Thai and Singaporean cultures. APCO's Global Exchange is an incredible program which helps employees exchange ideas on how to make our business more efficient and create solutions for our clients across the globe."

*Michelle Sindyukov, Associate Consultant,
Washington, D.C. Office*

MYRIAM UGEUX-GERAULT FELLOWSHIP

To promote creativity, build exposure to new ideas and encourage collaboration across APCO's global network, APCO's talent management team partnered with our Paris office to establish the Myriam Ugeux-Gerault Fellowship. The fellowship is in honor of Myriam Ugeux-Gerault, a former APCO employee in the Paris office who passed away in 2009. The fellowship is awarded to one APCO employee who is granted the opportunity to attend an international conference to build his or her expertise in strategic communications, corporate respon-

sibility, innovation or digital communication. In addition, the employee spends one week in the Paris office learning and sharing best practices that promote creative communication strategies and responsible business behavior/sustainability.

UNIVERSITY OF FLORIDA APCO Partnership

Understanding the importance of higher education to continue developing personal and professional growth, APCO's Learning and Development team partnered with the University of Florida's College of Journalism and Communications to offer staff members the opportunity to obtain a master's degree in Communications and Public Affairs. The partnership connects participants with mentors, comprised of top APCO executives, who will help guide the next generation of communicators with cutting-edge strategies employed by APCO. In addition to mentorship opportunities, APCO employees are eligible to receive a scholarship that allows them to attend the graduate program tuition free. The scholarship is posthumously named after the late Washington, D.C., deputy managing director Alicia Peterson Clark. Two staff members were accepted into the program in 2018 with applications opening again in the spring of 2019.

INTERNATIONAL ASSIGNMENTS AND GLOBAL MOBILITY

To provide the best level of client service, employees are regularly offered the opportunity to work in another country or at a client location to become an integrated



part of a specific client's team. This provides the client with an extremely high level of service and the employee with a unique professional development experience. To ensure that opportunities for global mobility are at the cornerstone of APCO's global offering to existing and potential employees, a global mobility specialist is dedicated to managing a database of employee skill sets that complement various international assignments and carefully matches the right employees with the right opportunities.

GLOBAL IDEA PITCH COMPETITION

The Global Idea Pitch Competition builds teams of col-

leagues from across the business to promote active use of APCO's values to develop an idea and solution for one of APCO's key clients. The teams first collaborate virtually, then face-to-face and eventually present their work to a panel of judges. In effect, the program builds relationships with colleagues from different regions and offices to develop a more inclusive and sustainable workplace. The Pitch Competition also serves as an opportunity for job growth and hands-on training and experience for colleagues.



APCO Academy Panel

APCO ACADEMY

The APCO Academy is a central component of the on-boarding process for employees in North America, Europe and the Middle East. Participants attend sessions, a dinner and a team-building activity in their two-day program. Sessions cover important topics such as APCO's approach to client success, and the academy works towards promoting job growth and productivity by offering the necessary training, support and relationship development.

The learning objectives of the program are:

- To develop a deeper appreciation for APCO's purpose and values.
- To have a stronger understanding of APCO's services, offerings and structure.
- To feel more confident in one's ability to grow their career at APCO and create a sustained, inclusive environment with colleagues across the region.
- To build meaningful connections with fellow colleagues in their region.

MEMBERSHIPS

APCO is Proud to Be a Member Partner of the Following Organizations:

- Arthur W. Page Society
- ColorComm
- Committee of 200
- Economic Initiative Frankfurt Rhine Main
- Enterprising Women
- Institute for Public Relations
- International Crisis Group
- LAGRANT Foundation
- Paradigm for Parity 5-Point Action Pledge
- PR Council
- Public Affairs Council
- WEConnect International
- World Economic Forum Gender Parity
- World Economic Forum Partnership Against Corruption Initiative (PACI)
- Women Presidents' Organization

Citizenship & Community Engagement

The APCO Gives Back program empowers employees to contribute to their communities through volunteering with support from APCO in the form of time and financial resources.

GROUP AND INDIVIDUAL VOLUNTEERISM

All APCO offices are encouraged to organize APCO Gives Back group volunteer activities for employee participation in hands-on projects (e.g., planting trees, serving meals, mentoring youth). In addition to group



volunteering activities, APCO provides each employee with an opportunity to spend up to eight working hours each year volunteering with a charity or cause of their choice.

To commemorate APCO's 35th anniversary and engage employees in giving back to their local communities, we committed to undertaking 35 volunteer opportunities across the network. At the beginning of 2019, over ten volunteer efforts were undertaken by a number of our offices, including those in Dubai, Abu Dhabi, Raleigh, Washington, D.C., Chicago and India.

European Volunteer Work (SDGs 1, 2, 3, 11) Brussels

In June 2018, the entire Brussels team partnered with Serve the City for a volunteer day. One of Serve the City's many Brussels-based projects is to provide food parcels to people who are living on the streets (as with many cities, there are unfortunately an increasing number of people who find themselves in this situation). APCO's team prepared packed lunches, then split into smaller teams to distribute the food and spend time with the recipients.

India Volunteering (SDGs 1, 4, 5, 10, 13, 17) New Delhi and Mumbai

APCO's team in Mumbai worked with the SnehaSadan, a nonprofit organization in Mumbai that provides housing, education and career counselling to over 40,000 children across India. Our colleagues visited the SnehaSadan Girls home to spend time with the children and prepare dinner for them.



To mark World Book Day, APCO's team in India initiated a book drive for the Udayan Care Foundation, a nonprofit organization that aims to empower the lives of the underserved sections of society. To date, Udayan care has helped over 24,000 young minds reach their full potential. APCO delivered more than 100 new and gently used books to the Udayan Care Foundation.



Donations to Kerala flood victims

Our offices in New Delhi and Mumbai also contributed relief materials for the people affected by Kerala floods.

The New Delhi team partnered with the Udayan Care Foundation to provide this relief, and the Mumbai team donated the items directly to Kerala State House.

Middle East Volunteering (SDGs 10, 11)

Abu Dhabi and Dubai

APCO's MENA region kicked off the firm's 35th volunteer activities this year by partnering with Senses Residential Day Care, a nonprofit organization that is the first and only residential care facility for special needs children and adults ages 8 to 35 in the UAE and the Middle East. During the month of Ramadan, team members had the chance to spend the day with children, engaging them in music, art and sport activities. In addition, the team worked with the day care staff to create an Iftar meal for all residents.



MENA offices volunteering at Senses Residential Day Care

The team also participated in Smile on the Face, a non-profit initiative founded in 2012 to support the thousands of manual laborers in the UAE. In 2019, APCO's MENA team distributed Iftar meal boxes for the workers during the holy month of Ramadan.

North America Volunteering (SDGs 1, 2, 5, 11)

Chicago and Raleigh

In honor of Women's History Month and APCO's 35th anniversary, the Chicago team worked with Sarah's Circle, a nonprofit organization that serves women who are homeless or in need of a safe space. The team prepared and delivered more than 50 lunches with notes of encouragement for the women while they were on their way to job interviews or going about their daily activities, fostering meaningful relationships and engaging with their community.

APCO's Raleigh office sponsored a week of service at A Place at the Table café. A Place at the Table is Raleigh's



Chicago office volunteering for Sarah's Circle

only pay-what-you can café, offering the community healthy meals for all, regardless of income. Throughout the week, Raleigh team members volunteered during every shift, welcoming customers and assisting restaurant staff. In addition, APCO Raleigh donated meal tokens, which provide delicious, free meals to fellow community members.

APCO's employees are committed to living out the firm's values, and the APCO Gives Back program is a way to translate those values into actionable community engagement. As the firm's 35th year continues, APCO continues to strive to give back and impact more lives through volunteer work.

PRO BONO SERVICES

APCO makes significant contributions to local communities and global causes via pro bono work, contributing over US\$1 million in pro bono services across the globe. APCO also supports a wide range of nonprofit organi-

zations around the world. Below is a small selection of APCO’s global pro bono activity; other examples are included throughout Part II of this report.

European Institute for Peace (SDGs 3, 11, 16)
Brussels

The European Institute of Peace (EIP) is an independent, conflict resolution nongovernmental organization, whose purpose is to protect and improve the lives of people experiencing, at risk of, or recovering from violent conflict. Although based in Brussels, EIP had not developed close links with the EU institutions or with the wider policy community in the city. New leadership for the EIP was appointed in late 2018 to take the organization to the next level and to embed it more firmly into the wider European discourse on foreign policy, peace-building and development. APCO developed media materials

introducing the incoming EIP Executive Director and implemented an outreach plan, ensuring that the management transition received positive coverage in the EU media. APCO also advised on the format and invitees for the launch event for the EIP’s new leadership, ensuring that the organization’s activities were communicated to key Brussels stakeholders. As a result of our pro bono work, the EIP’s new leadership established an early and strong position as a vital interlocutor on peace-building, both within the EU institutions and more broadly with other Brussels stakeholders.

Football for Peace (SDGs 10, 16, 17)
London

APCO’s London team provides strategic communication counsel to the leadership of the international football diplomacy charity, Football for Peace. In November 2018,

APCO’s London team supported the launch of the #FootballSavesLives campaign, which included the participation of His Royal Highness The Duke of Cambridge and international football stars Mesut Ozil, Louis Saha and Bacary Sanga. With the #FootballSavesLives campaign, Football for Peace pledges to train 500 Young Peace Leaders by 2020 to fight against hate and discrimination across the UK by running local football tournaments and organizing classroom workshops. APCO secured significant media coverage for the launch, including filmed segments on ITV News and significant articles in The Daily Telegraph and The Daily Mail.

Israel Asia Center (SDGs 4, 9, 16)
Tel Aviv

Roi Feder, the Managing Director of APCO in Tel Aviv, is on the board of the Israel-Asia Center, an Israeli not-for-profit organization dedicated to building a shared future between Israel and Asia. The organization drives leadership programs to provide future leaders in Israel and Asia with the skills, knowledge and networks necessary to become force-multipliers in strengthening Israel-Asia relations. The organization also offers public education and thought leadership events that explore the future of Israel-Asia relations, key trends, developments and challenges in Asia and how they can work together to co-innovate solutions. Our Israel office’s pro bono work includes an orientation for young leaders from China, India, Japan, Singapore and Indonesia, helping foster relations between Israel and Asia. This includes mentoring fellows throughout the year and giving presentations to program participants on the Israeli landscape.



Prince William at Football for Peace

One Journey Festival (SDGs 10, 16)

Washington, D.C.

At a time where refugees around the world have been targeted, One Journey was founded to shift the narrative about refugees in America by connecting people through the shared languages of humanity: art, food, fashion, music and dance. One Journey launched a national movement to connect American residents with refugee entrepreneurs and organizations that support refugees in an annual event in Washington, D.C. One Journey partnered with APCO to host a pre-event fundraiser and for media, event and design support for the main event.



EXAMPLES OF LEADERSHIP'S BOARD MEMBERSHIPS:

APCO employees participate in and contribute their professional know-how to the following organizations:

- America's Charities
- University of North Carolina School of Media and Journalism Advisory Board
- Children and Risk
- Columbia University Mailman School of Public Health
- Laurentia Project Mexico and USA
- IDLO Mexico
- PRSA Pudget Sound
- Marketing Communications Executives International-Seattle
- Seattle Chamber of Commerce
- Community Development Roundtable
- Seattle Downtown Business Association
- Washington State China Relations Council
- World Trade Council
- Economic Club of Chicago
- International Women's Forum
- Executive's Club of Chicago
- Council of 100
- Page Society

HUMANITARIAN EMERGENCY AND DISASTER RESPONSE

APCO provides opportunities for employees to support people impacted by humanitarian emergencies and disasters around the world by matching employee



donations up to US \$15,000. If an employee or employees are directly impacted with a major loss as a result of a governmentally declared disaster, the employees may apply for special assistance from APCO for the disaster recovery process.

COMMITMENT TO LEADERSHIP DEVELOPMENT AND CIVIC SERVICES

In addition to the activities above, members of APCO's senior management team serve in leadership and advisory positions at important civic and educational organizations, including universities, educational foundations, civic organizations, community foundations, industry oversight bodies and professional societies.

Championing Women & Girls for Sustainable Growth

A CERTIFIED MAJORITY WOMEN-OWNED BUSINESS

APCO is certified by the Women's Business Enterprise National Council, in partnership with the Women Presidents' Educational Organization, as a women-owned business. As the largest certified majority women-owned global business in the industry, APCO's passion for women and girls is part of its DNA as a firm.

INVESTING IN WOMEN

As profound gender gaps persist around the world, women's empowerment initiatives continue to grow and the need for gender equality is recognized worldwide. At APCO, we believe that inclusion is a path to economic empowerment and women's leadership. It's not just the right thing to do, it's a business and public policy imperative. Investing in and advocating for women, whether internally at APCO or as part of client and pro bono work, helps strengthen business outcomes and create benefits for families, communities and countries.

APCO is proud that its senior management is composed equally of women and men and that its Global Leadership Team has a majority of female members. Founder and Executive Chairman Margery Kraus is a determined

and consistent advocate for women in business, as well as a mentor and role model to many women in the company and beyond.

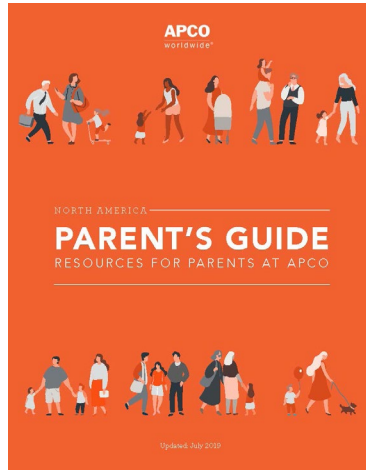
APCO supports women empowerment vis-a-vis the UN Sustainable Development Goals and UN Global Compact Principles by developing and strengthening global partnerships that will mobilize, redirect and unlock global resources to realize the 2030 Agenda. We work with companies to navigate this complex landscape by developing and implementing strategies to:

- **Equally promote women in the workplace and drive economic empowerment**
We view economic empowerment as a catalyst for navigating the challenges that result from gender discrimination. We work with companies to develop inclusive policies, leadership programs and employee engagement strategies to advance women within their organizations.
- **Champion women and girls globally**
We develop initiatives and campaigns to combat the challenges facing women and girls around the world.
- **Foster coordinated action**
We are dedicated to the creation of public-private



partnerships, coalitions and international campaigns that bring together key stakeholders to drive meaningful action on women and girls' issues.

- **End violence against women**
We aid women in communities that are plagued with poverty, inequity and abuse by helping our clients in their efforts to connect women with resources and opportunities.



PARENTAL LEAVE

APCO's founder started the firm as a working mother with three children and has always believed that the best employees can be the most successful when they know that their employer is a true partner in their growth and development at work.

APCO aims to empower

employees to successfully balance the demands of their growing families with the opportunities of developing their career. APCO is beyond proud to support all of its employees and their families that commit their time to the firm.

As a commitment to independence and its corporate values, APCO recently expanded its parental leave to above industry standards and statutory entitlement in several markets. For example, in North America we increased parental leave from three weeks to three months at full pay; in the UAE we increased paid maternity leave from 45 days to 60 days; and in the UK we increased maternity leave to three months at full pay then three months at 50% of salary, and we now offer UK employees paternity leave at two weeks of full pay plus two weeks at 50% of their salary.

CLIENT, PRO BONO AND CHARITABLE WORK

Championing the progress of women and girls globally is part of APCO's DNA and has been for 35 years.

Heightened levels of activity and engagement have been seen by businesses, governments and community organizations alike. There is now widespread understanding that investing in women and girls is a wise use of resources. As a result, APCO is seeing clients shift their focus beyond simply making the case for investment in this space to trying to better understand how best to enhance their impact. Actors in this area are digging deeper, tackling bigger challenges and paving the way for a more prosperous future. Here are just a few examples:

Bayer/MSD (SDGs 3, 5, 17)

Tokyo

APCO's Tokyo team was engaged by pharmaceutical companies Bayer and MSD in Japan to tackle the con-



cern that, while the political push to encourage more women to enter and remain in the workforce is strong, many businesses in Japan were unprepared to respond to the additional health needs of their increasing number of female employees. In response, APCO launched a 360-public affairs campaign, involving multi-stakeholder engagement, evidence and data creation and activation of an advisory board of leaders in the wider field of women's health.

The results of the campaign's research indicated a loss of 6.37 trillion JPY for Japan's economy if working women were to fall ill.



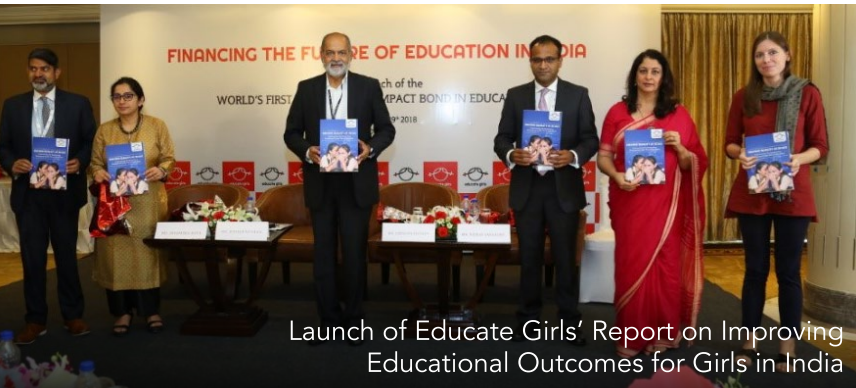
As a result of APCO's media and public affairs campaign, this figure was picked up by almost all leading newspapers and national television stations and was also presented at the government's budget committee meeting

in a direct question to Prime Minister Shinzo Abe and the Minister of Health, Labor and Welfare on their plans around changing policies to truly empower working women. As a response to the campaign, the Japanese government introduced initiatives geared specifically toward female employees' health. These programs became a prerequisite for companies to be considered for the Ministry of Economy, Trade and Industry's (METI) and Tokyo Stock Exchange's "Kenko Keiei Meigara" business and investment incentives. The annual "Policy priority for accelerating women's success" announced by the Cabinet Office, which impacts budget allocations for government ministries and agencies, included word-for-word suggestions made by the campaign to policymakers.

Educate Girls (SDGs 4, 5, 9)

India

Educate Girls is a nonprofit organization that aims to tackle issues of gender inequality at the grassroots level in India's education system. APCO's India team worked



Launch of Educate Girls' Report on Improving Educational Outcomes for Girls in India

closely with the organization to promote the Educate Girls Development Impact Bond (EG DIB), which delivers returns for the funding partners based entirely on the results achieved in terms of improved educational outcomes for girls, including increased numbers of young women enrolling in schools and staying in education longer. In 2018, APCO supported the organization to unveil its third and final year results of the EG DIB. The results demonstrated a new way of funding international development projects that focuses on the outcomes achieved.

APCO orchestrated an event in New Delhi to unveil the results, demonstrate the effectiveness of this innovative model and discuss the programmatic aspects of the EG DIB. APCO designed and launched a report titled, "Financing the Future of Education in India – Scaling Government Interventions in Education through Innovative Financing." Additionally, APCO planned and executed the launch event, including arranging a panel discussion between key stakeholders from the development sector.

Graça Machel Trust (SDGs 5, 8, 10, 17)

Washington, D.C.

APCO has been supporting the Women Advancing Africa initiative spearheaded by Graça Machel, former first lady of Mozambique and wife of the late President Nelson Mandela, since its launch in 2016. The initiative seeks to put women at the center stage of Africa's economic progress by providing a highly visible platform to showcase African women's leadership and concrete contributions towards building a stronger, more vibrant and equitable

future for everyone in the continent. APCO supports the Graça Machel Trust in identifying corporate partners from Fortune 100 companies and philanthropy leaders interested in strengthening the participation of women in Africa in different sectors of the economy.

Lockheed Martin

Girls' Rocketry Challenge (GRC) (SDGs 4, 5, 10, 17)

Tokyo

APCO supported Lockheed Martin in planning, launching and currently running a STEM program in Japan. The program, which launched in October 2016, aims to encourage female students to explore their curiosity in the STEM field, utilizing model rocketry for a hands-on approach to scientific experimentation and practical application of theoretical knowledge outside of the classroom.



It is run in partnership with a local NPO, a local education business and an academic institution.

From its onset, GRC has expanded its reach from the Kanto region of Japan to include schools nationwide. In its first year, the program received applications from schools in the Tokyo metropolitan area, and the number of applications tripled to 10 applicants from the country in the second cycle of GRC. The third cycle saw schools applying from as far away as Okayama Prefecture, six hours from Tokyo, and the GRC now continues to grow and draw interest from talented youth all over the countrywide.

This long-term project continues to engage multiple stakeholders to build the client’s reputation, so that the company can fully extend its business in Japan through win-win partnerships with Japanese companies and society.

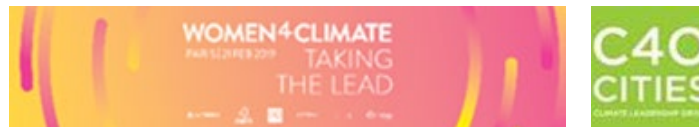
Mums@Work (SDGs 5, 8, 10)

Dubai

Mums@Work is the first company in the Middle East dedicated to offering mothers the opportunity to return to the workplace with flexibility. Powered by Mackenzie Jones, Mums@Work goes one step beyond recruitment by supporting women who would like to return to work through coaching, mentoring and offering tips and advice. Since 2017, APCO in Dubai leveraged targeted communication activities to help Mums@Work eliminate the stigma surrounding women who have taken time off work to raise their children. APCO developed



Women4Climate Conference in Paris



and implemented a creative communications strategy that has not only increased Mums@Work’s visibility, but also helped facilitate dialogue in the business sphere and raise public awareness of the value that mothers bring to companies and the importance of supporting them in their integration. The APCO team works closely with Louise Karim, Managing Director of Mums@Work, to educate and change mindsets about flexible employment opportunities for mothers in the region. Tactics include thought leadership pieces, features and special coverage at career fair events.

Supporting the Women4Climate Conference in Paris Organized by C40 (SDGs 5, 11, 13)

Paris

APCO was tasked with leading media relations and media partnerships for the second Women4Climate

Conference, which took place in Paris in February 2019. The Women4Climate initiative was launched by the C40 Cities, a group comprised of 94 of the world’s largest cities committed to bold climate action and delivering on the Paris Climate Agreement. The Women4Climate initiative is led by the Mayor of Paris, Anne Hidalgo, and unites powerful women mayors, influential women executives and VIPS, brilliant young women entrepreneurs and their mentors to encourage women to foster innovative solutions to fight climate change in cities. APCO supported C40 with the media strategy approach, messaging, outreach and pitching around the summit. This generated over 160 articles and TV broadcasts. APCO secured the attendance of more than 90 journalists at the conference and generated over 34 interview requests with mayors, plus a further 25 with VIPS and female entrepreneurs, with media such as agencia EFE, la Vanguardia, RFI, Thomson Reuters, Lusa, Business Green, CNN, France 24. The interviews were produced by main French TV and radio stations such as France Télévisions, France Culture, TV5 Monde, France Inter, Europe 1, Radio Classique, LCI, Télématin and La Tribune.

WEConnect International (SDGs 5, 8 10, 17)

Tokyo

WEConnect International is a global nonprofit that helps women-owned businesses succeed in worldwide value chains. It identifies, educates, registers and certifies businesses that are owned and managed by women and connects them with multinational corporate buyers. In 2017, APCO’s Founder and Executive Chairman Margery

Kraus was officially recognized as one of WEConnect International’s Founding Ambassadors. This ambassador class featured three internationally successful women business owners who are dedicated to acting on WEConnect International’s commitment to opening doors for women business owners, economic empowerment and inclusive growth. APCO served as WEConnect International’s official media partner for its first ever Global Supplier Diversity and Inclusion Symposium. The Symposium assembled corporate supplier diversity and inclusion professionals, as well as corporate responsibility and sustainability professionals, to share tools and resources to successfully begin or enhance their global supplier diversity and inclusion efforts. APCO promoted the event through media outreach, secured key interviews with WEConnect International’s CEO and ensured the attendance of media representatives to cover the Gala. APCO also supported WEConnect International with its messaging and fundraising strategy through an opinion research effort to gather insights that informed a revamped messaging approach and branding. APCO’s Tokyo office also served as WEConnect’s official media partner for its first ever conference on Global Supplier Diversity and Inclusion in Japan. APCO provided external



To Mark Kuwaiti Women’s Day, two Government Ministers Celebrate Kuwaiti Female Achievers

communications support to increase awareness of the organization in the market and showcase WEConnect’s commitment to Japanese society through its contributions to women’s economic progress and gender equality in business sectors.

Women’s Research and Studies Center in Kuwait Supporting the State of Kuwait in the Implementation of SDG 5 (SDGs 5, 17)

Dubai and Abu Dhabi

In March 2019, APCO’s Middle East team began supporting the State of Kuwait in the implementation of SDG 5 concerning gender equality. APCO worked with the Women’s Research and Studies Center in Kuwait (WRSC) to build the messaging and branding for four events that focused on different areas of women empowerment, organized alongside the United Nations Development Program (UNDP) and UN Women. These included the Raedat Network event, which aimed to embolden women’s participation in parliament. As the only Pan-Arab regional network of female parliamentarians dedicated to achieving gender equality in the Arab states, the Raedat Network now has over 200 active members of current and former parliamentarians from 14 Arab states and has adopted the 2030 Agenda in accordance with SDG 5. Other initiatives included a two-day Ending Violence Against Women (EVAW) workshop, which raised awareness of the severity and harsh reality of violence that affects women everywhere; and an event to mark National Kuwaiti Women’s Day, where APCO created compelling video content to showcase female achievers who represent Kuwait’s New Vision 2035.

W20 (SDGs 5, 10)

Tokyo

Women 20 is a G20 engagement group made up of a transnational network that brings together women leaders of civil society, businesses, entrepreneurship ventures and think tanks. The main goal of W20 is to influence the agenda of the decision-making bodies of the G20, with a goal to impact public policies in order to increase gender equality and create more inclusive societies. Thus, it is vital to ensure women’s full economic participation.

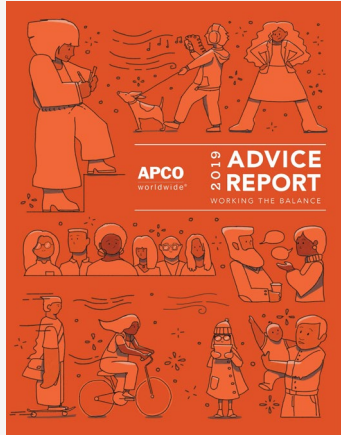
For the first time, W20 was held in Japan in 2019. Led by efforts in the APCO Tokyo office, various offices joined forces to take on global media relations. APCO took this work on as a pro bono service. The work included the translation of press releases into three languages, individual pitches to media outlets and the creation of the design and content of the official briefing book handed to W20 committee members and international delegates.

At APCO, Women Account for:

- 60.7% of APCO’s global workforce
- 41% of APCO’s leadership

(Leadership is defined as Senior Director, Executive Director and CEO level)

Featured Pieces



Intersectional Feminism in the Workplace
Dominique Banks

Working for Balance — APCO’s North America Advice Report 2019
Grace Boyle, Dara Burg

Achieving Balance Around the World
Margery Kraus

Being a Woman in the Digital Age
Emily Taubenblatt

Perspectives From the 2019 UN Women’s Summit
Judith Arenas, Killian MacDonald, Shivangi Gupta

W20: Helping Japan for the Better
Masayo Nagai, Lea Chang

Simple Advice We Can All Embrace This Women’s History Month
Dana Schwartz

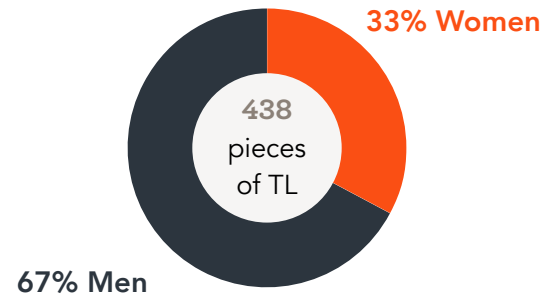
An African American Woman’s POV on Diversity
Carrinne M. Cooper

A Look at the Future of Health with Views from APCO’s Team
Caroline Starke, Nicole Monge, Stephanie Tan, Seiko Ido, Mona Neuhaus, Sara Stevens

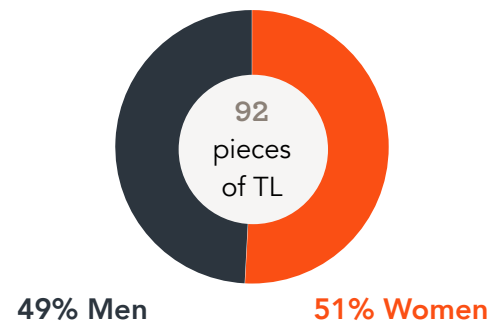
Helping Brands Take a (Meaningful) Stand
Lauren O’Leary

A LOOK AT THOUGHT LEADERSHIP

Q1-Q4 2018:



Q1 2019:



WOMEN AND THOUGHT LEADERSHIP

To celebrate International Women’s Day, the Diversity and Inclusion Council’s Women’s History Month committee created an advice report, *Working for Balance APCO’s North America Advice Report 2019*, around the theme #BetterForBalance. The report is a collection of advice and experiences from colleagues gathered via survey and external research about social equity. By asking colleagues the tough questions that we all face at different stages in our career and personal life, we initiated larger conversations and provided readers with real, actionable strategies to create balance in the workplace and world.

Margery Kraus and Brad Staples each hosted sessions available to the whole firm to generate open discussion on gender equality and empowerment topics. Additionally, Margery was recognized as a 2019 Woman of the Year award recipient by *Enterprising Women* which featured a cover story of her career, leadership and the story of APCO over its 35-year history. She also received the Highest Leaf Award from the Women’s Venture Fund in acknowledgement of her contributions to women’s empowerment and leadership in business.

Over the past year, the Corporate Marketing team and Diversity & Inclusion Council partnered to proactively garner greater diversity in thought leadership contributions.

Highlights of APCO's Client Work With Social Impact

ARAB GIVING NETWORK (SDG 9, 16, 17) MENA

The Arab Giving Network (AGN) is the first network in the Arab region committed to promoting a new outlook for philanthropy in the Middle East and North Africa region backed by strategic giving, learning, collaboration and mentorship. AGN created a platform to support and promote a shared vision for strategic philanthropy through dialogue, collaboration and mentorship to unlock real world solutions and improve lives. Appointed as their strategic communications partner, APCO helped create a base

that will help the AGN team attract leading philanthropists from the Arab region by building the message house, communication plan, narrative and perception scenarios, as well as developing deep industry research and stakeholder analysis. APCO provided AGN with supporting documents and customized regional content material, aiming to change perceptions in the region through encouraging a transparent yet effective shift from charitable giving to strategic philanthropy. This approach built a new environment for current and aspiring philanthropists to come together to innovate and inspire meaningful change.

Crown Prince Court Abu Dhabi (SDG 3, 4, 17)

Dubai and Abu Dhabi

APCO Worldwide has been the strategic communications partner for the Crown Prince's Court (CPC) in Abu Dhabi since 2017. Recently APCO managed the communication activities for two important CPC events: Reaching the Last Mile Forum and the Qudwa Teachers' Forum. The former was a milestone event convening global health leaders and focused on accelerating the elimination of deadly infectious diseases, such as polio and malaria, and preventable NTDs, such as Guinea-worm disease and River Blindness. APCO also provided public relations and digital communication services for The Qudwa Teachers Forum, a two-day event which hosted 800 global trailblazers in the education sector aimed at empowering teachers to improve the future of education.

GAP Japan

Diversity and Inclusion Promotion (SDGs 10, 12, 17)

Tokyo

APCO's Tokyo office designed and implemented an integrated communications campaign for Gap Japan. The campaign was grounded in the company's key values and highlighted the Gap Japan executive's personal story



Session on the UN Sustainable Development Goals in Dubai



Tokyo team supporting GAP Japan in LGBTQ+ equality

as an openly gay man living with his partner and children, which served to deliver the company’s message of respect, as well as promoting diversity and inclusion (D&I) in Japan. APCO also leveraged Gap Japan’s corporate initiatives, such as its inclusive company policies and its first LGBT ally employee training program, in engaging media and highlighting proactive corporate D&I promotion. Media highlights included an in-depth interview of Gap Japan’s executive with HuffPost Japan, which told his powerful story as one of the very few openly LGBT business leaders in Japan. This media engagement also resulted in additional coverage in a wide range of major media outlets. This campaign successfully strengthened Gap Japan’s position as a pioneer for a more inclusive workplace and served as a role model in implementing workplace reforms in Japan. This encouraged more individuals and business players to realize the necessity of and become more involved in D&I promotion.

Mahindra Group: Rise (SDGs 1, 8)

Dubai

Rise is a social fintech enterprise that leverages technology to empower low-income migrant workers in the United Arab Emirates by providing them access to essential financial services and tools for upskilling that can help them build a better future. Over 11% (28 million) of the total global migrant population resides in the Gulf region, with close to 80% of this segment being unbanked, leaving millions unable to save and plan for their future. APCO’s Dubai team developed a communications strategy to align Rise’s messages and core narrative with their business objectives and wider social outcomes. Additionally, APCO increased Rise’s visibility in the region through thought leadership from the founders on their positioning as a social enterprise, and by leveraging their annual “Best Nanny Awards.” APCO helped broker a collaboration between Rise and an Emirati influencer, Khalid Al Ameri, to celebrate and congratulate the remarkable nannies who bring so much love and joy to families and communities around the UAE.

Papal Visit to UAE and Human Faternity Conference (SDGs 16, 17)

Dubai, Abu Dhabi

After Pope Francis announced his intention to visit the UAE in 2018, APCO partnered with the government to provide complete communications and public relations support for the visit. This visit was historic because it was the first time the Pope would visit the Arabian Peninsula and it was also the first time a papal visit would be set

around a joint program with another religious leader. During the visit, Pope Francis met with Sheikh Ahmed el-Tayeb, the Grand Imam of Al-Azhar, and the two religious leaders signed the Document on Human Fraternity following the Global Conference of Human Fraternity, which gathered more than 400 leaders representing different religions and faiths from around the world. APCO provided a full range of communications support for the papal visit. Through earned media, written and digital communications and video, we helped tell the story of the visit and share the key messages of tolerance and co-existence.

UPS Foundation (SDG 4, 8, 9, 12, 13, 16)

Washington, D.C.

APCO has supported the UPS Foundation for over 30 years with projects such as developing national and international programmatic initiatives; redesigning its overall approach to giving and applying it to local, national and international grants programs; strengthening the employee volunteer program; communicating philanthropic efforts to stakeholders and helping expand the company’s corporate diversity and inclusion strategy and programs. In addition, APCO also worked with UPS to develop its signature Neighbor to Neighbor employee



volunteer program, a flagship initiative for the company and its giving strategy that will contribute more than 20 million hours to 4,000 organizations in a matter of years. Thanks in part to APCO's support, tens of millions of dollars will be invested in humanitarian relief and resilience efforts impacting communities around the globe; thousands of lives will be saved due to the UPS Road Code and other safe driving programs; 15 million trees will be planted; more than \$250 million is being invested in education and economic empowerment initiatives; and UPS's 30-year commitment to the United Way will reach \$1.5 billion.

Woodland Park Zoo (SDG 15)

Seattle

The Woodland Park Zoo, a trusted nonprofit in Seattle, engaged APCO for support on the launch of Zoo for All, an event series tailored to honor diversity and promote the zoo as a place of inclusion for guests of all abilities. However, a busy summer events calendar led to difficulties with employee engagement: limited resources, low understanding of Zoo for All's purpose and resourcing challenges. To close the gap in employee understanding and logistics, APCO developed a comprehensive suite of internal communications materials to support the zoo's

diversity efforts, including an internal blog post, executive messaging and a series of company-wide emails to convey the purpose of the event. APCO also served as a single point of contact for all internal and external inquiries related to Zoo for All and ensured that all necessary changes to the zoo's facilities were finalized prior to the launch date. The debut event was a success, with high employee participation throughout the day. APCO's internal messaging for Zoo for All is still in use.



PART II UNGC PRINCIPLES

In the pages that follow, we provide a summary of APCO's internal policies and practices aligned to support the UNGC Principles. We also include examples of how we apply the principles to our work with clients around the world, particularly our work focused on human rights and labor practices.



Human Rights Principles

PRINCIPLE 1

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

PRINCIPLE 2

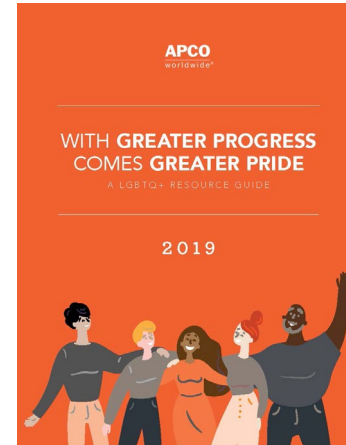
Make sure they are not complicit in human rights abuses

APCO'S POLICIES, OPERATIONS AND GOALS

APCO's values transcend geographic boundaries and are embraced in every office. Support and respect for human rights is an integral part of APCO's values. At the core of APCO's governance are two essential policies that all APCO employees are required to comply with; APCO's Code of Conduct and APCO's Anti-Discrimination and Equal Employment Opportunity Policy. APCO's Code of Conduct details the high standards of behavior expected of all APCO employees in their interactions with each other, vendors, clients, prospective clients, government officials, etc. Underlying the Code of Conduct is a belief in treating others with respect and acting in good faith and with transparency in all transactions.

APCO'S ANTIDISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY

APCO's anti-discrimination and equal employment opportunity policy prohibits APCO employees from engaging in or supporting discrimination. Specifically, it is APCO's policy to: (i) recruit, hire and promote the most qualified staff for all jobs; and (ii) ensure that all staff actions (including, but not limited to, recruitment, hiring,



compensation, benefits, transfers, layoffs, company-sponsored trainings, social and recreational programs) are administered in a nondiscriminatory way without regard to an applicant's or employee's race, color, creed, religion, national origin, ancestry, citizenship status, sex or gender (including pregnancy, childbirth and related medical conditions), age, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibility, disability, veteran status, education, political affiliation, genetic information or any other classification protected by applicable law. These policies ensure all individuals receive the same opportunities with regard to recruitment, hiring, promotion and compensation. In addition, many of APCO's offices around the world have contributed to anti-discrimination causes via pro bono support, client work or fundraising.



APCO at ColorComm



Key Client Initiative Summit participants



APPLICATIONS IN EXTERNAL WORK

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, including:

Championing the Cause of Tuberculosis (SDG 3)

India

Ending Tuberculosis (TB) by 2030 is a global commitment under Sustainable Development Goal 3, Good Health and Well-being, that relies on partners beyond the public sector. The Government of India set an aggressive target of eliminating TB in India by 2025.

APCO's India team signed a TB pledge for TB free India and committed to raise awareness on issues surrounding TB in the workplace and communities where APCO works. The pledge was signed at the request of USAID and the Ministry of Health and Family Welfare of India.

Children's Investment Fund Foundation (CIFF) (SDGs 4, 5, 10, 11)

India

APCO's India team works on various human rights issues, particularly on themes of child protection and adolescent health across India with CIFF India. APCO worked specifically to prevent commercial sexual exploitation of children and human trafficking to strengthen the institutional systems and advocate for tighter legislation in this area. APCO and CIFF focused advocacy efforts on greater law enforcement attention around deterring demand for children in commercial sexual exploitation. APCO engaged political influencers in three of India's largest states to strategically champion the cause. As a result, political influencers emerged as effective changemakers who have championed the cause to prevent millions of children from falling into child prostitution every year. APCO's efforts successfully changed the well-established narrative of "child-prostitution" to "serial child rape," leading to collaborative efforts between decisionmak-

ers, local administrations and police forces to launch a Focused Task Unit. The goal of the Focused Task Unit was to create a zero-tolerance district for child prostitution by increasing the convictions against perpetrators through law enforcement. This is the first initiative in India where a political champion publicly declared a campaign against commercial sexual exploitation of children, and all stakeholders, including the police and the media, pledged their support.

In addition, APCO in India conducted a series of consultation meetings with policymakers in the southern state of India to bring about a stringent state law which heavily punishes perpetrators of commercial child sexual exploitation.

Another component of APCO's work with CIFF targeted human trafficking and advocacy for survivor-centric legislation. Human trafficking is the third largest organized crime in the world, and India is one of the few countries without a comprehensive anti-trafficking law. APCO worked closely with members of parliament, survivors, civil society partners and academic institutions to initiate a public debate on the passage of a comprehensive legislation against human trafficking. The team worked with various stakeholders to position the narrative as a nonpartisan issue and utilized digital messaging to launch a campaign called India Against Human Trafficking. The campaign included the creation of a website, indiaagainsthumantrafficking.com, that featured a collection of survivors' stories and further gained citizen support for early

passage of the Anti-Human Trafficking Bill. The website received more than 10,000 citizen signatures in favor of the bill, which was eventually passed by the Lower House of the India Parliament.

Aurora Humanitarian Initiative (SDGs 1, 10, 16)

APCO's European Team (London, Berlin, Paris, Frankfurt and Tel Aviv)

Founded on behalf of the survivors of the Armenian Genocide and in gratitude to their saviors, the Aurora Humanitarian Initiative seeks to empower modern-day saviors to offer life and hope to those in urgent need of basic humanitarian aid anywhere in the world and thus continue the cycle of giving internationally. It is an eight-year commitment (2015 to 2023), in remembrance of the eight years of the Armenian Genocide (1915-1923) to support people and promote global projects that tackle the needs of the most helpless and destitute and do so at great risk. While the initiative runs various programs in the humanitarian community, it lacked the visibility needed to drive awareness and donations to amplify its work.

APCO's teams in London, Berlin, Paris, Frankfurt and Tel Aviv began work with the Aurora Humanitarian Initiative



in 2018 to raise awareness of Aurora's activities and increase their profile in key donation markets through securing coverage in top-tier national publications and stakeholder engagement via the organization's chair, Dr. Tom Catena, an American physician serving as the sole surgeon in Sudan's war-ravaged Nuba Mountains. Raising awareness of widely underrepresented topics with often little relevance to the targeted media markets, APCO's media relations outreach resulted in coverage of the Aurora Humanitarian Initiative across all geographical targets, including articles in The Guardian, Sky News, The Sunday Times, France 24, Le Figaro, Brut, Svenska Dagbladet, Deutsche Presse-Agentur, Voice of America, Christian Science Monitor, EFE Spanish News Agency, Axios, among other top tier outlets.

SDG 16 Review Conference (SDGs 16, 17)

Washington, D.C., Chicago

Delivering the 2030 Agenda is a shared responsibility by all actors of society. Rooted in its firm commitment to all SDGs and in particular to SDG 17 on revitalizing the global partnership for sustainable development, APCO supported the conference, "SDG 16 implementation and the path towards leaving no one behind," held in preparation for the July 2019 High-level Political Forum, co-organized by the UN Department of Economic and Social Affairs and the International Development Law Organization (IDLO) and hosted by the Government of Italy in Rome. In addition to providing communication support, APCO convened a diverse group of representatives of the judiciary, international organizations, private



sector and civil society to discuss the interconnection between SDG 16 on peaceful and inclusive societies and a sustainable economic role, as well as contributions the private sector can make to realizing goals 16 and 17.

KidsRights Foundation (SDGs 4, 16)

London

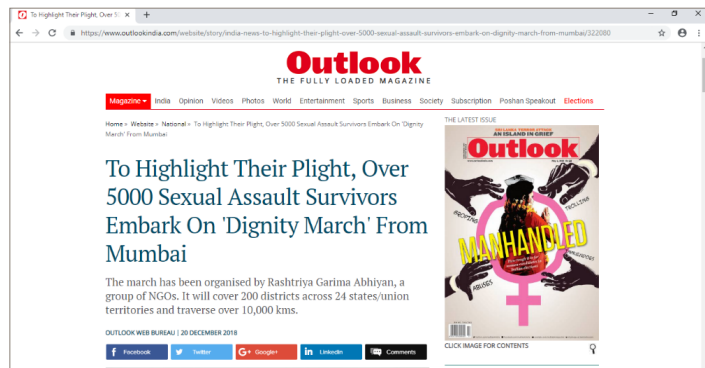
The KidsRights Foundation, a Netherlands-based international charity, promotes the rights of children around the world and offers them a platform to make their voices heard on the world stage. As part of their work, KidsRights awards the annual International Children's Peace Prize to an exceptional child or group of young people whose remarkable actions have made a difference in improving children's rights. In November 2018, APCO's London team supported KidsRights with the announcement that their annual Prize was awarded to the young survivors of the Parkland High School shooting, who founded the "March for Their Lives" movement to advocate for

stricter gun control in the United States. APCO’s media relations support resulted in top-tier media coverage for the announcement in outlets, including the Daily Mail, BBC America, The Independent, Business Insider and Yahoo News.

Rashtriya Garima Abhiyaan (Survivor Collective) (SDGs 5, 10, 11)

India

Sexual violence against women and children remains among the most pervasive human rights violations worldwide and is a critical problem that needs urgent attention. To address this, APCO provided pro bono communications support to a national survivors’ collective, Rashtriya Garima Abhiyan (RGA) to launch and execute a nationwide movement called ‘Dignity March’. Thousands of survivors and stakeholders traveled 10,000 kilometers in 200 districts of 24 states/union territories across India spanning 65 days with public demonstrations and media interactions throughout their journey. Customized mes-



saging to highlight state-specific problems on the issue of sexual violence against women and children helped the march achieve media attention in every state. APCO’s media relations support helped generate significant coverage on top-tier TV, radio, print and online outlets throughout the campaign. Our social media support, including influencer engagement, enabled the march to reach millions on social media. By the end of the march on February 22 2019, the survivors’ movement through Dignity March had reached approximately 10 million people, including contacting 2600 service providers and relevant authorities (police, medical and judiciary), 3000 lawyers and 200 policymakers including chief ministers of two states, other ministers of five states and national leaders.

Unite to Prevent Cancer (SDGs 3, 16, 17)

Global

Up to 50% of cancers can be prevented simply by taking the knowledge in hand today and adopting it into practice. To make cancer prevention a reality, we must bridge the gap between “knowing and doing” and most actions must be taken during childhood and adolescence in order to prevent cancers that occur in adulthood.

APCO brought together health innovators and social entrepreneurs to support the vision of Ron DePinho, past President and a Distinguished University Professor at MD Anderson Cancer Center. By bringing together his pioneering work and collaborative initiatives across multiple disciplines with APCO’s management know-how

and network of experts, Unite to Prevent Cancer was incubated at APCO’s Washington D.C. headquarters.

Unite to Prevent Cancer is a global health and wellness initiative focused on the elimination of preventable cancers. It will seek to bring together the collective capabilities of a worldwide partner coalition consisting of a diverse, global uncommon table to advocate for proactive health policies protecting future health, engage with youth and adolescents and launch an innovative technology and educational platform to disseminate relevant health knowledge to individuals.

Unite to Prevent Cancer will support visionary leaders and organizations with the conviction to promote the health and well-being of future generations. Utilizing technology and working in partnership with communities, it will work to empower the individual to understand their personal risk of cancer and the actions they can take to eliminate preventable diseases later in life.

INTERNAL IMPLEMENTATION

In order to keep values at the forefront of what APCO does, the company has taken several concrete actions to ensure employees understand the importance of the company’s values, the spirit it intends by living its values and that its actions match its words. It began with a launch of these refreshed values in 2018.

Refreshed Values

As a commitment to stay ahead of the curve in times

of transformational and disruptive change and to meet society's changing expectations of how corporations operate and position themselves, APCO updated its values, (referred to previously). The new values are comprised of: curiosity, inclusivity, boldness and empathy.

Before Joining the Firm

During the hiring process, candidates are interviewed not only by the hiring manager, but also by their potential peers. This is to ensure that the candidates understand the importance of integration and respecting diverse viewpoints as a core value of the firm. Regular interview skills training is provided to interviewees to ensure candidates are treated fairly and have a positive interview experience. A large number of North America leaders participated in unconscious bias training in the past year and we incorporated the STAR method into the interview process to ensure consistent and unbiased evaluation of candidates.

We also set targets for diverse pools of candidates and are working diligently toward those targets.

New Employee Orientation

During the first few days of joining APCO, the firm's values, as well as APCO's Code of Conduct and Anti-Harassment and Anti-Discrimination and Respectful Workplace policies are reviewed with all employees as part of the standard Global Orientation Program. This underscores the importance of following and abiding by these principles in employees' interactions from the very start of their employment.

Reporting and Compliance

Recently, APCO has adopted STOPit, a global reporting tool that enables employees to raise serious issues safely in a supportive environment and to be able to do so anonymously if need be. We continue to encourage staff

to address issues directly and openly with colleagues and to reach out to managers or to HR as needed, but for very serious issues such as whistleblowing (e.g. suspecting fraud or unethical behaviour), discrimination, harassment or any other inappropriate workplace behaviours that an employee may have either experienced or been a witness to, we want them to have another option for reporting and sharing concerns. APCO provided communication and training to all staff on this new tool and each staff member can download the STOPit app to his/her phone. It is completely confidential and anonymous. Reports of claims are received in real time via phone app or email and reviewed immediately by HR, the General Counsel or management, and the appropriate course of inquiry or action is determined. Annually, a report is prepared for the company's Global Leadership Team on usage of this new tool.



Labor Principles

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

PRINCIPLE 6

The elimination of discrimination in respect of employment and occupation

APCO'S POLICIES AND GOALS Labor Principles

APCO adheres to the employment laws in each of the countries in which it operates to ensure that individuals meet country and local employment eligibility standards, such as regulations governing age, among other things. Furthermore, APCO's equal opportunity policy provides the framework for nondiscriminatory actions affecting labor. APCO does not prevent employees from joining trade unions. Its 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 its values and policies.

APCO does not promote, engage or employ child labor in any of the countries in which it operates and its anti-discrimination policy clearly defines the company's position on employment practices that may harm communities or individuals on a broad range of personal characteristics.

Diversity

APCO implemented a Diversity & Inclusion (D&I) Program in 2009 and clearly stated its D&I goals to be the employer of choice in its industry for diverse talent. As



Panel event celebrating Asian American Pacific Islander Heritage Month

a clear leader in diversity, APCO firmly believes the very best solutions, products and contributions come from the diversity of people and their backgrounds and experiences, and APCO has a competitive distinction when it fully embraces and leverages this belief. In 2018, APCO hired external consultants to review and suggest improvements to its diversity and inclusion initiatives. As a result, in the past year APCO has rolled out a new approach to D&I with the formation of a Diversity Council and unconscious bias trainings for all leadership. This effort has been activated across our North America offices with the support of our Global Leadership Team and will expand to international markets in the future.

In 2018 and 2019, our D&I priorities included:

- Strengthening our legacy of diverse, inclusive environments within the workplace by enhancing hiring processes and intentionally working to eliminate bias from talent selection. The Diversity Council partners closely with both the Human Resources and Marketing teams to bring this effort to life.
- Creating a policy and framework to launch Affinity Groups across the North America region, which are resource networks for similarly identifying employees (and interested colleagues) to connect and advance discussions about themes related to shared identity.
- Developing robust programming around significant months that matter to APCO employees like Black History Month, Women’s History Month, Asian American Pacific Islander Heritage Month and Pride Month. This included educational events, inviting external speakers and generating thought leadership.
- Developing a program to cultivate next generation leaders within a mindset of inclusive ideation, which will drive an increased set of diverse perspectives into how we creatively develop strategy and big ideas for our clients. We recognize that in an increasingly competitive communications landscape, organizations that embrace diverse points of view proactively meet the needs of their clients more efficiently and effectively.



DC softball team

Health & Safety

APCO remains committed to a healthy and safe work environment for all employees and takes pride in creating environments that are both compliant with various country regulatory standards in this respect and pleasant to work in.

APCO has several policies and procedures in place to address health- and safety-related issues. Whether it is complying with Belgian standards of ensuring employee work spaces have access to natural light or confirming that hallways and furniture are laid out with adequate distance to meet U.S. fire standards, APCO is diligent in its practices to create a healthy and safe work environment for APCO employees around the world. In fact, new ergonomic work stations and standing desks were installed for all employees in the Washington, D.C., headquarters office space, as well as other offices such as Berlin and Raleigh.

APCO also encourages its employees to lead a healthy lifestyle. Examples of this include some offices organizing



Berlin running club

fun and healthy competitions for losing weight, regular healthy snack days, playing on organized sports teams and even walking treadmills. In addition to formal procedures and directed opportunities, the firm was built on a spirit of mutual respect, which is an essential part of how employees collaborate so well together across projects and continents.

IMPLEMENTATION Nondiscrimination, Child and Forced Labor

APCO takes a number of actions to ensure a work environment free of discriminatory practices and does not allow or condone the engagement of child or forced labor.

Employees at all APCO offices enter willingly into employment contracts (in jurisdictions where it is customary) reflective of the laws of the country in which they work and reside, and the company follows market standard practices with regard to notice period requirements. The STOPit app (referenced previously) was launched at the beginning of 2019 and has been promoted and heavily



communicated about as a mechanism to report issues or concerns about inappropriate or disrespectful behavior. The app is monitored by the senior human resources executive for follow up and action, as necessary.

Developing HR Policies and Practices

Safeguarding Children And Young People (SDG 16) India

In light of APCO in India's work on addressing issues concerning children's rights, the local team made the decision to develop its own child protection policy document to guard the rights of the children in general and specifically protect any children with whom APCO employees come into contact during their client work. This policy is applicable to all APCO employees in India, adheres to the Indian Government's national Policy on Children, and is in line with human resources best practices that promote child safe environments and reduce the risk of child abuse.

Health and Safety

During APCO's standard orientation program, all new hires globally are provided with information on health and safety practices for their local office, including: fire evacuation routes, alarm testing procedures, leave reporting procedures for employees to follow in the event of national emergencies, inclement weather procedures and policies prohibiting drug use at work. APCO takes steps to abide by health and safety requirements on an ongoing basis, including, but not limited to, participation in emergency drills, confirming the ban of any

weapons or dangerous instruments on work grounds, ensuring smoke-free work environments in all countries where smoking in buildings is banned, checking that all building dimensions continue to meet the building code standards for emergency evacuation and accommodating individuals with mobility impairments.

Labor Principles Applied to External Work

Blackmores: Green Paper on the Health of Chinese Career Women (SDGs 3, 5, 8, 10, 17)

Greater China

According to 2017 World Bank data, the overall female employment rate in China is 61.5%, the highest in the world. At the same time, China's aging society is putting demographic pressure on its labor force development. In this context, the health and vitality of the Chinese career women are particularly important for China's social and economic development. Our APCO team in Shanghai helped the Australian health supplement company Blackmores develop and market "Green Paper on the Health of Chinese Career Women," a study in collaboration with Tsinghua University focused on Chinese career women's health.

The team combined qualitative and quantitative research methods with focus groups and surveys to understand Chinese career women, then consulted leading healthcare experts to develop the Green Paper. The team also deployed an integrated communication strategy to disseminate Blackmores' messages on women's health via traditional and digital media.

The green paper significantly raised public awareness of Chinese career women's health, with mainstream media widely responding to Blackmore's call-for-action. It has also become a reference for a range of stakeholders in the market.

The results of the focus group and the public awareness campaigns revealed that Chinese career women face a range of health challenges. Most of them believe their health status to be poor and rank sleeping problems as their top healthcare concern. In addition, psychological problems such as anxiety, depression and reclusiveness are becoming increasingly prevalent. Many women identified "office life" as one of their main sources of stress.

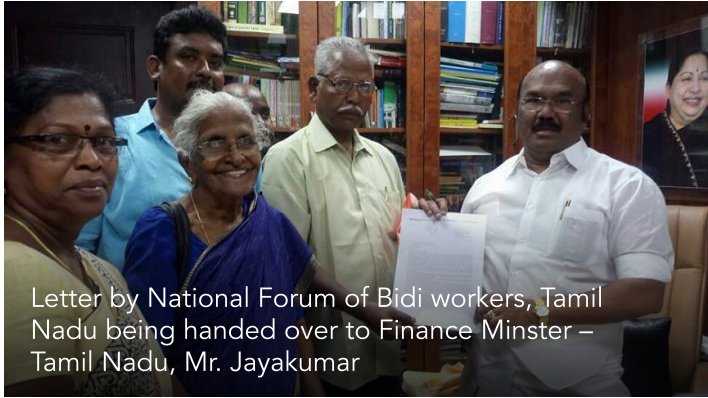
APCO has since continued to support the Blackmores-Tsinghua partnership, supporting journalist trainings on nutrition, stress management and creative healthcare communications.

Campaign for Tobacco Free Kids (CTFK)

(SDGs 3, 4 & 10)

India

CTFK is a leading advocacy organization working to reduce tobacco use and its deadly consequences around the world. APCO's team in India has been working with CTFK for the past few years to help them create effective strategic communications and policy advocacy campaigns. As part of this work, APCO has helped CTFK highlight the plight of bidi (a type of cheap cigarette) workers, especially women and children, on issues such



Letter by National Forum of Bidi workers, Tamil Nadu being handed over to Finance Minister – Tamil Nadu, Mr. Jayakumar

as minimum wage, inhuman work conditions, health and labor.

Remitly (SDGs 8, 17)

APCO's United States and European Teams

APCO was engaged by Seattle-based start-up Remitly, the largest independent digital remittance company based in North America, to serve as agency of record. Remitly sought to raise brand awareness and recognition among financial, technology and consumer audiences about its services, which offer international money transfers faster, cheaper and more transparently than traditional competitors. The company also wanted help expanding its reach among immigrant communities, as well as assistance establishing a strong presence in new international markets as it embarked on an ambitious global expansion.

APCO worked with Remitly to refine and deploy the company's narrative around its relentless focus on the



financial needs of immigrants and their families through key media moments that reached business and consumer audiences in the U.S. and abroad. Our earned media strategy infused this narrative into business-focused announcements such as Remitly's partnership with Visa; consumer-focused announcements such as the rollout of a new mobile money transfer service designed specifically for the unique needs of cruise ship workers; and market expansion announcements such as Remitly's entry into France.

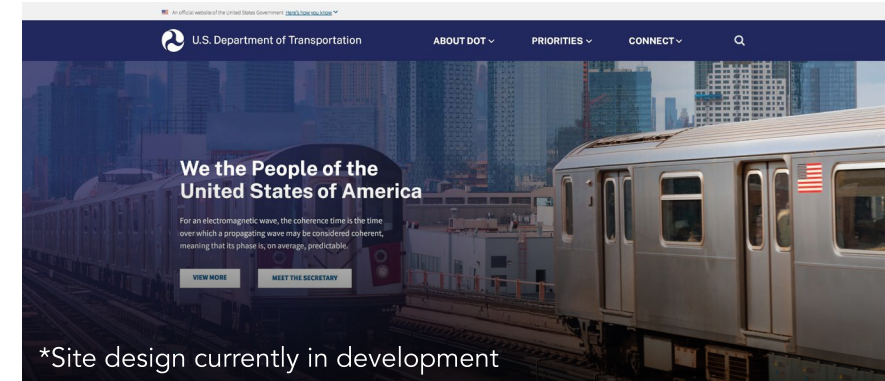
Remitly's key moments were highly successful, resulting in a combined readership and viewership of 113 million across 40+ media placements within the first six months of our partnership. APCO secured stories in priority outlets, including The Economist, Financial Times, Business Insider, GeekWire, BFM TV (France), Seatrade Cruise News and The Maritime Executive, among others. APCO's support helped to effectively deliver Remitly's key messages, grow and expand the company's presence

in key markets and further connect customers to the company's technology-based solutions.

Department of Transportation (SDGs 8, 9, 11)
Washington, D.C.

"Over 323 million Americans use transportation systems in the U.S. per year."^[1] As commercial space, autonomous vehicles and driverless cars quickly become a reality, transportation is at the forefront of public discourse and scrutiny. The Department of Transportation recognized the need to enhance its strategic communications to ensure that the public, industry leaders and stakeholders understood its role in shaping the future of transportation.

APCO developed a solid foundation for understanding the Department's priorities through a series of stakeholder interviews with Department and modal leaders. These interviews unveiled three key priorities that the Department needed to reinforce in its communications: Safety, Innovation and Infrastructure.



*Site design currently in development

[1] <https://www.bts.dot.gov/sites/bts.dot.gov/files/docs/browse-statistical-products-and-data/transportation-statistics-annual-reports/215041/tsar-2017-rev-2-5-18-full-layout.pdf>

In order to build the Department's reputation as a leader in these key areas, APCO advised on how to structure communications for media, events, the website and social media content. To accurately display its priorities to the public, industry leaders and stakeholders, the Department's website needed an overhaul. APCO used research-based insights, industry best practices and worked with leadership at the Department to redesign and restructure the website in a way that featured more of the Department's work in Safety, Innovation, Infrastructure and the future of transportation.

MEASUREMENT OF OUTCOMES
FOCUS AREA
Diversity and Nondiscrimination

39.7% of APCO'S U.S. team was classified as a minority in 2018.

Health and Safety

In 2018, there were no serious incidences or work-related injuries reported per EEOC-designated ethnic categories.



Environmental Principles

PRINCIPLE 7

Business should support a precautionary approach to environmental challenges

PRINCIPLE 8

Business should undertake initiatives to promote greater environmental responsibility

PRINCIPLE 9

Business should encourage the development and diffusion of environmentally friendly technologies

APCO'S POLICIES & GOALS Environmental Principles

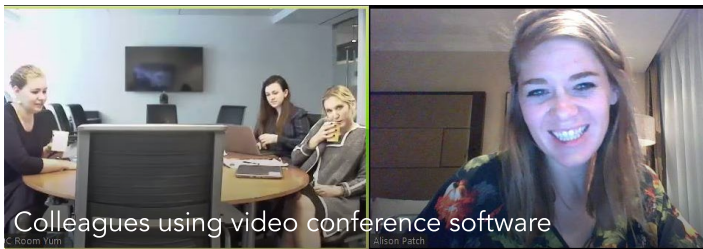
APCO's environmental footprint arises primarily from office operations and business travel. Accordingly, its global policy is based on adhering to all applicable environmental laws and regulations and applying the principles of reducing, reusing and recycling in the workplace, using a Green Office checklist covering office and IT energy efficiency; office supplies and recycling; travel preferences and large company meetings. A pilot program conducted with several of APCO's mid-sized offices showed that office energy usage, business air travel and paper usage constitute the main elements of APCO's carbon footprint (scope 2 and 3 emissions). While the capacity for a consistent internal environmental data collection system has not yet been developed, individual offices have taken steps to decrease air travel and paper use.

APCO works with landlords and property owners to address office energy use. For instance:

- APCO implemented an updated travel policy to encourage the use of Zoom, a video-conferencing software, to gain the greatest efficiency from their time, reduce overhead costs and carbon emissions.

- Most offices have separate receptacles for paper, glass/plastic/metal, cardboard and trash. Many offices feature motion-detecting lights which saves electricity when rooms are not in use.

Individual offices around APCO's network have instituted local policies and programs to improve our environmental footprint. For instance, APCO's Paris team provides all employees with recycling-only bins, trains cleaning staff on waste sorting and provides information on recycling to all French employees. Used IT devices are now donated to Emmaus, one of the leading French nonprofit organizations that employs marginalized workers to refurbish IT devices and resell them at low prices — also contributing to the fight against unemployment. 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. The Paris office works with a company called LOXY that recycles all telecommunications and digital equipment and disposable coffee capsules.



Colleagues using video conference software

Applications in External Work

In addition to focusing on our own operations, APCO contributes to promoting environmental responsibility and greener technology through pro bono and client assignments, which in 2018 and early 2019 included:

Bill & Melinda Gates Foundation (SDGs 3, 6)

India

Around 70% of Indian households are not connected to any sewage treatment plant and rely on on-site systems for containment – either septic tanks or pits. Most cities have no treatment facilities for Fecal Sludge Management (FSM), which poses a big public health hazard. FSM requires great attention to the entire sanitation value chain from containment to extraction to transportation and final treatment. The FSM issue requires significant collaboration among multiple stakeholders at the policy and implementation levels. APCO’s team in India worked closely with the Bill & Melinda Gates Foundation to devise a 360-degree media campaign to create awareness around the issue of Fecal Sludge Management. An annual plan was co-created with the client to generate a citizen’s movement via amplification of stories on the issue in the media.

Indian Beauty and Hygiene Association (IBHA) (SDGs 13, 15)

India

APCO in India was hired to amplify IBHA’s plastic waste project and highlight its leadership in proactive envi-

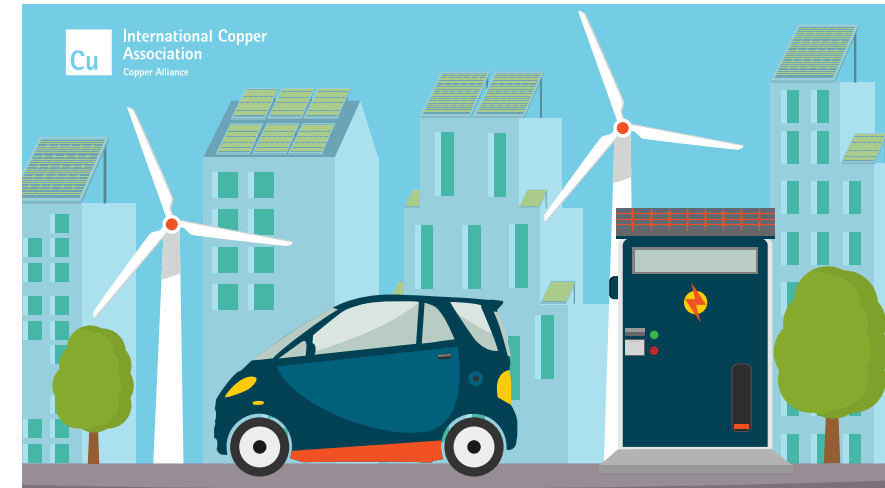
ronmental action. APCO created media traction around the IBHA’s plastic waste project in four major cities and facilitated stakeholder engagement to encourage the government to adopt this kind of program on a larger scale. Our team designed a strategy that entailed media interactions followed by government and civil society engagement. APCO also proposed a Pledge signing event, wherein the CEOs of the member companies of IBHA would commit to support the initiative in front of the media.

APCO mapped and coordinated outreach to relevant stakeholders in the media to showcase IBHA’s work in the field of recycling multilayered plastics. APCO continues to support the association by developing their communications collaterals for stakeholder engagement, including a thought leadership calendar to facilitate participation by IBHA to showcase the results of the projects. Based on the leverage and interest generated, APCO will facilitate high-level meetings with government officials for the IBHA senior leadership.

International Copper Association (SDGs 13, 8, 16, 17, 3, 11, 7)

New York

APCO works with the International Copper Association (ICA), the voice of the global copper industry, to help communicate its mission to develop and defend markets for copper, a key enabler for energy efficiency and renewable energy to make a positive contribution to the UN SDGs. APCO continued communication work with ICA by



creating a digital campaign around Climate Week NYC 2018, where ICA was a platinum sponsor. We created and launched a digital-first campaign focused on educating policymakers and sustainability influencers about the role of copper as the solution to broader global sustainability challenges. APCO supported ICA to develop and identify messaging and content illustrating its relevance to the SDGs that would resonate with audiences attending Climate Week. This included creating a video envisioning the world without copper, a blog post about smart buildings and proactive and reactive social content. We also identified relevant audiences interested in climate and sustainability issues and created a comprehensive digital targeting plan to ensure that our messages and content would reach the most relevant online audiences. As a result of our activities, we earned more than one million impressions, ICA’s online community increased by nearly 400 sustainability-focused individuals and the organiza-



tion's share of voice more than doubled compared to the previous year. APCO continues to support ICA with ongoing communications, events and engagements in APCO offices across in the EU, U.S. and China.

UAE's Ministry of Climate Change and Environment (MOCCA)

Dubai

APCO is the strategic communications partner to the Ministry of Climate Change and Environment (MOCCA) of the United Arab Emirates, designing and delivering the ministry's external communications and strategies to build support and raise awareness for the ministry's work with domestic and international audiences. For instance, during the World Government Summit 2019, APCO's team worked with Harrison Ford to continue the #ItAffectsYou campaign launched in 2018 with Robert De Niro, which became one of the trending topics discussed during the event. APCO's role in this campaign included campaign ideation, full video production and script, social media content creation and live event coverage. APCO was also the strategic communications partner for MOCCA at the Abu Dhabi Climate Summit (ADCM) in July 2019, the precursor to the UN Climate Action Summit taking place in New York in September 2019. For the inaugural ADCM, APCO developed the presentation film on climate change mitigation and adaptation efforts and drafted the keynote speech made by His Excellency Dr. Thani bin Ahmed Al Zeyoudi, UAE Minister of Climate Change and Environment at the event. Throughout the two-month campaign (culminating in the

event itself), APCO updated and continued the #ItAffectsYou campaign to raise visibility of MOCCA's commitment to climate change mitigation. UAE top leadership attended the climate summit and showed support for the initiative on social media (with a tweet coming from HH Mohammed bin Zayed), which showcased the UAE's efforts to drive forward climate action. APCO's media relations campaign was a great success, with over 600 media articles (in English and Arabic) about the ADCM appearing in print, online and broadcast outlets.

OneConcern: Defining the Benevolent AI Category for an AI Good Technology Company (SDGs 11, 13)

New York

One Concern, a young technology company that harnesses artificial intelligence to future-proof cities against the rising threat of climate change, needed a communications partner to tell the exciting story of benevolent AI that saves lives and protects livelihoods. One Concern partnered with APCO to increase awareness and drive adoption of its AI and machine learning platform among city, state and federal government entities. One Concern strove to differentiate from other AI technologies, be positioned as a turn-key solution in the critical, life-or-death environment of natural disasters and break into the crowded climate change conversation.

APCO developed a robust corporate reputation strategy, using a three-pronged approach of earned media relations, thought leadership promotion (speaking opportunities, awards and rankings) and influencer and multiplier

engagement. With a focus on showcasing the company's AI-enabled platform and its talented under 30 leadership as a solution in the "AI for good" conversation, APCO developed the company's narrative, messaging and media materials from scratch to bring One Concern's mission to life and break through the crowded AI and climate change conversations.

APCO built awareness and name-recognition for the company by securing a number of strategic speaking and engagement opportunities, including a one-on-one main stage interview for co-founder and CTO Nicole Hu at Bloomberg's Year Ahead event; CEO Ahmad Wani speaking and participation at the Insurance Information Institute's annual event; Economist's AI Summit and many other high-level events. APCO facilitated other multiplier opportunities resulting in One Concern's CTO participation as a judge for Coastal Resilience Challenge at the



Massachusetts Institute of Technology Solve Initiative. APCO also worked to secure several high-profile global awards (including Fast Company's World Changing Ideas award in the category of AI + Data, and Honorable Mention for the Innovation by Design award) and supported One Concern's inclusion in the World Economic Forum's prestigious Technology Pioneers group. APCO also amplified these award winnings, conference appearances and earned coverage through robust content deployment on One Concern's social media channels.



Lastly, APCO facilitated dozens of successful meetings for One Concern's leadership, connecting them with major multiplier stakeholders – development and multilateral institutions, potential partners and customers – in New York, Washington, D.C., Seattle, Brussels, New Delhi and Tokyo.

“Most Silicon Valley companies gravitate toward ‘speeds and feeds’ PR and ignore category creation and making a social impact. From the beginning, we wanted to do things differently, which is why we picked APCO Worldwide as our partner given their breadth of capabilities, depth of experience and global footprint.”

Joe Paluska, Chief Communications & Marketing Officer, One Concern

One Planet Summit (SDGs 7, 13, 17)

New York

Recognizing the urgency of global warming, the One Planet Summit on September 26, 2018, not only brought together heads of state and business leaders to take initiative to mitigate climate change, but also engaged private actors in the implementation of the Paris Agreement. The One Planet Summit has shown that high-level institutional decision makers and citizens can work together to combat the effects of global warming. APCO was hired to secure global media coverage for the event and engage the public in issues facing our planet. APCO implemented a media relations strategy to target key

publications. The team formed media partnerships with AFP, Bloomberg TV, Brut, CGTN, France 24 and RFI to secure coverage in top-tier outlets. In addition, 200 journalists attended the Summit to conduct exclusive interviews with speakers and partners. The One Planet Summit gained support and attention globally. In total, 651 print, television and online stories were generated; 388 of which were positive. The announcement has been mentioned in outlets, including: Reuters, The New York Times, Marketwatch and The Financial Times. Brut's interview with Emmanuel Macron received over one million views and 10,000 comments. More than 15,000 tweets were published by approximately 10,000 users, resulting in over 300 million impressions. On Twitter, the most influential users were Emmanuel Macron, Michael Bloomberg, Bill Gates and the EU Commission.

Shizen Energy Group (SDGs 7, 13, 17)

Tokyo

Shizen Energy Group is a Japanese renewable energy company involved in the development, construction and operation of photovoltaic, wind and small hydro power plants, with a vision to create a world of 100% renewable energy. The company is beginning to expand beyond Japan to areas such as South America and Southeast Asia, providing innovative solutions for energy self-sufficiency and enabling the economic development of local communities. Since spring 2018, APCO's Tokyo team has supported Shizen Energy by developing a new digital communications strategy, reaching out to media for interviews surrounding Shizen Energy's role in key policy

issues surrounding the renewable energy space, and facilitating a series of media audit meetings to establish key relations with target media in order for Shizen Energy to more effectively share its renewable energy vision.

Waste Management (SDGs 2, 12, 13)

Seattle

Twenty five percent of all food purchased in U.S. households is discarded before being consumed. To increase awareness of food sustainability, the Waste Management Scrap Happy Kitchen was created to position Snohomish County as a leader in innovative ways to reduce food waste and demonstrate WM's commitment to grassroots sustainability. The resulting strategy focused on three campaign pillars: food influencer integration, media outreach and implementation and social media amplification. APCO developed Waste Management's Scrap Happy Kitchen initiative into an event at a local farmers' market in which WM employees taught attendees how to save and use food scraps to prevent waste. APCO coordinated influencer outreach, social media and advertising content and media relations surrounding the event. Waste Management received four high-quality placements in local media with a reach of over 100,000 engaged residents. APCO also helped to position Waste Management as a leader in food waste reduction.

Whirlpool's #Plasticless Sea Project and EMEA Community Day (SDGs 12, 13, 14, 17)

Italy

APCO supported Whirlpool with communications and



public affairs for the company's partnership with LifeGate on a campaign aimed at tackling plastic waste in the sea.

APCO supported Whirlpool in organizing an event for the installment of the first sea-bin in a port in the Marche Region with national and local media relations, digital public relations and stakeholder engagement to showcase Whirlpool's plasticless commitment. The campaign resulted in more than 100 media articles and 2,600 mentions on social media, as well as endorsements from local politicians.

In September 2018, Whirlpool EMEA (Europe, Middle East & Africa) organized the second edition of their Community Day, an initiative inviting employees to come together and devote one working day to voluntary activities to support nonprofit organizations that operate in line with the company's corporate giving strategy. The day saw the participation of more than 500 employees in 10

countries across the region who volunteered at 29 local nonprofit organizations. APCO supported the company by devising a strategic combination of government relations, media relations, digital PR and internal communications to give widespread visibility to Whirlpool EMEA's Community Day. The initiative was featured in 400 stories in the media, generating 16+ million impressions. Social media activities from Whirlpool EMEA's owned social media channels and employee engagement resulted in 3.9 million total reach, more than 160 mentions of the hashtag #WhirlpoolCommunityDay and two thousand total engagement. Additionally, four key Italian local government representatives were engaged to participate in three events.

WWF (SDGs 13, 15)

Southeast Asia

WWF first approached APCO in Thailand for support on an advocacy campaign to achieve dedicated regulation on ivory trade and wildlife crime. APCO conducted a high-level stakeholder, legal and political assessment landscape to determine the power play in the country and who to engage. APCO's campaign helped secure the Elephant Ivory Act, which was established in Thailand to control the ivory trade and introduce a ban on the import and export of ivory throughout the Kingdom. APCO continues to support WWF on issues of wildlife crime in Thailand, including helping to institute a Working Group of academics to suggest solutions, and assisting the organization in working with the Thai government in its preparation for the Illegal Wildlife Trade Confer-

ence 2018 in London, organized by the UK’s Foreign & Commonwealth Office, Department for International Development and Department for Environment, Food & Rural Affairs. Due to government and NGO efforts to address these issues, together with WWF, Thailand’s CITES’s “Country of Primary Concern” status was lifted in October 2018. The ongoing pledge to protect wildlife exemplifies the government’s commitment to protect Thailand’s reputation for its wildlife conservation effort.

Business Air Miles

APCO’s business air miles have been consistent with previous years. The nature of APCO’s business as a global consulting firm often requires employees to be onsite with clients. APCO would not be able to deliver as impactful or effective work without sending employees on business travel. However, APCO has attempted to minimize business air miles for internal meetings by installing an advanced video and web conference service, Zoom, in conference rooms across the company. APCO is committed to utilizing these resources to the fullest extent and reducing the footprint for internal collaboration moving forward.

APCO took other steps to decrease the use of energy globally, including:

- Creating a nearly 100% laptop work environment across all offices.
- Moving most network infrastructure to the Cloud, resulting in substantially lower power consumption.



Anti-Corruption Principles

PRINCIPLE 10

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

As indicated earlier in this document, APCO focuses on anti-corruption efforts. Society will not be able to address the critical issues facing the world today (poverty, global health, universal education and economic opportunity) unless we are able to continuously minimize corruption, extortion and bribery in both the public and private sectors around the world.

APCO'S POLICIES & GOALS

As a professional services company with subsidiaries around the world, APCO's legal team undertakes ongoing risk assessments. It pays close attention to those countries where APCO does business, especially where the Transparency International's Corruption Perception Index shows increased risk of corruption. APCO considers the totality of the circumstances in managing bribery risk. Factors taken into consideration in the necessary risk assessment include the sector in which APCO is providing services, the value and duration of the project,

the economic structure of engagement and whether third-party consultants, agents and/or affiliates are participating in the work.

APCO has zero tolerance for corruption, bribery and extortion.

This is clear in APCO's Code of Conduct and policies dealing with the Foreign Corrupt Practices Act and the UK Bribery Act, which clearly state that a breach of their anti-corruption, bribery and extortion standards is grounds for immediate termination. APCO is also a signatory to several industry codes that have provisions relevant to anti-corruption, i.e., the World Economic Forum's Partnering Against Corruption Initiative (PACI) supporting the PACI Principles for Countering Bribery; the UK Association of Professional Political Consultants Code of Conduct; the International Association of Business Communicators (IABC) Code of Ethics for Professional Communicators; and the Confederation of Indian Industry Code of Business Ethics.

APCO has procedures in place to ensure compliance



with the requirements of the UK Bribery Act and the U.S. Foreign Corrupt Practices Act.

Implementation

Business ethics and transparency are embedded in APCO's culture. Its compliance program takes many forms, including:

- Implementation in 2018 of the STOPit app
- Regular executive memos to all staff on APCO's commitment to ethics, integrity and corporate responsibility.

- Ethics and compliance training for all employees that includes APCO’s Code of Conduct, Foreign Corrupt Practices Act and UK Bribery Act policies.
- Extra training attention given to those offices in countries where there is a known culture of corruption.
- Legal alerts written by APCO’s legal team and sent to all staff reminding them of anti-corruption requirements.
- Procedures for evaluating entertainment, hospitality and gift expenses for clients to distinguish between reasonable expenses and lavish expenditure that could be considered a bribe.

Responsibility for anti-corruption implementation within APCO rests with the Responsible Business Committee and the office of the General Counsel. However, each individual at APCO is responsible for abiding by APCO’s anti-corruption policies, its Code of Conduct and the law and for reporting any perceived misconduct.

Applications in External Work

APCO requires its business partners to adhere to anti-corruption principles and has instituted procedures to implement compliance. APCO’s policy is to conduct due diligence on third-party consultants, agents, affiliates and strategic partners where it does business in countries with scores below 60 on Transparency International’s Corruption Perception Index. APCO also requires its affiliates and strategic partners to sign onto its Charter for Professional Ethics & Conduct for Strategic Partnerships, which includes anti-corruption requirements, and to contractu-

ally represent and warrant that they will not participate in corrupt acts.

APCO has been a member and a signatory to the World Economic Forum’s Partnering Against Corruption Principles for over a decade.

By signing the PACI Principles, APCO has committed to having a zero-tolerance policy towards bribery and to developing, implementing or maintaining a broad-based, anti-corruption program to guide the behavior of employees. These principles also apply to key business relationships with controlled subsidiaries, joint ventures, agents and other intermediaries, as well as contractors and suppliers.

After co-chairing the World Economic Forum’s Global Agenda Council on Anti-Corruption for two years along with Leonard McCarthy, World Bank VP of Integrity, in 2016, Founder and Executive Chairman, Margery Kraus was asked to join the Vanguard CEO Board of the World Economic Forum’s Partnering Against Corruption Initiative. The PACI Vanguard Board is the ultimate decision-making body that mandates the PACI agenda and includes new projects, events and other areas of public-private cooperation. CEOs commit to:

- Participate in the PACI Vanguard meeting in



Davos-Klosters.

- Serve as an anti-corruption champion at other Forum meetings in which they may participate.
- Help shape the Forum’s anti-corruption and transparency strategies at the global, regional and industry levels.
- Serve as a spokesperson on anti-corruption with global and national media.

In addition to APCO’s founder and executive chairman Margery Kraus serving on the PACI Vanguard Board, Anna Tunkel, head of global strategic initiatives & partnerships at APCO, serves as a board delegate and represented APCO at WEF’s Fall and Spring PACI meetings in NYC and Geneva.



Margery Kraus speaking at the World Economic Forum

Margery Kraus continued serving as an anti-corruption champion in numerous WEF meetings, including the Annual Meeting in Davos and the WEF-PACI Fall Meeting in NYC (2018) and Spring meeting in Geneva (2019).

In Davos, Margery Kraus joined a private session with leaders of Peru, South Africa, the United Kingdom, European Commission, Germany, Brazil and Switzerland that focused on how to address corruption through public-private cooperation, fostering responsible leadership and harnessing technological solutions to rebuild systems of integrity.

In Geneva, Margery Kraus spoke on the importance of education and building of an anti-corruption generation, while Anna Tunkel moderated a discussion on future

priority areas for PACI, including engagement with B-20/G-20.

Measurement

APCO believes that its extensive compliance training program, which includes training on the STOPit app, has been successful. No incidents of corruption have been reported and there have not been any legal cases, rulings or fines assessed on APCO related to corruption. APCO's external auditors conduct audits of the company each year and have not observed any incidents of corruption.

APCO's anti-corruption training program is led by APCO's legal and human resources teams. Anti-corruption training is conducted online through APCO's easily accessible internal portal. The anti-corruption training is mandatory

for all employees and requires the completion of an exam, which the employees must pass in order to meet APCO's compliance training requirements.

In addition to focusing on our own operations, APCO contributes to promoting anti-corruption through pro bono and client assignments. Examples of this include:

Tech4Integrity (T4I)

In 2017, APCO proudly supported Citibank's global challenge initiative called Tech4Integrity (T4I). The initiative, led by Citi in collaboration with public and private sector allies, provided public sector entities with access to tech innovators and their ideas on how to increase transparency and efficiency. T4I also advocated for the support and infrastructure that tech innovators need to tailor new technology solutions for this market.

T4I was structured as a global open innovation competition, where companies of any type or size could submit technology solutions. The challenge specifically focused on innovation in areas such as government transactions and procurement; culture, ethics and citizen engagement; cutting red tape; and information security and identity.

T4I strategic allies also included Clifford Chance, Facebook, IBM, Let's Talk Payments, MasterCard, Microsoft and PwC.

APCO was delighted to see T4I integrated into the World



Economic Forum PACI Initiative with support from the Inter-American Development Bank (IADB). Driven by public-private cooperation, the T4I Knowledge Accelerator is a dynamic information exchange that aims to foster communication and collaboration to deepen understanding of how technologies can better address corruption.

T4I's platform integration into WEF's PACI provides three intersecting spaces to drive thought leadership, networks and increase impact:

- **Knowledge Accelerator**

Driven by public-private cooperation, the knowledge accelerator is a dynamic digital repository of information that aims to foster communication and collaboration to deepen understanding of how technologies can better address corruption.

- **Synergy Lab**

The Synergy Lab will help leaders of government, business and civil society identify their specific needs and connect those leaders with innovators providing the most appropriate technology solutions to address those needs.

- **Impact Initiatives**

In concert with international organizations, the private sector and civil society, the impact initiatives will share best practices on available solutions, evaluate existing implementation projects, and directly engage with such projects to effectively demonstrate how to build solutions into government and business processes to promote trust and integrity.

United States Advanced Medical Association (ADVAMED)

APCO worked with AdvaMed on promoting and implementing the industry association's China Code of Ethics to strengthen industry self-regulation and compliant business practices. The Code represents a major change in the business practices for many AdvaMed member companies and their Chinese counterparts. To ensure smooth implementation, APCO developed a strategic outreach plan to strengthen crucial partnerships with the domestic industry and a wide range of stakeholders in the health care ecosystem (e.g., key medical associations, central and local government entities, KOLs and physicians). This engagement aims to raise awareness of AdvaMed's contributions in supporting core Chinese government goals in the health care sector and potentially setting up a model for other sectors to follow.

APCO continues to work with a number of confidential clients on transparency and anti-corruption initiatives, helping foster an internal and external culture of ethics and accountability.

Making the Sustainable Development Goals a reality

The 2030 Agenda for Sustainable Development, adopted by the United Nations in September 2015, is a "plan of action for people, planet and prosperity." The Agenda's

17 SDGs provide a visionary and ambitious "shared blueprint for peace and prosperity for people and the planet, now and into the future."

The 2030 Agenda is visionary and ambitious, not only in its vision of not leaving anyone behind but also in its recognition that success will require global engagement of all actors of society. Ensuring that no one is left behind is a shared responsibility of governments, the private sector, civil society, international organizations and all other actors. And for this, all available resources must be mobilized.

The SDGs are not just lofty ambitions: they are attainable if we all work together. The report of the Business and Sustainable Development Commission shows how sustainable business models could unlock more than US\$12 trillion in new market value and create up to 380 million jobs by 2030. APCO Worldwide is committed to contributing to making the SDGs a reality through its own operations and through its work with its clients.

Bringing together experts in sustainable development and shared purpose, APCO has established a team to help its clients integrate the SDGs into their business strategy and processes. Within its operations, APCO seeks to align its work to delivering on the SDGs.

Moving Forward

We hope this summary of our work to date demonstrates how important the UNGC Principles and UN Sustainable Development Goals are to us as a firm and the full range of things we do to support them. We look forward to sharing our continued progress — not only in what we do, but in how we do it.

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