

United Nations Global Compact Report

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JOINT STATEMENT FROM THE EXECUTIVE CHAIR AND CEO

APCO Worldwide is pleased to present our 10th report on progress as a signatory of the UN Global Compact, especially during the milestone year of its 20th anniversary. As the largest majority women-owned advisory and advocacy 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 bottom 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.

This has never been more important than now, when the world finds itself in an unprecedented health crisis that has exposed the fragile and unequal nature of our societies and economies. We have always known the disproportionate burden borne by marginalized communities, but COVID-19 put a much sharper focus on this inequality and forced companies to reexamine their impact on society and to rethink how they operate to ensure they are living their values and improving the world. This has always been central to APCO's work, but we are now increasingly being called upon to help our clients align on and articulate their social purpose and advance justice across their organizations and the communities they interact with.

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. As we advise our clients and help them

navigate this process, the UN Global Compact is a vital resource to frame these issues, and to galvanize the support of a global community of like-minded organizations working to advance the world in a sustainable and equitable way. We are proud supporters of the UN Global Compact and look forward to another year of concerted work to achieve the UN Sustainable Development Goals as we mark the beginning of the Decade of Action.

Bold action for the Decade of Action

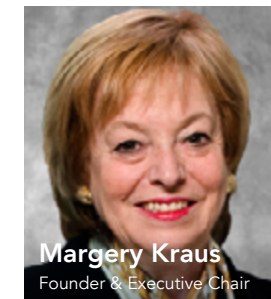
World leaders have renewed their commitment to make this coming decade one of action and delivery to accelerate sustainable solutions to all the world's biggest challenges—ranging from poverty and gender to climate change, inequality and closing the finance gap. Agenda 2030, its 17 Sustainable Development Goals and 231 indicators chart a clear blueprint for a fair globalization. APCO is committed to supporting the UN Secretary-General's vision of action through bold leadership, both individual and collective.

The COVID-19 pandemic did not just disrupt the world—it brought to the fore the close interlinkages between people and planet. The economic and health crisis unleashed by the pandemic is threatening to undermine progress made by the 2030 Agenda but is also encouraging us to envision a realistic way forward towards achieving the 2030 Agenda, including for building resilience against shocks and avoiding backslides into poverty.

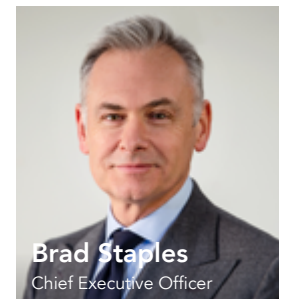
As we focus on building back better and coming back stronger from the pandemic it is clear that this needs to be anchored in the vision of the SDGs. APCO is committed not just to a reinvigorated vision for a global partnership for development as envisioned by SDG 17, but one where the SDGs are fully incorporated into our actions.

Building on the experience of team members who negotiated the 2030 Agenda and who worked to develop its indicators, APCO will continue to support its clients to integrate the SDGs into their business strategy and processes, as well as into our own work.

We are committed to take bold action to meet the targets of the UN Decade of Action.



Margery Kraus
Founder & Executive Chair



Brad Staples
Chief Executive Officer

Margery Kraus
Brad Staples



COMMUNICATING OUR PROGRESS

APCO Worldwide joined the UN Global Compact in June 2011. This report is our 10th Communication on Progress (COP). All data contained in this document relates to the calendar year January–December 2019. In addition, some initiatives mentioned refer to the first quarter of 2020.

THIS REPORT CONTAINS TWO PARTS:

PART I

Provides a short overview about APCO, including our 2019—2020 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 our Executive Chair 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. We are proud to be 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 786 permanent employees (as of December 31, 2019) operating in almost 30 offices globally come from diverse professional backgrounds, including: corporate, creative and digital experts; former elected leaders, government officials, ambassadors and 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 one employee to a diverse global advisory firm servicing high-profile clients with mostly organic growth. APCO's revenue has more than tripled 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. And in 2019, APCO moved to a new finance partner, Brightwood Capital Advisors, to provide 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

Through regular communications and engagement across regions and practices, employees gained 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. In a recent internal survey, 67% of employees cited having a strong understanding of the company's mission and how their daily work aligned with the company's purpose.

APCO'S VALUES

APCO's values are truly embedded into how the company operates and guide employees' decisions and actions every day. In a recent internal survey, 85% of employees cited having a strong awareness of the company'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 both locally relevant and 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. Starting with visual reminders, all offices display posters with APCO's values and regionally appropriate quotations that demonstrate those

values in context, and notebooks are distributed to all new hires that contain the company's mission and values inside the front cover. The company's 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 APCO's values, as well as their perspective on the firm's commitment to them.

Each office also 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 on a regular basis 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.

A Diversity and Inclusion (D&I) 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. In 2020, we expanded our Diversity and Inclusion Council to Europe and plan to introduce similar councils across our regions.

In the wake of recent events in the United States, APCO also undertook a program in its North America region – ["Accelerate What's Right."](#) First, the company held open town halls for all employees to listen to their colleagues share their life experiences (personal and professional) with racism. The company made 10 commitments to do its part to fight systemic racism and advance inclusivity and equity within and beyond our organization. We expanded our established D&I efforts, including: proactive employee learning and ally development; local community collaborations; equity of opportunities in hiring at all levels; and convening change-makers, along with our clients, to forge solutions—efforts to accelerate what's right. And, our Board of Directors issued a resolution to support, embrace and hold accountable the company and its leadership in its mission to advance racial equity.



APCO works in every region of the world. APCO has offices in the following locations, in addition to pop-ups and work with partnerships across the world. Over the past year we have increased our work in Africa and Latin America.

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



TOP PLACES TO WORK IN PR, 2020

PR News

PRWEEK US POWER LIST, 2020

Margery Kraus
PRWeek

EMEA SABRE AWARDS, 2020

DACH Award for 'Initiative
Rosi—We are Looking for
40,000 Real Men'
PRovoke Media

NORTH AMERICA SABRE AWARDS, 2020

Thought Leadership in PR
Award for 'APCO's Stay Ahead
Thought Leadership'
PRovoke Media

NORTH AMERICA SABRE AWARDS, 2020

Pharmaceutical: RX Award
for 'Johnson & Johnson:
Building Reputation through
Collaborative Action at the
World Economic Forum, 2020'
PRovoke Media

PRWEEK'S 30 UNDER 30, 2020

Hélène Legay
PRWeek



MIDDLE EAST POWER BOOK, 2020

Camilla d'Abo
PRWeek

PRCA WORKPLACE CHAMPIONS, 2020

Large Agency
Public Relations and
Communications Association
(PRCA)

WOMEN WHO SHAPE BRUSSELS, 2020

Claire Boussagol
POLITICO

THE GOLD STANDARD AWARDS, 2019

NGO Engagement Award
for 'Dignity March'
PublicAffairsAsia

THE GOLD STANDARD AWARDS, 2019

Corporate Citizenship
(CSR and Sustainability)
Award for 'Launching Japan's
Next Generation of Women
Leaders in STEM'
PublicAffairsAsia

THE GOLD STANDARD AWARDS, 2019

Professional Excellence Award
– Masayo Nagai
PublicAffairsAsia



MICHAEL L. HERMAN EXCELLENCE IN MENTORING AWARD, 2019

Kelly Williamson
North Carolina Chapter of PRSA

GLOBAL VOICE AWARDS, 2019

Change Maker of the Year –
Margery Kraus
World Woman Foundation

MEPRA AWARDS, 2019

Silver Winner for Best
Campaign in Kuwait for
'Supporting Kuwait's Vision
for Persons with Disability'
MEPRA

MEPRA FELLOWSHIP AWARD, 2019

Mamoon Sbeih
MEPRA

PR REPORT AWARDS, 2019

Nonprofit and Pro Bono
Award for Initiative Rosi
Oberauer

TOP PLACES TO WORK, 2019

PR NEWS



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

PRWEEK GLOBAL AWARDS, 2019

Best Agency in the
Middle East
PRWeek

PR AWARDS ASIA, 2019

Japan/Korea PR Consultancy
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 Elizabeth Sen
PRWeek

AWARDS & RECOGNITIONS

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 seven-member board has a unitary structure. Three of the board members (Margery Kraus, Brad Staples and Evan Kraus) are APCO executives; the other four members (Joseph Zimmer, Marcia Page, Peter Milton Sommerhauser and Terry Graunke) are outside directors. The chair of the board is Margery Kraus, APCO's founder and executive chair. APCO's financial partners (Damien Dwin and Sengal Selassie) from Brightwood Capital Advisors, a minority-owned firm, are also board observers. 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.



Key Client Initiative Summit 2019

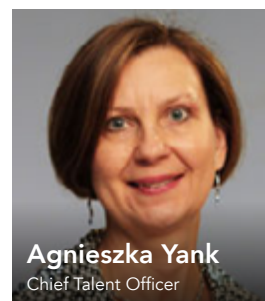
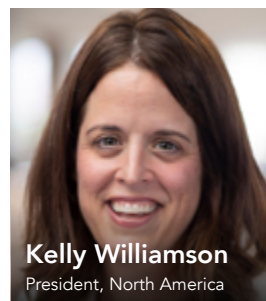
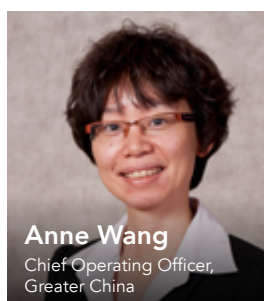
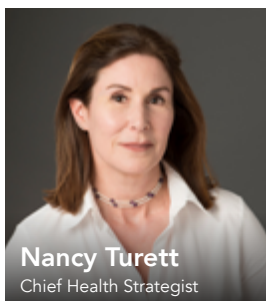
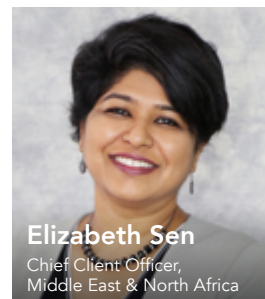
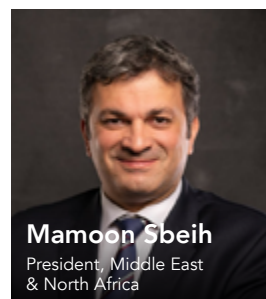
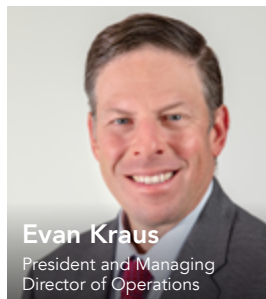
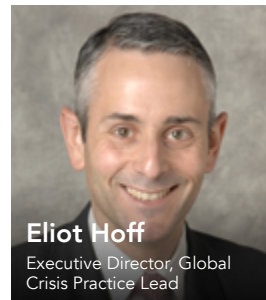
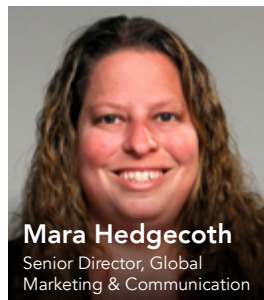
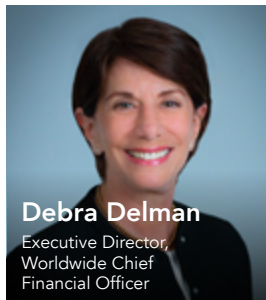
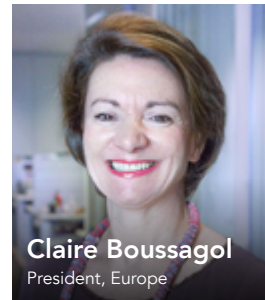
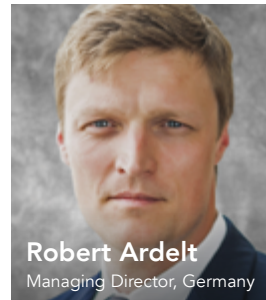
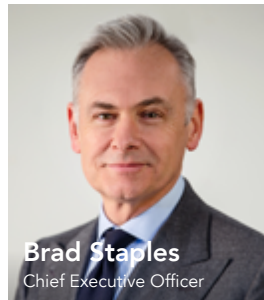
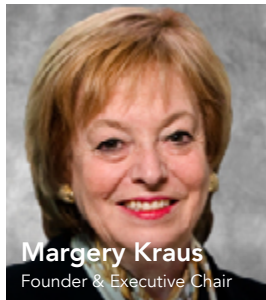


RESPONSIBLE BUSINESS

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.

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, chair & 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 chair Margery Kraus; CEO Brad Staples; and president and managing director of operations Evan Kraus also sit on the board. In 2020, APCO added Damien Dwin and Sengal Selassie as financing partners and board observers.

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 2019 and 2020, APCO added three new members to its GLT: Elizabeth Sen, chief client officer for APCO's MENA region; Nancy Turett, APCO's chief health strategist; and Imad Lahad, global digital practice lead.

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.

In addition to its internal code of conduct, 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)



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% participation so that all employees continuously enhance their business competencies and grow as professionals.

SIGNIFICANT IMPROVEMENT IN GLOBAL LEARNING AND DEVELOPMENT

In 2019, APCO held its inaugural Global Learning Summit. This convened three dedicated full-time learning and development team members, as well as APCO's new Regional Learning & Development Partners. The Regional Partner program creates a unique leadership opportunity for a client-facing colleague who has a passion for learning and development to take on building and executing on a regional learning and development strategy. These leaders dedicate 25% of their time to creating a learning culture in their region. The allocation of this new and innovative resource model to learning and development expanded programming in ways we could not imagine.

An Emerging Leaders Institute was held in late 2019 for our mid-level employees throughout all of Europe. A global group of leaders from around Asia and the Middle East convened in Dubai for a two-day High Performing Teams seminar. These are just a few programs our Regional Partners enacted over the last year.

The Learning and Development team partnered with APCO's Finance team to deliver an engaging business management certificate program. This three-phase program was delivered to a target audience of APCO's Client Business Managers using both high quality on-demand e-learning modules and dynamic in-person institutes in three major cities.

In addition, with the exciting hire of an e-learning expert on APCO's Learning and Development team, we have expanded our online learning capabilities and offerings. 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 is designed to promote best

practice sharing and knowledge transfer within the company. In the last year, we have added a number of new learner centered modules on topics ranging from writing skills to budgeting to presentation skills. This shift from passive content like recorded webinars or PDFs to interactive SCORM content, including built-in quizzes and simulations, have given APCO employees a much better online learning experience. The investment in online learning also allowed the company to continue to offer robust training options even during the global pandemic.





Gallup Employee Engagement Survey Score

In November 2019, APCO worked with Gallup to deploy its fifth annual engagement survey. By measuring employee engagement, we gained data and insights to help us understand where to continue to improve.

According to the results of the Gallup Employee Engagement Survey in 2019, 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 employees are committed to doing quality work and are aware that someone at work cares about them. This is an organization that creates systems for collaboration across the globe. APCO’s efforts to refresh and communicate its values in 2018 resulted in higher levels of understanding of the firm’s values. A couple of other areas of strengths include having opportunities to learn and grow and

having someone at work who encourages their development. These sentiments reflect our on-going commitment to and investment in learning and development initiatives.

Recognizing Employee Milestones and Anniversaries

APCO celebrates its employees by recognizing their anniversary of joining the company. Founder and Executive Chair 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 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 and learn more about what individuals in other offices are accomplishing and how they can contribute.

Global Exchange

Prior to the pandemic, 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 engagement, experiencing the local culture and returning to their home office to share their learnings and experiences with colleagues.

Tel Aviv to Brussels

“For my global exchange, I visited the Brussels office where I got the chance to work directly with colleagues that I’ve only met virtually before. While in Brussels, I was exposed to the different work culture of the EU region and the policy-focused projects which are different from what I was used to. Nevertheless, the different work style felt very natural to me, leaving me with the passion to get more involved in projects in this area. Keeping in mind that APCO’s Global Exchange is designed to be more of a social experience that promotes cultural exchange, it didn’t stop the Brussels team and I to bring in a new business win worth over \$120K that would not have happened in any other circumstance except for me being physically there. Overall, I can confidently say that I enjoyed my Global Exchange experience in Brussels so much that a few months later I decided to permanently move and work in Brussels!”

Alaa Khalaily, Associate Consultant, Brussels Office (Previously based in Tel Aviv Office)

Tokyo to London, Frankfurt and Berlin

“I visited our London, Frankfurt and Berlin offices in July 2019 for my global exchange. During my trip I connected with team members with whom I shared the same global clients, as well as with colleagues that work in practices outside of what we provide from the Tokyo office, such as Global Solutions, APCO Insight and creative works. All the new connections I made and the insight that I learned became valuable resources for me to bring back to Japan and empower our client work and office development. In return, my presentations on our Tokyo office and Japan’s unique media landscape have been helpful to colleagues in the offices I visited. I believe that many APCO employees have also been

and will be benefiting from this wonderful program. I am very grateful for this opportunity and unforgettable experience.”

Yaxi Lu, Consultant, Tokyo Office



Global exchange participant in Berlin

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 in 2010. 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 responsibility, 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 has partnered with the University of Florida's College of Journalism and Communications since 2018 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. We are pleased to report our first employee to enroll in the program, Amanda Loughran, graduated with her Master's degree. We continue to promote this opportunity to our employees and look forward to seeing more of them take advantage of this exciting partnership.

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. In addition, employees are fully supported through the process of moving from their current location to a new one as well as when they are ready to return.

In 2020, APCO instituted a resource management function, an initiative designed to empower employees with more flexibility to pursue their careers, optimize client engagement, better manage workflow and create transparency around expectations. These resource managers are colleagues dedicated to employees' growth and development who work to ensure that we are balancing the interests of our employees, clients and business outcomes.



Myriam Ugeux-Gerault fellowship recipient at SXSW

APCO Academy

The APCO Academy is a central component of the on-boarding process for employees in the APCO global network. Participants attend sessions, networking and team-building activities 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. To accommodate the special circumstances during the COVID-19 pandemic, we launched the first virtual APCO Academy in Asia in 2020. All new joiners participated our virtual Academy in May 2020, which included five 90-minute webinar discussions. 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.



APCO IS PROUD TO BE A MEMBER PARTNER IN THE FOLLOWING ORGANIZATIONS AND INITIATIVES:

- Arthur W. Page Society
- ColorComm
- Committee of 200
- Diversity Action Alliance
- 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
- PRSA
- Public Affairs Council
- The Conference Board
- The Hispanic Promise
- The Seminar
- WEConnect International
- Women Business Leaders in Health Care
- Women Entrepreneurs Grow Global (WEGG)
- Women Presidents' Organization
- World Economic Forum Gender Parity
- World Economic Forum Global Agenda Council on Anti-Corruption & Transparency
- World Economic Forum Partnership Against Corruption Initiative (PACI)

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

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 different offices around the world in 2019. APCO also planted trees through One Tree Planted in the Amazon rainforest and neighboring forests in Latin America in honor of each of its employees and each of its offices. Every tree we planted was matched with the planting of an additional tree, doubling APCO's impact to help support reforestation in the Amazon rainforest and Latin America.

APAC Volunteer Work (SDGs 1,2,3,8,10)



Beijing and Shanghai

APCO's Beijing and Shanghai teams made substantive donations to highly impactful initiatives in their respective cities. The Beijing team donated bags of clothing and books to a local Beijing charity called Roundabout, an

organization which collects unwanted goods and distributes them among 48 charitable organizations in the Beijing area, and many more throughout China, Inner Mongolia and Mongolia. The charity also sells some of the donated goods in-store, proceeds from which pay for the medical costs for orphans and others less fortunate, sheltered housing for the elderly, warm blankets, food and other basic needs items.



Beijing office gathering donations for Roundabout

The Shanghai team conducted a similar initiative for the Renewal Centre, a charity which focuses on providing care and support for homeless citizens across Shanghai. The team's donations went towards efforts to offer safe, temporary accommodation, career training, national identity card registration support, a satisfying job and sometimes even a permanent home to the less fortunate across the city.

New Delhi and Mumbai

APCO's team in New Delhi held a clothes donation drive with local grassroots organizations, such as the Uday Foundation, to help out-patients from government hospitals like AIMS and Safdarjung Hospital who come to the capital city from different parts of the country for treatment. Along with Mumbai team members, the team donated clothes to Snehasadan shelter home in Mumbai.



Singapore office volunteering at Chee Hoon Kog Moral Promotion Society

Singapore

APCO's team in Southeast Asia volunteered at the Chee Hoon Kog Moral Promotion Society, a local home for the elderly in Singapore. The team spent the day at the elderly home, organizing a bingo tournament as well as packing and donating essential items for the elderly residents.

Tokyo

On World Suicide Prevention Day 2019, the Tokyo team took part in the Tokyo Tower Climb to raise mental health awareness and funds for TELL, a local nonprofit organization dedicated to providing world-class, effective support and counseling services to Japan's international community and helping to address the country's growing mental healthcare needs.



Tokyo office at Tokyo Tower Climb

European Volunteer Work (SDGs 1,3,10)



Brussels

APCO's team in Brussels organized a Volunteering Day for the office in October 2019. They supported a local organization called Stichting Marguerite-Marie Delacroix (in NL) which provides residential and therapeutic services for children and young adults with learning disabilities, many of whom also have physical disabilities. The choice of this organization was made extra special for the team because of a family link to a colleague. Stichting M.M. Delacroix was organizing a "Halloween Village" in their grounds so that local people and residents and their families could enjoy an evening out. They needed help to construct 12 large marquee tents for this to take place, but did not have enough of their own staff available. The APCO team helped and worked in shifts for tent-building, which meant



Brussels office volunteering for Stichting Marguerite-Marie Delacroix

that some people were also able to join the music and mobility therapy group sessions taking place with residents on that day. The Halloween event was a big success and the Brussels team came away from the volunteering day having learned a lot, had a good team-building experience in tent construction, and with many colleagues also having enjoyed the opportunity to spend some quality time with some of the residents. Shortly after the team-building day, two Brussels colleagues did a sponsored 3km run to help raise funds for Stichting M.M. Delacroix.

London

A small team of volunteers from the London office took part in a day of employability skills training in November 2019 to support clients from homeless charity The Passage, which offers a wide range of services and resources to encourage, inspire and challenge rough sleepers in London's Westminster area to transform their lives. The clients were invited to APCO for mentoring sessions which helped them prepare for interviews by empowering them with valuable techniques to highlight their strengths, address any employment gaps in their resumes and deliver a good first impression. They were then able to put their learning into practice by attending a mock interview hosted by a panel of APCO volunteers. The clients reported feeling encouraged by the mentoring process and more confident following the mock interviews, while APCO's volunteers benefited from the new learning and development opportunities gained through skills-based volunteering. To raise further funds for The Passage, more than 20 members of the London team signed up for the "One Million Step Challenge" to walk one million steps each over a 100-day period, raising a total of £890 including gift aid and donations.

In October 2019, APCO's London office hosted a "coffee morning" to raise funds for Macmillan Cancer Support, one of the UK's largest charities

which provides healthcare, information and financial support to people affected by cancer. The Macmillan Coffee Morning, the charity's biggest fundraising event, is hosted annually by people all over the UK to raise funds by collecting donations from guests who are invited to come and socialize over homemade cakes and a cup of tea or coffee. Everyone in the London office was invited to join in by volunteering to buy or bake their own cakes, pies and brownies and coming together at the event which fostered employee engagement and delivered on APCO's values of empathy and inclusivity. With a total of £27.5 million raised nationwide at Macmillan Coffee Mornings in 2019, APCO's donation was equivalent to helping run the charity's online community forum for over two hours, giving nearly 750 people affected by cancer both emotional and practical support.



Tel Aviv

The Tel Aviv team organized a day of volunteering to support healthcare workers and patients at the Ichilov Medical Center Tel Aviv during the Hanukkah festival in late December. The team visited the hospital's maternity ward to provide cheerful company and distribute jelly doughnuts—a traditional holiday delicacy—to expectant and new mothers and their spouses, along with attending medical staff.

North America Volunteering (SDGs 1,2,3,10,15)



Chicago

APCO's Chicago office volunteered at the Anti-Cruelty Society, a local nonprofit animal welfare organization and shelter. Our colleagues made dog and cat toys for the animals at the shelter. Besides giving the animals something fun to play with, studies have shown that the presence of a toy in an animal's crate at the shelter increases the likelihood of adoption.



New York

The New York team participated in the Coalition for the Homeless (CFH) annual Toy Drive. The CFH is the nation's oldest advocacy and direct service organization helping homeless men, women and children. Their annual toy drive has taken place for more than 20 years and in 2019, APCO's donations contributed to CFH collecting over 13,000 toys for children in New York City experiencing homelessness.

Washington, D.C.

In December 2019, the North America-based Talent Team volunteered at Martha's Table, a local nonprofit organization that serves the community by increasing access to high-quality education, healthy food, and family and community support. The team



helped to manage the "Pop-up Food Market" by unloading dry goods and fresh produce, as well as creating "market bags" full of food and healthy recipes for students and/or their parents to come pick up at the end of the day.

In October 2019, the Washington, D.C., team participated in United Way's Project Homeless Connect, a major initiative that connects people experiencing homelessness in the Washington area with essential health, legal, financial, self-care and job support services under one roof at the area's largest resource fair. APCO's volunteers were each matched with a participant to remain with and help the individual during the event. In one day, participants gain access to services that might otherwise take months.

The APCO+ team comprised of entry-level professionals and based in our global headquarters in Washington, D.C., spent their quarterly retreat in March 2019 volunteering at the DC Central Kitchen. The team helped prepare over 500 meals to give back to the D.C. community.

PRO BONO SERVICES

APCO makes significant contributions to local communities and global causes via pro bono work.

APCO also supports a wide range of nonprofit organizations 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.

Amatrice (SDGs 8,9)



Rome

APCO's Rome team provided pro-bono support to Amatrice, a small town in the center of Italy that was destroyed by a devastating earthquake. Over four years after the disaster, only 4% of the town has been reconstructed. Families and communities have been forced to live in temporary homes or leave town. APCO organized a meeting with the Deputy Mayor in Amatrice to understand the needs of the administration, citizens and businesses and prepare a strategy specifically designed for the relaunch of the town. Through communication activities and institutional monitoring, APCO helped Amatrice to connect with parliamentarians in the capital city and supported the administration's communications strategy. APCO also developed a detailed plan on how to organize, grow and develop the communications of the administration and provided timely information on parliamentary updates. As a result of our pro bono work, the long and complicated reconstruction process has accelerated.



Charité (SDGs 3,5,17)



Berlin

Charité in Berlin is one of Europe's largest university hospitals. Patients suffering from ovarian cancer spend up to six to seven hours, several times a week, in dreary and uncomfortable chemotherapy rooms at the women's clinic. The founders of Charité's "Rosi" project asked APCO, their communications partner, to launch a fundraising campaign to raise €40,000 to improve the hospital environment for women fighting cancer. APCO developed and launched a crowdfunding campaign with the goal of generating an emotional response across a large number of individual donors. We developed a very specific call to action: "We are looking for 40,000 real men." This references the "real men" who would sit in the waiting room every day to support their wives and family members. We worked with 27 influencers, including some of Germany's top celebrities such as musician Herbert Grönemeyer, to record a crowdfunding video highlighting that "a real man" is not defined by stereotypes, but by his support for the project. A "real men" Rosi tattoo sticker, was designed to drive donors to spread the message online with their own photos showing support

for the campaign. APCO also served as the press office to promote the campaign across traditional media outlets. This one-month pro bono campaign achieved a total reach of 20.7 million and raised about €70,000, nearly double our fund-raising target. APCO also secured widespread media coverage and support on social media and, overall, sparked a conversation about the importance of the hospital environment for patients fighting cancer.

GCC Board Directors Institute (SDGs 8,17)



Dubai and Saudi Arabia

APCO's Dubai and Saudi teams have been working closely with the GCC Board Directors Institute (GCC BDI), a nonprofit organization that guides board directors of organizations—from family-owned businesses to listed companies—to acquire the knowledge and tools to sustain effective corporate governance. APCO's senior leadership has been regularly invited to speak to the 1,700 members of GCC BDI at their events in Dubai and Saudi Arabia. Some APCO senior team members also successfully completed certificate courses and workshops designed by GCC BDI for senior directors.

APCO in MENA also jointly hosted a webinar with GCC BDI, focusing on the legal implications on companies and employers while considering Force Majeure as a result of the COVID-19 pandemic.

International Crisis Group (SDG 16)



Washington D.C.

APCO is a proud supporter of the International Crisis Group's efforts to prevent deadly conflict and a member of its International Advisory Council. In addition to mainstreaming the Crisis Group's recommendation into our work, APCO supports the dissemination of their work to different audiences. In December 2019, APCO sponsored the 5th annual conference on *Europe and its Neighbourhood: Conflict Prevention and Crisis Management in the 21st Century*, hosted by Chatham House, International Crisis Group and Al Sharq Forum.

Mary's Place (SDGs 1,2,5,10,17)



APCO's United States Teams

APCO provided support to Mary's Place, a Seattle area family homeless shelter, to improve donor and volunteer participation and satisfaction. Mary's Place, although a well-known organization, saw a growing need to understand and better engage those who give resources or time. With a decades-old database that included more than 20,000 individuals and companies who had interacted with the organization over the years, Mary's Place staff were overwhelmed with how to segment and message their asks to various audiences. Thus, they relied on email and mailed newsletters to each and every contact, a costly and inefficient method of communication.



Charité's "Rosi" project

APCO worked with Mary's Place over the course of several months to survey a cross section of donors and volunteers, first during two in-person focus groups, and later, with a 5,000-person survey. From this work, APCO identified "personas" of donors and volunteers most likely to commit to steady giving over long periods of time—a key audience Mary's Place wished to engage. Further, APCO gleaned a set of messages most likely to influence giving behavior, plus desired communications frequency and style.

Ultimately, Mary's Place used the information to recalibrate the type, frequency and targeting of external communications, with a goal of increasing regular donors and adding to their volunteer lists. Mary's Place continues to expand in Puget Sound by opening new shelters and day centers to meet the needs of homeless families, and can do so knowing they now better understand how these critical stakeholders wish to be engaged.

Multi-Nation Business Continuity (MNBC) Task Force (SDGs 8,9,11,17)



Dubai and Abu Dhabi

The Multi-Nation Business Continuity (MNBC) Task Force aims to gauge sentiment, assess business continuity challenges and support the wider business community on specific issues that require UAE government assistance. The Task Force provides a channel of communication for its members and is committed to supporting members on an individual basis where possible, in addition to presenting common strategic themes at the government level. The MNBC Task Force consists of 25+ business groups and councils that represent over 6,500 multinational corporations operating in the UAE.

APCO is the permanent secretariat of the MNBC Task Force and supports the group by developing

policy recommendations for the UAE Government on a range of topics, including HR and talent retention, funding and financing, communications, supply chain and the digital economy. Along with policy support, APCO provides communications, PR and government relations support to help raise awareness of the Task Force's mission and develop the necessary relationships with the UAE Government.

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

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.

Some examples of where APCO employees participate in and contribute their professional know-how include the following organizations:

- Academy of Motion Pictures and Sciences
- American Constitutional Rights Union
- American University
- America's Charities
- Asia Society
- The Atlantic Council
- Children at Risk
- Close Up Foundation
- Columbia University Mailman School of Public Health
- Community Development Roundtable
- Council of 100
- Council on Foreign Relations
- Economic Club of Chicago
- Executives' Club of Chicago
- ID2020 Alliance
- IDLO Mexico
- Kellogg School of Management Global Advisory Board
- International Foundation for Electoral Systems
- International Women's Forum
- Marketing Communications Executives International
- Page Society
- Public Relations Society of America
- Seattle Chamber of Commerce
- Seattle Downtown Business Association
- The Chicago Council on Foreign Affairs
- The Newseum
- Tikehau Capital International Advisory Board
- University of North Carolina Hussman School of Journalism and Media Board of Advisors
- Univision Communications Corporate Social Advisory Board
- U.S.-Afghan Women's Council
- United Way of the National Capital Area
- World Trade Council
- Women Entrepreneurs Grow Global

CHAMPIONING WOMEN & GIRLS FOR SUSTAINABLE GROWTH



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.

In June 2019, APCO co-chaired the WBENC National Conference and Business Fair in Baltimore. We hosted several panel discussions at our trade booth on the topics of building a business, personal brand, procurement and agility. The conference was attended by procurement officers from the major Fortune 500 companies and select women-owned businesses whose missions align with WBENC's vision of expanding women's business opportunities in the workplace.

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 supports women empowerment externally vis-à-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 organizations across the private, government, international and nonprofit sectors 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.

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 Chair 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.

At APCO, Women Account For:

60.7% of APCO's global workforce

41% of APCO's global leadership

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

APCO supports women's empowerment internally through the Women's Leadership Employee Resource Group (ERG), which was launched in our North America offices in early 2020. It provides resources, support and mentorship for women (of any identification) at APCO to support the retention, recruitment and professional growth of APCO women with resources needed to continually grow their careers and reach their maximum potential. The group provides an opportunity to continue advancing a culture where all employees empower one another equally and support APCO women to lean into their careers with confidence, knowing that they have dedicated company support.

To celebrate Women's History Month, APCO partnered with the Close Up Foundation and the American University to host A Century of Progress: The Next 100 Years event. This event not only celebrated the centennial of the American women's constitutional right to vote, but it also served as a platform for high school and college students to discuss political parity, gender equality and the perception of women leaders with seven members of the U.S. Congress, including Rep. Jackie Speier and Rep. Sharice Davids. While stressing the importance of celebrating the past, the event focused on creating a better future for the next generation of young female leaders.



A Century of Progress: The Next 100 Years event



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.

BENEFITS FOR WORKING MOMS

In 2019 we initiated partnership with Milk Stork, a breast milk shipping company for breastfeeding moms, as a benefit to ship breast milk home when breastfeeding employees are away on business.

CLIENT, PRO BONO AND CHARITABLE WORK

Championing the progress of women and girls globally is part of APCO's DNA and has been for over 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 3,4,5,17)



Tokyo

APCO's Tokyo team was engaged by pharmaceutical companies Bayer and MSD since 2015 to support their public affairs campaign in advocating for the improvement of health initiatives for working women in Japan. APCO launched a 360-public affairs campaign, involving multi-stakeholder engagement, research, content creation and establishing an advisory board of leaders in women's health. In addition to promoting health literacy for further advancement of the women's health initiatives, the campaign also focuses on promoting effective health education in schools. In partnership with the National Center for Child Health and Development, APCO is working to spread the concept of "preconception care," as well as comprehensive sexuality and health education defined by UNESCO's International Guidelines on Sexuality Education. In November 2019, APCO held a symposium gathering around 50 participants consisting of a wide range of stakeholders, such as policymakers, medical experts, educators, companies, nonprofit organizations and journalists. In response to the growing risks of unintended pregnancies and violence against women and children under the COVID-19 pandemic, APCO further engaged with media and policymakers, including members of the Cabinet's Basic Act for Gender Equal Society Committee, to highlight the urgent need for the recognition of health education in schools, in order to equip children with awareness to protect their own health and rights.



Blackmores (SDGs 3,5,17)



Shanghai

Mental health has become an increasingly important issue in society, but remains an unfamiliar topic due to lack of understanding, education and low awareness among Chinese people. Our research found that the national literacy level for mental health is currently at only 12%. Mental health resources and funding is also significantly lacking. Australian health supplement company Blackmores wanted to build on its efforts to promote women's health and well-being in China and share insights that would resonate with the public and policymakers.

APCO's Shanghai office worked with Blackmores to launch an educational campaign to raise public awareness of women's health, in particular, the mental well-being of Chinese career women. This included the development and market of the "Green Paper on the Mental Well-Being of Chinese Career Woman," a study in collaboration with Tsinghua University International Center of Communications (TICC) focused on Chinese career women's mental health. The campaign was an important step to demonstrate the company's

strong commitment to public health, expanding its health communications and consumer education efforts since 2017.

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 nonprofit organization, 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. During the third cycle, schools applied 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 country.

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

#InclusioneDonna (SDGs 5,8,10,17)



Italy

APCO's team in Italy launched a pro-bono project to support #InclusioneDonna (#WomenInclusion)—a network involving more than 50,000 professionals from different sectors. With the aim of raising awareness on equality and gender representation in the labor market, APCO supported the network to organize the event "Meno occupate, meno pagate" (less employed, less paid) where the network and participants discussed topics such as eliminating gender pay gap, income support for working mothers, compulsory paternity leave and the establishment of

the parliamentary committee for equal opportunities. In particular, #InclusionDonna calls for the institutions to adopt policies and measures to promote the inclusion of women and women's businesses. The network also calls for the adoption of measures to promote equality between men and women in the labor market and welfare policies in favor of those who dedicate themselves to family care.

Thanks to APCO's media relations efforts, the event gained widespread visibility in national media, generating over 30 media articles and over 6 million impressions from press agencies, newspapers, online media, web TV and radio.

Society for Nutrition, Education and Health Action (SDGs 3,5,10,17)



Mumbai

The Society for Nutrition, Education and Health Action (SNEHA) is a voluntary, nonprofit organization that works to improve the health outcomes of urban slum populations with a special focus on its most vulnerable and adversely affected groups – women and children. Established in 1999, SNEHA's Maternal and Newborn Health (MNH) program has been successful in improving pregnancy care for low-income women by working with both the public healthcare system and communities in Maharashtra. The MNH program is a successful bottom-ups model and SNEHA realized that the program could be hugely beneficial if adopted in other regions. APCO partnered with SNEHA to create a standard operating procedure (SoP) report for their MNH model that could be shared with government officials and other stakeholders to help them adopt the model in other parts of the country.

SNEHA's MNH model is a huge program that can be sub-categorized into three verticals. APCO along with SNEHA developed a detailed plan for

each sub-category with timeline for data collection, data review, content creation and design process for the SoP. In three months, APCO completed the process of data collection and review for the three verticals. Based on the information, APCO created a detailed SoP containing: an overview of the model; a structure of the overall model; detailed roles and responsibilities; and a step-wise process for each vertical with rationale, objectives, challenges, solutions and measurement indicators. The document was finalized through various brainstorming workshops with leads of the program, management and SNEHA's veterans. Additionally, APCO also created a three-page document to communicate the model, its reach and impact to stakeholders from government, companies and civil society organizations. We also compiled a well-researched and effectively-documented SoP report that showcases the organization's work of 20 years in the field and the impact.

UPS Foundation (SDGs 4,5,10,17)



New York

In 2019-2020, APCO worked to help facilitate the launch of a partnership between the UPS Foundation, the World Association of Girl Guides and Girl Scouts (WAGGGS), Generation Unlimited (GenU) and UNICEF. The initiative will implement non-formal education to benefit girls and young women in underrepresented communities. The program will initially enable young women across five countries—Rwanda, Nigeria, South Africa, Mexico and India—to access quality non-formal education and the opportunities it will bring them. By working directly at a country led level, bringing together insights from a large pool of young people and using this data to advocate for positive change for girls and young women, the partners aim to globally advance the gender balance. The partner-

ship is led by WAGGGS and their networks of girls, young women and volunteers across 150 countries; supported by the UPS Foundation; and amplified by UNICEF's U-Report and additional thought leadership from GenU. APCO's role in this partnership was to ease communication between the partners and assist with the media release announcing the program.

W20 (SDGs 3,4,5,8,10,16,17)



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 G20's policies to promote gender equality, women's economic empowerment and ultimately to create more inclusive societies. APCO was assigned to support the communications functions of the W20 by providing strategic advice on advocacy, stakeholder outreach and editorial content. The W20's efforts have delivered language in official G20 meetings and a Communique from the G20 Finance Ministers that called for international action for women's economic empowerment, and joint statements with other engagement groups.

WOMEN AND THOUGHT LEADERSHIP

To celebrate International Women's Day, APCO invited employees to participate in a social media campaign around the global theme #EachForEqual. APCO's employees across the world took selfies and posted on their own social media capturing what they would like to achieve for women over the next 12 months and how they would want to contribute to furthering equality.

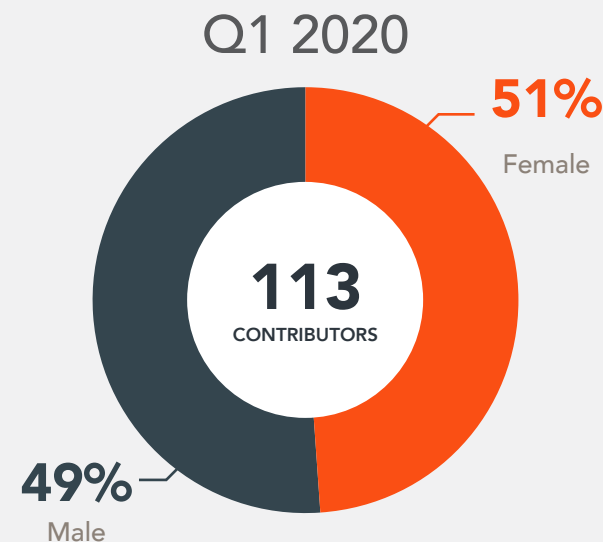
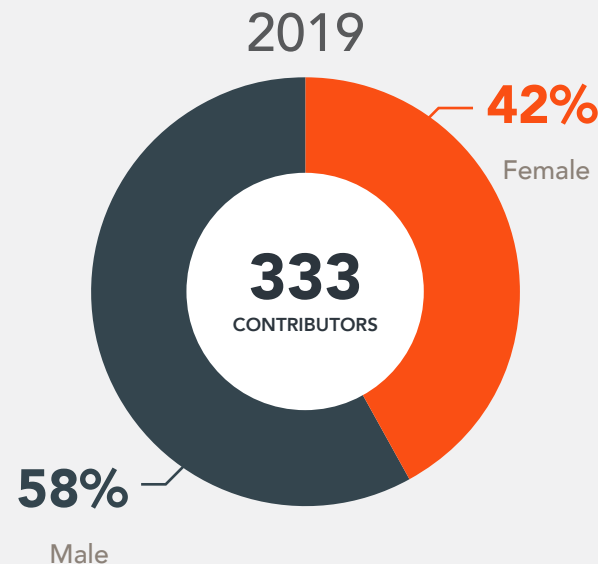
In 2020, APCO hosted "An Equal World is an Enabled World", two global panels in honor of International Women's Day as well as Women's History Month in the United States.

In February 2020, Margery Kraus hosted an Interactive panel discussion on career, leadership and overcoming obstacles with leading women industry experts in the Middle East and marked the launch of her book. Additionally, Margery regularly hosted and participated in thought leadership sessions through different platforms, including the 2020 Women Leaders Reception at Davos, 2019 ColorComm Conference and World Woman Summit 2019.

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

Since launching the Stay Ahead monthly newsletter in 2019, APCO has been on a mission to improve participation and visibility of women in thought leadership. Overall, there was an increase in gender-based ratios of APCO's thought leadership from 64% male and 36% female in 2018 to a 49%-51% male-female authorship rate in the first quarter of 2020.

A LOOK AT APCO'S FEATURED THOUGHT LEADERSHIP



FEATURED PIECES

Building the Next 100 Years of Women's Empowerment
Margery Kraus

How Companies Can Help to Counter the Gender Inequality Caused by COVID-19
Kim Kowal

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

Juggling Life During the COVID-19 Outbreak
Katie Sprehe, Vaishali Udani

Public Affairs in the COVID World
Masayo Nagai

Working for Balance – APCO's North America Advice Report 2019
Grace Boyle

Empowerment Through Advocacy
Casey Johnson

Wealth and Influence: Women Leading in the Financial Sector
Grace Boyle

There's Always Room for Women at the Table: Celebrating Women's History Month
Ginna Royalty

Tackling Gender-Based Discrimination During Recruitment Processes: Potential Risk and Solutions
Moeka Iida

You, Me and Equality: The APCO Way
Uzma Lodhi, Dominique Scott, Kanika Arora

HIGHLIGHTS OF APCO'S CLIENT WORK WITH SOCIAL IMPACT

We strengthened our social impact expertise, and corporate advisory and management consulting capabilities through the acquisition of The Tembo Group, a leading social impact advisory firm based in New York. In today's complex environment, we're seeing immense pressure and expectations for entities in all sectors to go beyond their business objectives and make a positive impact on society. There's rising demands from our clients on developing and executing best-in-class philanthropic and corporate responsibility programs that manage social and environmental opportunities and risks. Adding Tembo helps us strengthen our approach to social opportunity and risk, and help clients align their operations with their broader societal purpose.

Comcast Internet Essentials (SDGs 1,4,10)



Washington, D.C.

APCO was engaged in 2019 as Comcast's strategic partner to develop a paid media strategy to increase awareness of Comcast's

Internet Essentials program, which delivers high speed internet to low-income communities across the country. Since 2011, the program has connected more than 8 million people to the Internet at home. Internet Essentials targets the three main barriers to broadband access: 1) digital literacy, or the lack of a perceived need for, or even fear of, the Internet, 2) the lack of a computer, and 3) the monthly cost of service.

As a part of the Internet Essentials program, Comcast also invested more than \$650 million in digital literacy training and awareness, reaching more than 9.5 million people. In addition, Comcast has provided low-income Americans with 100,000 subsidized computers throughout the program's history. When the COVID-19 pandemic required students to turn to online learning, Comcast guaranteed free service to new Internet Essentials customers, ensuring that no student was disconnected from their classroom. Through a bespoke paid media strategy, APCO's team partnered with Comcast to tell the story of Internet Essentials, and support them on their mission to close the Digital Divide, a topic that has never been more relevant than during the pandemic.



Internet Essentials from Comcast event



Cooper Tires' partnership with the Gary Sinise Foundation

Cooper Tires (SDGs 9,12)



Chicago

Cooper Tires wanted to celebrate the attributes of "durability and reliability" by giving back to local communities. APCO helped by establishing and facilitating a partnership with the Gary Sinise Foundation, a nonprofit which serves first responders and their families, to donate and install 26 new tires at three volunteer fire stations across the country. To further recognize first responders and raise awareness of Cooper's donations, APCO tied the initiative to Public Service Recognition Week and coordinated a radio media tour which reached 34 million people across the United States. During that timeframe, donation transactions to the Gary Sinise Foundation increased by 12%. The donations also generated significant positive social media engagement among donation recipients and those in their local communities, highlighting the impact a creative approach can have to spark excitement and gratitude among consumers.

Follow Me to Be Healthy With Europe (SDGs 3,17)



Brussels

The “Follow Me to Be Healthy With Europe” project was launched in 2019 by Freshfel Europe, Aprifel, and the European Commission. The three-year campaign aimed to encourage young Europeans from ages 18 to 30 to increase their consumption of fruit and vegetables to a minimum of 400g a day, to improve and ultimately transform millennials’ dietary habits. APCO launched the #400gChallenge campaign in July 2019 at Les Eurockéennes music festival in France where we organized and ran a stand to engage with young people face-to-face and raise awareness about the campaign. Online followers were also challenged to include more fruits and vegetables in their daily diet. These challenges are promoted by monthly



infographics, tips and videos, which showcase the health benefits of fruit and vegetables in an engaging and relatable format across the campaign’s six social media channels. The promotion of the materials is also supported by collaborations with relatable social media influencers. The campaign is still ongoing, but has already been successful with over 2.5k 1-1 engagements with young people, 58k views of the website and over 800k views of videos.

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 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 LGBTQ+ 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.

Gilead Sciences (SDGs 3,10,17)



Southeast Asia

Gilead Sciences (Gilead) is a leading innovator in the field of HIV, driving advances in treatment, prevention, testing and linkage to care, and cure research. APCO’s Southeast Asia team helped Gilead to create and launch Gilead Asia Pacific Rainbow Grant, an innovative grant program focused on supporting vulnerable and underserved NGOs and digital communities. The goal of the program is to provide better support for people living with HIV especially youths due to the increasing number of cases in this age group. With the resounding success of the initial run, the Asia Pacific Rainbow Grant program has now expanded from 10 to 18 countries for its second iteration. The grant attracted more than 40 grant submissions across the region with over \$1 million disbursed across Asia.

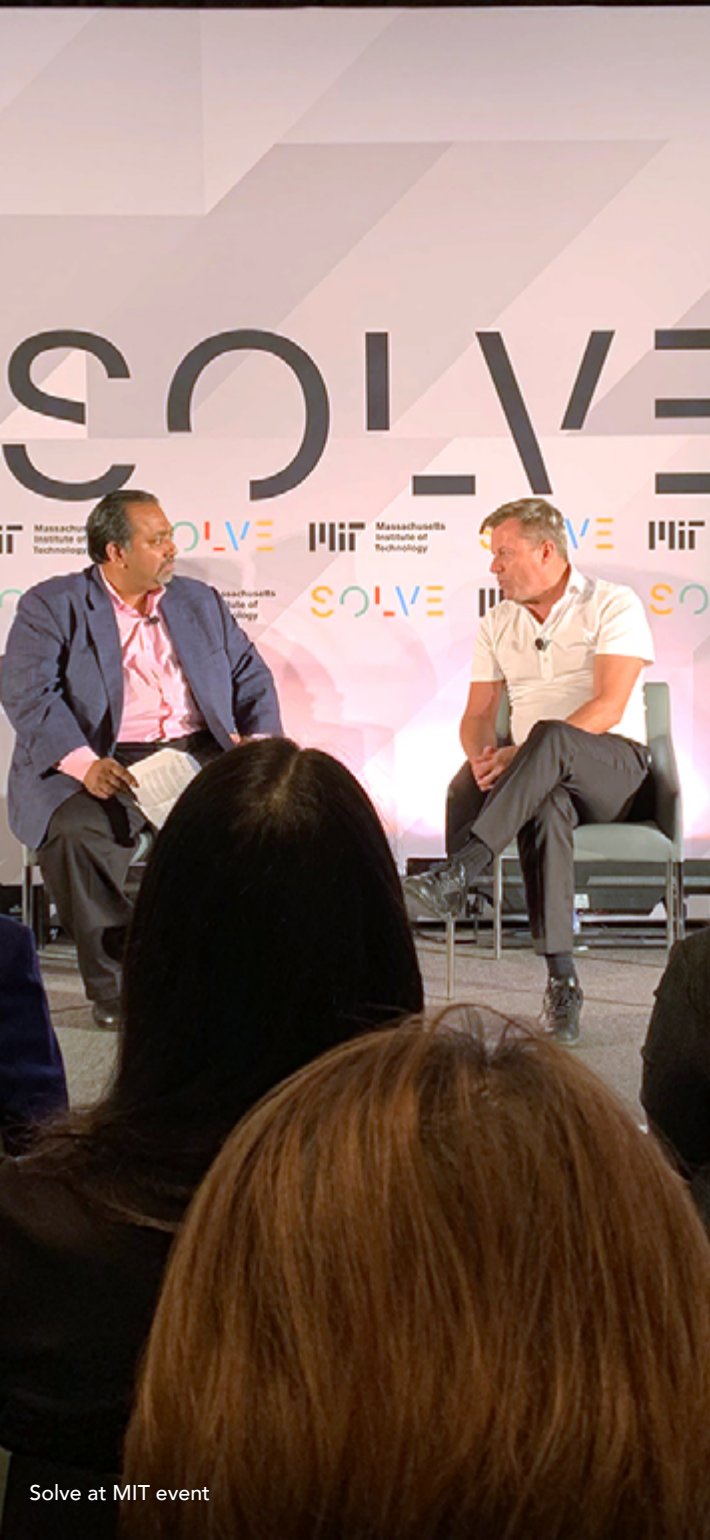
Global Leading Healthcare Company at Davos (SDGs 3,4,5,8,10,17)



New York and Washington, D.C.

For the last three years, a global leading healthcare company has partnered with APCO to create a unique convening in Davos. The platform brought together world leaders in conversations and action-oriented partnerships focused on ending epidemics including HIV and tuberculosis, support for frontline health care workers, diversity and inclusion in science, mentoring women in STEM, improving mental health, and responsible digital leadership in the next decade.

We brought together leading experts to educate country leaders on under-addressed challenges and



launched new multi-stakeholder initiatives to solve complex epidemics, including: an initiative with the State Department, PepsiCo and others to support mentorship and engagement for women and girls in India in Science, Tech, Engineering and Math careers, and a new initiative to advance healthy workplace behaviors and testing for tuberculosis in an effort to stop its spread.

Together, the company and APCO developed 10 unique events highlighting work happening across the company itself and in collaboration with more than 30 partners. We produced more than two dozen pieces of original video content, and dozens of blogs, LinkedIn stories, WEFForum blogs and other content that reinforces the company's commitment to global public health and helped bring the Davos conversations to the world – with more than 1.3 million views of the content produced in the platform. We engaged nearly 400 of the most influential decision makers in business, policy, media, academia and nonprofits to drive important discussions and actions in addressing health through diverse mediums.

MIT Solve (SDGs 2,3,5,10,16,17)



New York

MIT Solve is a flagship initiative of the Massachusetts Institute of Technology. It is a marketplace that identifies, connects and invests in global early-stage social good entrepreneurs with innovative tech solutions that address some of the biggest challenges in health, food security, climate, diversity and inclusion, and other pressing global issues of our time.

The organization turned to APCO to shine a light on the impactful work of its leadership and Solver teams on the national and global stage. As a stra-

tegic partner to MIT Solve, committing a portion of our time and resources pro-bono, APCO developed a robust global reputation strategy utilizing earned media relations, thought leadership opportunities and multiplier engagement to build and sustain awareness about MIT Solve's innovative platform and work. Working with MIT Solve Communications & Marketing team, we built awareness and name-recognition for MIT Solve and its flagship event in May 2019 by securing major media partners, placing an op-ed in the Boston Globe, coordinating more than 30 interviews, securing 27 reporters on-site between attendees and moderators/speakers, promoting three major announcements and much more. These efforts resulted in 40 articles with 669.8 million impressions, including pieces in the Boston Globe, The Chronicle of Philanthropy, CGTN, and start-up trades like American Innovation. The media coverage, partnerships and recognition solidified MIT Solve's place as a leading marketplace for global tech entrepreneurs to solve the world's most pressing challenges.

Following the COVID-19 outbreak, MIT Solve launched a dedicate challenge focused on Health Security and Pandemics. APCO's team developed a robust media outreach strategy and engagement, promoting the challenge to potential applicants and corporate supporters.

Opa Health (SDGs 3,16,17)



Global

Half of all future cancers and other diseases can be prevented simply by applying the knowledge and technologies already in hand today. However, studies show it often takes many years for this knowledge to be translated into real-world practice ("doing")—and even then, not everyone is benefiting, particularly the underserved. There is clear

evidence this gap between “knowing and doing” is widening instead of closing.

Opa Health (spin off from Unite to Prevent Cancer) is a global health and wellness initiative focused on the elimination of preventable cancers, heart disease, diabetes, and other diseases. In collaboration with partners, the Bridge, Opa Health’s novel approach, will provide innovative health tools and services that address common health barriers to entry around the world, especially in underserved geographies where lack of resources and capacity, insufficient access, and difficulty in collecting data are prevalent.

APCO helped Opa Health complete the first phase of a comprehensive landscape mapping, identifying potential allies and key organizations. Building on this initial mapping, Opa Health have consulted with nearly 300 leaders and organizations and validated the urgent need and broad support for its proposition.

By December 2021 the Bridge will have been beta-tested in 3-5 diverse locations in the United States and one additional country (TBD). Specially designed tools will allow each community to track its progress towards the goals it has established, provide real-time operational results, identify areas for improvement, and incorporate lessons learned from other participating communities.

Rotary (SDGs 3,17)



APCO’s European Team

Rotary is the co-founder of the Global Polio Eradication Initiative (GPEI). APCO is a long-standing partner in Rotary’s advocacy activities in Germany. In the beginning, the goal was to increase the German funding for the Polio Eradication Endgame Strategic Plan and to also raise awareness of Rotary as initiator of the GPEI. Today, a strong stakeholder network has been established and Rotary managed to interconnect their contacts to build further synergies. With the help of APCO, Rotary was able to put polio eradication on the policy agenda. The largest success so far was the inclusion of GPEI into the annual federal budget under an own budget title in fall 2019. Rotary received excellent feedback for their advocacy efforts from various stakeholders. The campaign is ongoing with APCO supporting Rotary in advocating for stable funding for polio eradication, in Germany, France, EU and Canada.

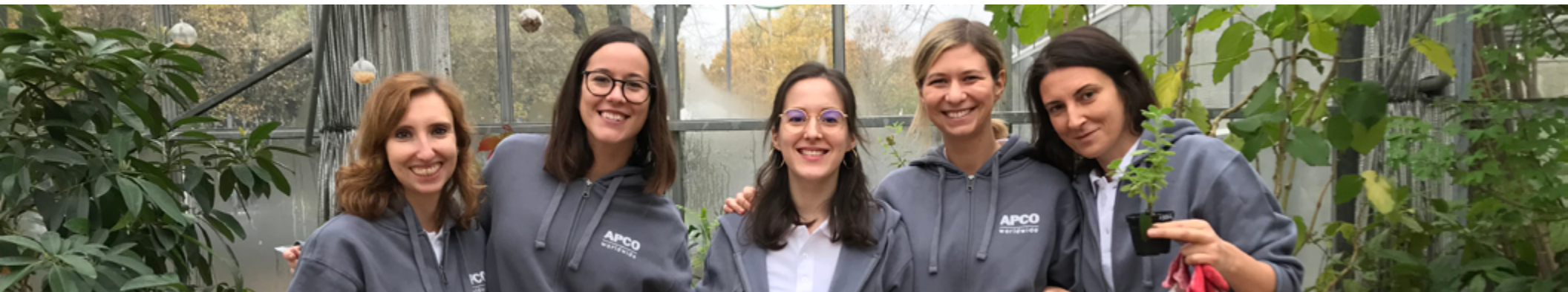
The Athena Fund (SDGs 4,8,10)



Tel Aviv

The Athena Fund is a local nonprofit organization empowering teachers in Israel, sub-Saharan Africa, and other regions with a “digital toolbox” of STEM education resources and materials. Teachers utilize the materials to enhance their digital literacy, improving interactions with their mostly tech-savvy students and overall strengthening the quality of education.

APCO undertook a comprehensive evaluation of potentially suitable stakeholders for partnerships and collaborative ventures for the Athena Fund, mapping out prominent global international organizations, foundations, corporations, and philanthropies that support the Fund’s goals to empower teachers and communities. APCO further guided the Athena Fund in building its brand awareness among target audiences, while identifying key opportunities to establish new successful relationships through its participation in prominent international events, self-convened forums and speaking engagements in the field of digital education.



PART II: UNGC PRINCIPLES

02

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.

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 employee participating in the #EachForEqual social media campaign

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 ANTI-DISCRIMINATION 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.

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:

A Global Philanthropic Organization
(SDGs 2,3,4)**Delhi**

APCO supported a global philanthropic organization on the issues of child nutrition and healthcare, and child trafficking. On child nutrition and healthcare, APCO worked in the state of Uttar Pradesh to increase awareness around the issue of teenage pregnancy and achieved political support for adoption of strategies to improve implementation of programs that enhance access to Sexual Reproductive Health (SRH) services in adolescent girls. APCO closely engaged with the government at the highest levels in the state and the media to create visibility around enhancing access to Sexual Reproductive Health services in the state. The efforts con-

tributed to the state adopting a model of adolescent friendly health clinics and renaming it throughout the state for effective care of teenage girls.

To support on the issue of child trafficking, APCO worked in the state of Bihar to increase focus on alternate care method such as village child protection committees (VCPCs) and sponsorship scheme. On-the-ground learnings and experiences were presented at both the political and bureaucratic levels, which resulted in the government extending support to make the district as a model for the state to combat child trafficking.

BD (SDG 3)



London

Chlamydia is the most common sexually transmitted infection in England and is particularly prevalent in young people. APCO's London team was appointed by BD, a global medical technology company, to develop a digital campaign to raise awareness of chlamydia screening and increase testing rates among young people aged 16-24 in England. Partnering with East Riding of Yorkshire, where testing rates have been particularly low, and its healthcare service, Conifer, APCO engaged former Love Island contestant, Dr. Alex George, an NHS doctor who covers health and wellbeing on social media and has over 1.3 million followers on Instagram. A social media content calendar was created for Instagram and Twitter to coincide with the end of Love Island in August and Sexual Health Awareness Month in September, taking common Love Island phrases and adapting them to the topic of sexual health to maximize engagement. APCO worked with Dr. George to develop a series of Instagram clips about the importance of getting tested, the services Conifer provides and a link to the testing site in each of his stories, with additional support from Hull University's student

union who agreed to share the content. The social media campaign resulted in over 775k impressions and 25k video views, with the number of Instagram followers increasing by 140%. A total of 582 tests were requested in August and a further 606 were requested in September, a significant increase from the 244 tests ordered in June. Based on the success of the campaign, APCO is now creating a toolkit for Public Health England and BD hopes to replicate this success in other areas of England.

The Public Authority of the Disabled (SDG 10)



Kuwait

APCO overturned stereotypical perceptions towards people with disabilities in Kuwait. Before the launch of our Qodraty campaign, more than a third of Kuwaitis believed that people with disabilities were incapable of contributing to the economy. APCO's digitally-led campaign featured people with disabilities from an array of fields—from media to sport to music—to show that this is not the case. Our campaign generated more than 1 million social media impressions and resulted in drastic change in media narrative and public perception. By placing successful people with disabilities at the center of our campaign, Kuwaitis had nowhere else to look to realize the truth of the matter: that people are only limited by their ambitions.

In addition to achieving significant engagement, multiple NGOs and individuals reached out to support the cause. Overall, our 22 posts on Twitter generated 2,831 interactions, over 118,000 videos and 1,096 following—starting from zero totaling in over 1 million impressions. The 14 posts on Instagram generated 1,653 interactions, over 132,000 videos and 1,246 followers—starting from zero totaling in over 89,000 impressions.

INTERNAL IMPLEMENTATION

In order to keep APCO's values at the forefront of its actions, the company has taken several steps 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 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 in this report). The new values are comprised of: curiosity, inclusivity, boldness and empathy.

With the refreshed values clearly articulated, we took a holistic approach to implementing them across the company. We worked with regional teams to develop materials for every office that showcases the company's values and uses quotes from local figures so the values would resonate easily with employees and generate clearer under-

standing as they identified the local figures. The values were printed and placed in the office in a variety of ways, including calendars, posters in meeting rooms and welcome packs for new joiners. Once this step was complete, we encouraged each MD to talk about the values in their regular staff meetings and highlight an employee who had been shown to be living the values in their day-to-day life and explain why, so it became something they talked about regularly and spotlighted the behaviors we hoped employees would emulate. We highlighted colleagues who live the company's values in regular regional business update emails, asking for nominations from teams with an explanation about how they have been living the values. The regional business updates are either weekly or fortnightly or monthly depending on the region.

We also added a measurement of how employees live the company's values to annual performance reviews. Employees and managers are evaluated based on how they are living the APCO values in their role. This contributes to their overall performance score and we run a competition twice a year called the Impact Award. These awards celebrate the work done by individuals or teams that has had a positive impact on the business and embodies our core values. These awards are open to client facing or operational staff, are peer nominated and are selected and celebrated by the company's global CEO.

Before Joining the Firm

During the hiring process, candidates are interviewed not only by the hiring manager, but also by their potential peers. This screening helps to ensure that candidates understand the importance of integration and respecting diverse viewpoints as a core value of the firm. Regular interview skills training is provided to interviewers to ensure candidates are treated fairly and have a positive interview experience. Additionally, a large number of our 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 have established 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, Anti-Harassment Policy, 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

APCO has 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 behavior), discrimination, harassment or any other inappropriate workplace behaviors that an employee may have either experienced or been a witness to, we want them to have another option for reporting and sharing concerns. This year, APCO reinforced the visibility of this tool and provided communication and training to all staff on this tool and encouraged each staff member to download the STOPit app to his/her phone. Reports of claims are received anonymously and 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.



New Years at APCO's Dubai office

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



Washington, D.C. office
volunteering at Martha's Table

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.

Additionally, as of Q1 2020, APCO is committed to rolling out use of the STAR Method for future hires. The STAR method is a structured manner of responding to a behavioral-based interview question by discussing the specific situation, task, action and result of the situation being described. APCO has already trained North America hiring managers and members of the Diversity & Inclusion Council in the STAR method and plans to roll out training for additional employees throughout 2020 and 2021.

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 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 two years 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 2019 and 2020, our North America D&I priorities included:

- Building on our legacy of diverse, inclusive culture environments within the workplace by enhancing hiring processes and intentionally working to eliminate bias from talent selection. We implemented on-line unconscious bias training for managers and launched STAR method to eliminate bias in the interviewing and hiring process.
- We partnered with regional leadership to establish specific D&I KPIs for our senior leaders who will be evaluated on their contributions during the annual performance review process.
- Launched a [Regional Intern Guide](#) with orientations for all U.S. Intern Coordinators to ensure the inclusive material is used to give

consistency and inclusive structure to the intern program across North America.

- Established three employee resource groups (ERGs) to advance engagement and discussions on facets of identity within APCO (Parents, LGBTQ+, Women in Leadership). We hope to launch additional ERGs in the coming months.
- Developed robust programming around significant months that matter to APCO employees like Black History Month, Women's History Month, Asian American Pacific Islander Heritage Month, Hispanic Heritage Month and Pride Month. This included educational events, inviting external speakers and generating thought leadership. In 2019 and 2020, APCO hosted interactive panels on "Examining Black Leadership in Communications," "Hispanic Heritage Month Celebration: Roles and Opportunities to Improve Diversity in Media, Government and Business," "Asian American Pacific Islander Heritage Month Panel," "An Equal World is an Enabled World," and two global panels in honor of International Women's Day as well as Women's History Month in the United States.
- Signed on as a corporate partner with ColorComm and co-hosted a recruitment event in December 2019 and plan more activations in 2020.

- Developed a robust program of APCO-tailored workshops to cultivate workplace free of unconscious bias and micro-aggressions. Due to the pandemic, these highly interactive small group sessions will be postponed until it is safe to bring teams together.
- Became a founding signatory of the Hispanic Promise, a corporate pledge to create a more inclusive work environment for Hispanics through hiring, promoting, retaining and celebrating Hispanics in the workplace.

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. We provide a number of resources to our employees related to mental health, mindfulness, healthy eating habits, exercise, financial planning, and much more. In addition, some offices organize fun and healthy competitions for losing weight, regular healthy snack days, playing on organized sports teams and even walking treadmills. Colleagues who are certified yoga or meditation instructors offer free sessions available to their office teams. In addition to formal procedures and directed opportunities, the firm was built on a spirit of mutual respect and caring, which is an essential part of how employees collaborate so well together across projects and continents.

In the wake of the COVID-19 pandemic, APCO also allows its employees to work remotely and utilizes technology to bring teams together in this pandemic environment. At the time of submitting this report, we have a predominantly remote workforce and will return to the workplace in markets as health metrics allow. The health, safety and wellbeing of our employees are of the utmost importance and guide our decision-making around returning to the workplace.

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



APCO's London office team

in which they work and reside, and the company follows market standard practices with regard to notice period requirements and other legal 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.

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.

APPLICATIONS IN EXTERNAL WORK

Business 20 (SDGs 1,4,5,8,10,17)



Global

The Business 20 (B20) engagement group presents the perspective of the private sector to the G20, representing the global business community across all G20 member states and all economic sectors.

It presents specific policy recommendations to the G20 and fosters dialogue between the public and private sector.

APCO's founder and executive chair, Margery Kraus, served on the Future of Work and Education task force that seeks to develop recommendations to improve the parameters for more and better employment, to provide adequate work conditions and to prepare the labor force for the challenges ahead.

Other senior APCO colleagues provided insights and recommendations to the Action Council on Women in Business around measures to promote the economic empowerment of women, and to ensure women's participation in the workforce and their representation in leadership positions.

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 United States and abroad. Our earned media strategy infused this

narrative into business-focused announcements such as Remitly's partnership with Visa, the launch of Passbook, a modern banking solution made for immigrant communities to help level the financial playing field, and Remitly's Series E funding round; 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, TechCrunch, 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.

MEASUREMENT OF OUTCOMES FOCUS AREA

Health and Safety

In 2019, there were no serious incidences or work-related injuries.

Diversity and Nondiscrimination

30.4% of APCO's North America team was classified as a minority as of the end of Q1 2020.

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 AND 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. Specifically, APCO uses a Green Office checklist to promote office and IT energy efficiency; recycles office supplies; and monitors travel preferences and large company meetings to minimize the company's impact on the environment. 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 is currently reviewing RFP responses from three global travel management companies. One of the selection criteria includes the ability to provide us with company-level reporting related to APCO's carbon footprint, so we have greater visibility and hence, be able to establish a plan, in conjunction with APCO's travel policy to reduce all but essential travel. APCO also works with landlords and property owners to address office energy use. Some examples of APCO's environmental policies include:

- APCO implemented an updated travel policy to encourage the use of Zoom, a video-conferencing software, to gain the greatest efficiency of employee time,

and reduce overhead costs and carbon emissions. Under the new policy, APCO discourages all but essential travel, with technology being used to a greater extent to bridge the gap.

- 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 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.
- APCO continues to move the remains of its IT infrastructure to the cloud, with very little on-premise hardware, aside laptops and desktops. The most recent example of this is the decommissioning of all PBX systems in North America and in most of Europe.

- APCO is also undertaking a digital transformation initiative which aims to better streamline the business through workflow and digitization. This will help the firm reduce the number of printers, printer consumables and paper.

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 2019 and early 2020 included:

Barilla Center for Food & Nutrition Foundation (SDGs 2,3,12,13,15,17)



Brussels, New York, Washington, D.C.

APCO proudly supported the launch of the report [Fixing the Business of Food – The Food Industry and the SDG Challenge](#) prepared by the Barilla Center for Food & Nutrition Foundation (BCFN) and its partners: the Sustainable Development Solutions Network (SDSN), Sustainable Development Solutions Network (SDSN), the Columbia Center on Sustainable Investment (CCSI) and the Santa Chiara Lab - University of Siena. The report launch marked the first phase of a two-year project to raise awareness of the main challenges and opportunities for the food sector and identify effective sustainability pathways towards the achievement of the SDGs. The report was presented at an event to coincide with the 74th U.N. General Assembly that brought together delegates from government and the United Nations, food sector industry leaders, as well as representatives of private sector, civil society, think tanks, academia and CSR organizations.

Designing Water's Future (SDGs 11,13,14,17)



New York

The World Economic Forum ranks water crises as the world's top risk of greatest impact and it is worsening. Designing Water's Future unites frontline storytelling, citizen science, data collection, and AI analysis to quickly shift the world's dangerous course and connect the global water crisis to solutions at scale. APCO hosted and sponsored Designing Water's Future, a workshop organized by Circle of Blue, an internationally recognized organization that reports on the global competition between water, food, and energy in a changing climate. In this multi-stakeholder engagement event, participants addressed emerging topics at the core of the purpose and climate agenda, including identify a big and undeniable change that has occurred or is happening right now that can be leveraged to design water's future.

Foundation for European Progressive Studies (SDGs 13,16,17)



New York

During Climate Week and UN General Assembly Week 2019, APCO supported the Foundation for European Progressive Studies (FEPS) in the planning and execution of their event, UNited for Climate Justice. The event consisted of a series of dialogues on climate justice and the presentation of FEPS's Policy Paper and Declaration for Progressive Climate Action. The event spanned three days and included bringing speakers and participants together to march in the Climate March on September 20, 2019. APCO was responsible for the logistics, planning, marketing of the event and management of attendees. APCO

also supported media relations, including securing private interviews and publishing op-eds. APCO successfully secured the participation of multiple stakeholders, including high-level speakers.

Global Cement and Concrete Association (SDGs 11,12,13,17)



London and Chicago

The Global Cement and Concrete Association (GCCA) was founded in 2018, with members including leading cement and concrete manufacturers, with national and regional cement trade associations as affiliates. The association works with its members to find new, lower-impact ways of production as the industry moves to reduce carbon emissions. APCO has been advising GCCA since January 2020 on its sustainability communications and helps the organization build relationships with environmental and sustainability journalists and stakeholders. APCO also developed a communications and advocacy program with an emphasis on showing the association's commitment to sustainability and emissions reductions.

International Copper Alliance (SDGs 11,12,13,17)



New York and Brussels

APCO has been supporting the International Copper Alliance (ICA), the voice of the copper industry, in rolling out a communications and engagement plan. The copper industry felt that its reputation was ill-founded, but was not effective in changing the perception among its target audiences and in communicating about the positive stories, particularly in the field of sustainable development.

For the ICA's third year sponsoring Climate Week NYC, APCO developed an integrated campaign to tackle two main challenges: unawareness of copper's importance and presence in almost everything we see and touch and its recyclable properties. Using in-person opportunities like an augmented reality pop-up activation with digital amplification, APCO's strategy focused on maximizing the ROI of the sponsorship. The approach was met with significant impact and these activities contributed to more than 1.9 million impressions, 8,000 engagements across social media platforms and more than 800 additional followers. Additionally, key stakeholders—including Former U.S. Secretary of State John Kerry and an Apple representative—shared positive feedback on ICA messages and how they were presented.

International Council on Mining and Metals (SDGs 11,12,14,15,17)



London

Working with the International Council on Mining and Metals (ICMM), APCO is helping the industry to respond to rapidly changing marketplaces and communicate its responsible mining initiatives which focus on building resilient communities, engaging with indigenous peoples, water stewardship and protecting biodiversity. In the wake of the dam collapse tragedy at Brumadinho in Brazil last year, ICMM appointed APCO to communicate its Mining with Principles change program to media, stakeholders, NGOs and members globally. Since May 2019, we have helped ICMM to communicate both in traditional and digital media, securing regular coverage in the FT and Wall Street Journal on mining change and growing their followers on social media.

Major Foundation (SDGs 12,13,14,15)



Mumbai, New York

India is currently the third three largest emitter of carbon dioxide. APCO's global team supported a major philanthropic organization by expanding the capacity of its grantees in India to effectively communicate their work. APCO shared the results of a research project about the key factors influencing issue-based communication on climate issues and recommendations for impactful narratives and communication around climate change and climate policy. APCO provided communication counsel to various organizations around how to effectively communicate their policy solutions to tackle the climate emergency.

McDonald's (SDGs 5,10,11,12,13,17)



London and New York

McDonald's engaged APCO in 2020 to build a communications plan to bring attention to its achievements on tackling deforestation in its supply chains. The project is ongoing, but has involved an initial period of research taking existing material and using digital tools to carefully assess the external landscape. During the next phase of work, APCO will use this insight to develop an approach that resonates with target audiences and will be activated at global and market levels. Ultimately, APCO will deliver a comprehensive strategy and timed action plan with the content and materials for McDonald's to start communicating on this important and highly sensitive issue, including McDonald's active participation at Climate Week and other similar events.

APCO also conducted digital research for McDonald's, to help increase their competitiveness and thought leadership within four issues areas of relevance to the company's internal initiatives. APCO's Telescope research involved identifying key subtopics within the larger issue areas, and identifying 50 existing, new and emerging influencers speaking on each of the subjects. The issue areas focused on were: deforestation; plastics, packaging, and recycling; beef sustainability; and sexual harassment. These subjects were particularly relevant to issues and initiatives which McDonald's was tackling at the time. McDonald's was then able to leverage this research to better position themselves in the media across these four issue areas as they continued to make internal advancements towards ESG initiatives.

Portland Cement Association (SDGs 11,12,13,17)



Chicago

APCO works with the Portland Cement Association (PCA) to support its efforts in telling the positive story around cement and concrete, the industry and efforts to be a part of a more sustainable future. Concrete made with cement is the most consumed man-made material in the world and a critical part of infrastructure globally, and infrastructure either directly or indirectly influences all 17 of the UN's Sustainable Development Goals.

APCO has created a communications and public affairs program for PCA to generate awareness and consideration for concrete made with cement and an understanding of its true impact on the environment. Some key campaign activities included creating consumer-friendly messaging, working with research groups to identify and incorporate relevant findings, launching a website and proactive media relations with reporters covering topics related to sustainability.

In addition to educating target consumer audiences on the role that concrete plays in building a more sustainable and resilient future, APCO is also supporting PCA to create new and impactful relationships and partnerships with relevant third parties, including industry groups, nonprofits and other influencers focused on the environment and sustainability.

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.

U20 (SDGs 11,13,17)



Saudi Arabia

The Urban 20 (U20) is one of the eight official Engagement Groups of the G20 whose objective

is to inform and enrich the discussions of national leaders at the G20 Summit through unique urban perspectives. APCO was enlisted by U20 2020 Chair, Riyadh City, to provide communications support ahead of the G20 Leaders' Summit in Riyadh. APCO deployed an in-house press office to support the U20 Riyadh Team, in addition to providing a full-scale website and app building operation. With APCO's support, the U20 has in place a fully functioning press office managing communications and telling its story through compelling bespoke content. The outreach has led to increased engagement with U20 target audiences across both traditional and digital media platforms, as well as an increased Twitter presence of more than 12,000 followers. With the onset of the COVID-19 pandemic, APCO turned U20 communications functions completely digital, to ensure continued participation of international city representatives and partner organizations. APCO developed a comprehensive, Zoom-integrated website and mobile application—both from scratch—that now serve as content hubs and collaboration platforms.

UAE Ministry of Climate Change and Environment (SDGs 11,13,17)



Dubai

APCO is the strategic communications partner of the Ministry of Climate Change and Environment (MOCCAE) of the United Arab Emirates. APCO's Dubai team designs and delivers MOCCAE's external communications, and develops strategies to build support and raise awareness of the Ministry's work among audiences at home and abroad, particularly at major events – the World Government Summit, Abu Dhabi Sustainability Week, the UN General Assembly, the UN Climate Action Summit and the UN Climate Change Conference (COP).

The APCO team also handles media inquiries, and prepares, reviews and distributes a wide variety of materials in English and Arabic, including press releases, op-eds, Q&As, articles, features, presentations, biographies, speeches, MC scripts, reports, studies, crisis communications, templates, fact sheets, branding materials, video scripts, and website and social media content.

APCO provided MOCCAE with the communications plan and press office support during the Abu Dhabi Climate Meeting, hosted by the Ministry in partnership with the UN. The event laid the groundwork for the UN Climate Action Summit that was convened by His Excellency António Guterres, UN Secretary-General, in September 2019.

At the onset of the COVID-19 pandemic, APCO convened a group of its engagement, tech and digital experts to create a task force on moving to a virtual workspace. The Virtual Gatherings Taskforce has worked to support APCO's clients across the globe to seamlessly transition into a virtual space. In addition, the team has supported nonprofit organizations to maintain their important work in a non-physical setting.

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 AND 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.

APCO's Code of Conduct and policies dealing with the Foreign Corrupt Practices Act and the UK Bribery Act 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 and training around its continued use in 2019.
- 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 APCO's Board 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 contractually represent and warrant that they will not participate in corrupt acts.

APCO has been advancing global policy and strategic initiatives on transparency, anti-corruption and business ethics. 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.

Our founder and executive chair, Margery Kraus serves on the CEO Vanguard 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:

- 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.
- Participate in the PACI Vanguard meeting in Davos-Klosters and serve as an anti-corruption champion at other Forum meetings in which they participate.

A senior member of our team serves as a board delegate and also was asked by the World Economic Forum to join its [Global Future Council on Transparency and Anti-Corruption](#). The Global Future Council, along with the broader PACI team developed an important blueprint initiative and Agenda for Business Integrity during 2019-2020 that focuses on:

- Commitment to ethics and integrity beyond compliance

- Strengthening corporate culture and longer term incentives, driving continuous Learning and Improvement
- Leveraging New Technologies and Supporting Collective Action

In addition to APCO's extensive work on anti-corruption through World Economic Forum's global platform, a senior member of our team served in 2020 on the [B20 Taskforce on Integrity and Compliance](#), contributing to the recommendations submitted to the G20 on Integrity & Compliance Agenda.

Democracy Fund Voice (SDG 16)



Washington, D.C.

APCO was chosen by the Democracy Fund as the communications firm supporting a new cohort of organizations backing campaign called "Fix Congress" in the United States. The goal of this cohort is to support the work of the bipartisan Select Committee on the Modernization of Congress, to propose relevant policy ideas, and to enhance the chances of success in the Select Committee's goals of improving the first branch of the United States government. This cohort of groups and individuals includes representatives of nonprofits, think tanks, congressional experts, academics and advocacy organizations. APCO worked to provide overall management of the cohort, strategic guidance, message building, media outreach, social media support, event planning and product development, ultimately resulting in several rounds of unanimously-passed recommendations for Congress from the Select Committee and getting the Select Committee extended for an additional year by the U.S. House of Representatives.

SDG 16 Review Conference (SDGs 16,17)



New York, Rome, Washington, D.C.

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.



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.

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.

Action Platform for Peace, Justice and Strong Institutions

The UN Global Compact Action Platform for Peace, Justice and Strong Institutions provides “a forum for policy dialogue between Governments, businesses, the UN and civil society that results in concrete action towards improving accountability, integrity and transparency within businesses and the countries where they operate”.

For APCO, Sustainable Development Goal 16: Peace, Justice & Strong Institutions is essential for the delivery of the entire 2030 Agenda. In particular we believe that companies can help achieve Goal 16 by preventing corruption and creating condi-

tions that will lead to inclusive decision-making and improve the rule of law, including by creating enabling conditions for corporate social responsibility, good governance and transparency. As such, APCO participates and actively supports the work of the Action Platform as part of its commitment to strengthen the implementation of Goal 16.

A senior APCO colleague participated in a session convened by the UN Global Compact at the United Nations SDG Media Zone [Business Leadership for Peace, Justice, and Strong Institutions](#). Held during the World Economic Forum's Annual Meeting in Davos in January 2020, the panel discussed how to articulate and galvanize support for business leadership on SDG 16.

APCO AT THE UN GENERAL ASSEMBLY

As part of its commitment to multilateralism, APCO was an active participant during the 74th session of the UN General Assembly (UNGA 74), including key high-level events during the week of the high-level General Debate in particular the Climate Action Summit and the meeting of the UN High-level Political Forum on Sustainable Development.

This annual moment on the international calendar provides an invaluable opportunity for stakeholders across government, the private sector, civil society, media and academia to become part of the multilateral dialogue which in 2019 focused on the important moment of accelerating action on the SDGs.

On September 24-25, 2019 world leaders called for a decade of action to deliver the SDGs by 2030. Bringing together a multinational team, APCO supported several global platform events and worked with leading organizations to build opportunities for engagement and collaboration focused on the 17 Sustainable Development Goals (SDGs) and their 169 targets.

The various initiatives APCO supported covered key global issues such as the environment, gender, technology & innovation, food security, sustainability, youth and much more.



Moving Forward

On this important anniversary for both the UN Global Compact and the important landmark to commit to make concerted progress for the 2030 Agenda, we hope this summary of our work to date demonstrates both 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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