

United Nations Global Compact Report

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JOINT STATEMENT FROM THE EXECUTIVE CHAIR AND CEO



APCO Worldwide is pleased to present our 11th report on progress as a signatory of the UN Global Compact. 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 above.

There was great excitement and expectation as 2020 began and the international community looked towards the 75th anniversary of the United Nations as an opportunity to recommit to effective multilateralism as a path to addressing the challenges around economic, environmental, social and gender inequalities around the world. Yet the COVID-19 pandemic not only stalled much of the world's activities, leading to unprecedented social and economic upheaval globally, but also highlighted how fragile our systems are, especially those meant to protect the most vulnerable communities.

From the beginning, APCO has prided itself on being a company that invites, explores and nurtures big ideas and creative solutions, all while helping clients be catalysts for progress. It is a place where individuals bring their whole selves to work and collaborate to push the envelope further and make a difference in the

world. Over the past year, our company has paid close attention not only to our people, but also our external environment. At APCO, our people are our foundation, and we decided to take a step back and really listen to what they were telling us. The word we heard more than anything else was *action*. They were frustrated that more wasn't being done to help and support the world around us and to push for more progress. So, we decided to do something about it. APCO has always operated as a socially conscious company dedicated to doing right by our people and our communities, but it was time to step up to become the change we wanted to see in the world.

The Great Reset and Transition

2021 is the year of the great reset and transition. We have now had the chance to properly process the previous year's impact and it is

time to bring together countries, governments, corporations and individuals to build a more inclusive, equal and sustainable society. APCO has already set in motion solutions to properly address the challenges associated with building a more equitable future.

APCO Impact: This is APCO's global nerve center and knowledge hub dedicated to helping our clients positively address the most critical issues of our time, including climate and sustainability, racial and gender equality and social justice. We partner with corporations, brands, nonprofits, foundations and governments to drive sustainability, advance their corporate purpose, CSR, ESG and philanthropic strategies and weave positive social impact into decision-making at all levels.

JOINT STATEMENT FROM THE EXECUTIVE CHAIR AND CEO

DEI Outlook: This is a collaborative effort of APCO's executive leadership and diversity, equity and inclusion (DEI) groups to document APCO's approach to advancing DEI in the near- and long-term. [DEI Outlook](#) focuses on the intentional, measurable vision we've developed to forge real change in how we operate as a business, interact with our people and clients and collaborate with leaders in the broader environment.

Gender Practice: As the largest certified majority women-owned communications firm in the world, women's empowerment and the advancement of women and girls is core to who we are. We believe that inclusion is not just the right thing to do—it's a business and public policy imperative. For that reason, this year we are proud to announce the launch of a new practice group, focused specifically on tackling the inequities, misinformation and injustices around gender.

The events of 2020 underscore that governments and multilateral entities alone cannot solve the world's challenges. We live in an interconnected world, which requires interconnected solutions. We need both multilateral and multistakeholder entities to work together to not only come up with creative solutions, but to also ensure their distribution to every corner of the world. Without taking the time to implement an integrated approach, we will fail to build a solid foundation that can address today's problems and create tomorrow's solutions.

As we focus on rebuilding together, APCO is committed to upholding and implementing the ten principles of the UN Global Compact. We will continue to work with others to move forward boldly, with empathy, inclusivity, curiosity and out-of-the-box thinking.

Launch of APCO Impact Deepens the Firm's Integrated Approach to Tackling Societal Challenges

In April 2021, we built on our long-standing commitment to social change by launching APCO Impact, which brings together our work on corporate purpose; ESG; climate and sustainability; equity and justice; philanthropy; and nonprofits. It draws on expertise from across APCO globally and brings together staff from our acquisitions of The Tembo Group and Global Philanthropy Group, two boutique management consulting firms focused on social impact. As we go to press, this concerted effort was recognized by our industry, declaring APCO as the CSR Agency of the Year.

APCO Impact is led globally by [Denielle Sachs](#), and brings together a network of regional and issue leaders around the world. These leaders include [Charlene Wheeless](#) and [Elle Arlook](#) on Equity and Justice; [Julie Jack](#) on ESG; [Judit Arenas](#) on Gender Equality; and [Heather McGeory](#) on Climate and Sustainability. Regional leaders are [Jen Butte-Dahl](#) in North America; [Charlotte Higgo](#) and [Danuta Slusarska](#) in Europe; [Dr. Joyeta Ghoshal](#) in India; [Stephanie Tan](#) in Southeast Asia; [Elaine Yang](#) in China; and [Nic Labuschagne](#) in the Middle East and Africa.

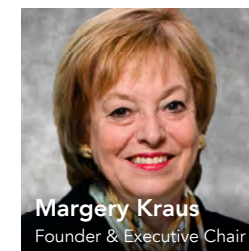
We also formed a subcommittee on impact and sustainability within our [International Advisory Council](#), which includes among others, [Kathy Calvin](#), former president and CEO of the UN Foundation, [Lars Petersson](#), [Jane Nelson](#), and [Julie Katzman](#), former executive vice president of the Inter-American Development Bank.

APCO Impact takes a forward-looking, integrated lens to solving the root challenges that underpin global inequality. We help clients look to the horizon, understanding trend lines and possibilities, but also inward, so they can see

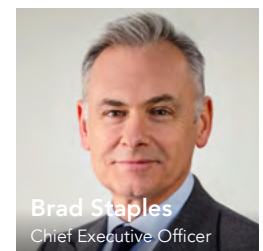
clearly and adapt to today's realities. We draw on a wide range of people and tools, be it systems thinking or community-centered design, and we center equity and justice in all our work.

Our approach is rooted in the recognition that if we hope to achieve the Sustainable Development Goals, commitments must be backed by decisive action that reflects the interconnected and systemic nature of today's challenges. To that end, over the last year, APCO has embarked on ground-breaking initiatives from the development of an innovative playbook to transform how employers support working mothers, to our work with the George Floyd Memorial Foundation supporting the fight to end systemic racism.

For over 35 years, we've shared a passionate belief in breaking down barriers, challenging the status quo and advancing equality. APCO impact is an extension of those values, and we support organizations that share our commitment to boldness, a desire to live their purpose and a willingness to create new strategies that meet this unprecedented moment. APCO Impact reflects our company's commitment to continuing to be catalysts for social and environmental progress as we meet the demands of the Decade of Action.



Margery Kraus



Brad Staples

COMMUNICATING OUR PROGRESS

APCO Worldwide joined the UN Global Compact in June 2011. This report is our 11th Communication on Progress (COP). All data contained in this document relates to the calendar year January–December 2020. This report includes all of 2020 and the first quarter of 2021.

THIS REPORT CONTAINS TWO PARTS:

PART I

Provides a short overview about APCO, including our 2020–2021 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 be catalysts for progress by navigating the challenges of today, acting with agility, anticipating social risk and building 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 799 permanent employees (as of December 31, 2020) operating in more than 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. And in 2019, APCO developed a relationship with Brightwood Capital Advisors, in conjunction with our existing relationship with Citibank, 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.

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.

MISSION & VALUES

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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 percent 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 percent 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 and notebooks for employees that display the company's mission and values inside the front cover to global town halls and regional newsletters, APCO's values are consistently embedded in all our offices. 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 DEI 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 (D&I) Council to Europe. There are five areas of focus: Recruitment; Retention and Talent Development; Education and Advocacy; Client and Project Work; and Community Outreach. The Council has developed dedicated D&I resources to support internal development, including unconscious bias virtual trainings, which is complemented with live sessions. There are also regular webinars around the topics of anti-racism, allyship, understanding the LGBTQI+ community, intersectionality and transgender inclusivity.

APCO uses the situation, task, action, result (STAR) interview technique to ensure that interviews are fairer and offer candidates an opportunity to highlight their transferable skills. In 2021, we piloted the removal of resumes for early-careers roles in a couple of European locations. Instead of applying for a role with a resume/covering letter, candidates were instead asked to respond to four STAR-method questions in writing (essentially

an application form) and a strict set of scoring guidelines were used to review the applications anonymously—marking panels were only provided with an application number and did not see any personal details on a candidate. Candidates were therefore moved to first stage interview, without us knowing anything about their backgrounds. We are introducing this new method for all early-careers roles in Europe in September 2021. We are also looking at how we can remove personal information (photos, names, educational background, etc.) from resumes going forward in all locations. We have also broadened our job advertising base in order to enable us to capture a more diverse pipeline.

We launched a Black Heritage Recruitment program in 2021 to directly address the need for greater diversity in the PR and Communications industry and was primarily aimed at candidates who identify as having a Black Heritage background. We recognized Black Heritage as meaning those who may identify as Black, African, Caribbean, Black British or those from mixed multiple ethnic groups including White and Black Caribbean or White and Black African (as per the UK Census 2011). The program is a six-month placement in APCO's London office for two new employees at Project Assistant level and is designed to offer exposure to the PR and Communications industry and includes robust opportunities for professional growth. Our two new colleagues joined the London office in June 2021. We are looking to launch similar diversity recruitment programs in our other European offices later this year.

APCO's Paris office has widened its recruitment search and developed relationships with Arpejeh and Entreprendre pour apprendre (EPA) as part of its community outreach program. Arpejeh promotes the training and integration of young people aged 15 to 30 with disabilities. The team recruited new colleagues (with a disability) with the help of Arpejeh and provided colleagues who are trained to mentor them in their career. The

mentoring includes preparing them for interviews, CV writing and introducing them to our industry.

EPA supports the development of the entrepreneurial spirit of young people by creating bridges with the entrepreneurial world. They connect young people who have dropped out of school with mentors and youth workers to help establish an environment for them to develop their ambitions and creativity through collective experiences.

APCO was part of the jury for a pitch competition organized by EPA. There were various awards for the best mini-company for categories, including best business plan, best innovation and more. APCO is helping the mini-companies with their development plans (communication, marketing, etc.) and coaching them between their academic environment and the entrepreneurial world.

Real change doesn't happen by chance or wishful thinking. It's driven by a collection of intentional and imaginative ideas that push people outside of their comfort zone and the status quo. After conducting meaningful regional conversations in the summer of 2020 around racial injustice, the murder of George Floyd and personal experiences, APCO North America's DEI Council launched [Accelerate What's Right](#), a dedicated effort to advance racial equity and justice. Through this work and a restructure of our DEI Council, we expanded our established DEI 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—all efforts to accelerate what's right.

The North America region came together in September for a signing day of APCO's Inclusivity Accord, a set of 10 industry-leading commitments to do its part to fight systemic racism and advance inclusivity and equity within and beyond APCO, including with our clients. This accord has been reinforced throughout leadership levels and is made available to every new hire to understand and sign, as well. Our Board of Directors also issued a resolution to support, embrace and hold accountable the company and its leadership in its mission to advance racial equity. The resolution and 10 commitments were published as a way to hold APCO publicly accountable for the changes made and the continual work we are doing to advance these issues. You may find the 10 commitments and Board resolution [here](#).

Both the North America DEI Council and Accelerate What's Right initiative are led by and comprised of APCO employees on an application and nomination basis.

APCO also stood up an Equity & Justice advisory practice under its APCO Impact offering. This group provides counsel and guidance to clients and account teams, centralizing and sharing DEI knowledge and best practices. APCO partnered with The George Floyd Memorial Foundation to provide critical services

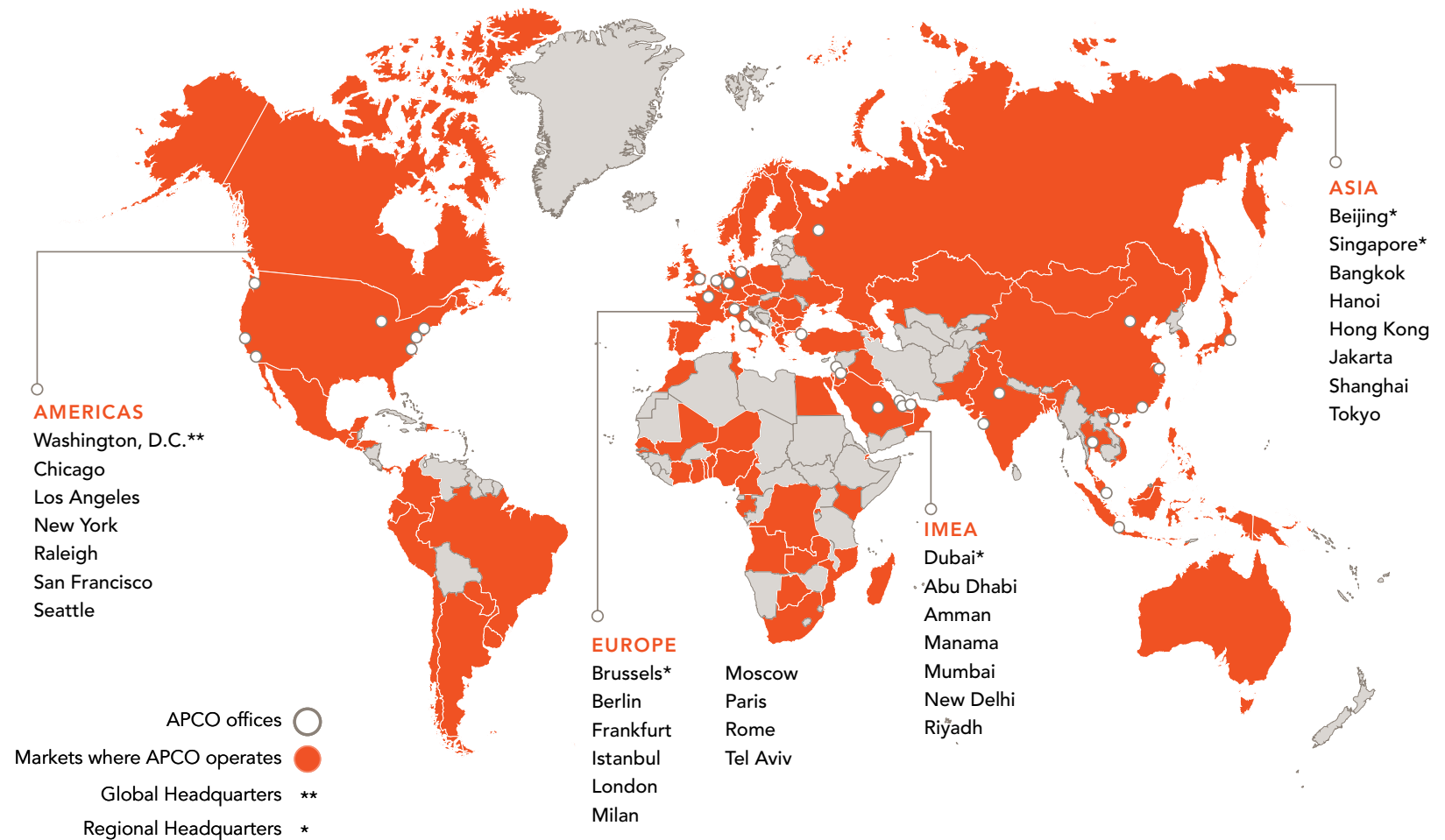
and help it achieve its goal of creating programs that accelerate solutions to equity and justice. We also supported the foundation's campaign around a Virtual Day of Action, which received national press coverage and was amplified by some of the world's largest influencers.

In 2021, APCO's North America DEI Council published its first annual DEI Outlook, an external report that shares our progress and the change we are driving for a more inclusive and equitable workplace, industry and society. We pledge to be transparent and accountable as it relates to advancing our diversity, equity and inclusion commitments, and hope our initiative encourages our clients and other companies to do the same.

Building on the infrastructure and goals of initiatives like the DEI Council, Accelerate What's Right and the Equity & Justice practice, APCO was and continues to be intentional in reflecting our internal progress outward, making sure that these learnings and systemic changes are reflected in our work for clients and our engagement with our communities. We often talk about these initiatives when sitting on panels and at other speaking events, have written and recorded a podcast about these efforts and offered APCO's Inclusivity Accord to others in the communications industry.

We will **Accelerate What's Right**

APCO OFFICES



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.

AWARDS & RECOGNITIONS

IN2 SABRE AWARDS, 2021

*Best Use of Original/
Commissioned Research for PR
for 'FutureProofing Healthcare
— Roche'*

PRovoke Media

EMEA SABRE AWARDS, 2021

*Middle East Award for
'#4Humanity — G42'*

PRovoke Media

PR NEWS CSR & DIVERSITY AWARDS, 2021

*North America Diversity, Equity
& Inclusion Council
PR NEWS*

AMERICA'S BEST MANAGEMENT CONSULTING FIRMS, 2021

Forbes

AMERICA'S BEST PR AGENCIES, 2021

Forbes

PRWEEK UK CORPORATE, CITY & PUBLIC AFFAIRS AWARDS, 2020

*Best Use of Social Media
and/or Influencers in a
Campaign for Upfield's
#ABetterPlantBasedFuture*
PRWeek

NC PRSA INSPIRE AWARDS, 2020

*Silver Category – Marketing for
Changing Perceptions of NC
Community Colleges*
NC PRSA

TOP WOMEN IN HR AWARDS

*Agnieszka Zieminska Yank
Ragan Communications*

MEPRA AWARDS, 2020

*Gold Winner for Best Healthcare
Campaign for G42*
MEPRA

MEPRA AWARDS, 2020

*Gold Winner for Best Integrated
Campaign for University of
Wollongong Dubai*
MEPRA

EUROPEAN EXCELLENCE AWARDS, 2020

*United Kingdom, Ireland Award
for BD — #SortYourselfOut*
Quadriga

SOUTH ASIA SABRE AWARDS, 2020

*Special Event Award for
'Rashtriya Garima Abhiyan —
Dignity March'*

PRovoke Media

PR NEWS PLATINUM AWARDS, 2020

*Industry Vertical: Education
Award for 'North Carolina
Community College System —
Your Hire Education Campaign'*
PR NEWS

ASIA-PACIFIC SABRE AWARDS, 2020

*Employee Communications
Award for 'Gilead Sciences —
Step Up Challenge'*
PRovoke Media

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

PRCA WORKPLACE CHAMPIONS, 2020

Large Agency
Public Relations and Communications
Association (PRCA)

TOP PLACES TO WORK IN PR, 2020

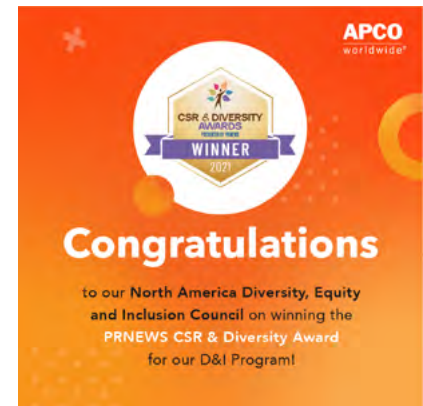
PR News

PRWEEK US POWER LIST, 2020

Margery Kraus
PRWeek

PRWEEK'S 30 Under 30, 2021

Alex Kolawole
PRWeek



GOVERNANCE & RESPONSIBLE BUSINESS

GOVERNANCE

APCO is governed by a board of directors, which has the legal and fiduciary duties to oversee the company's activities, management practices and financial performance. The 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. The board meets at least quarterly.

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

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

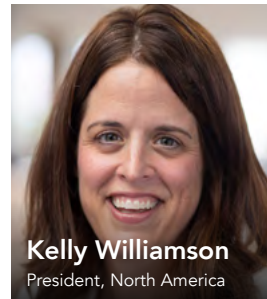
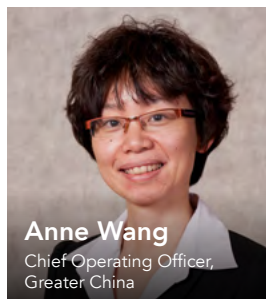
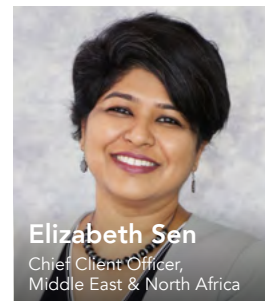
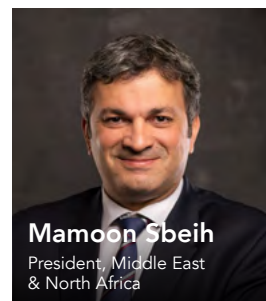
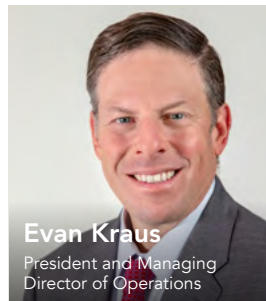
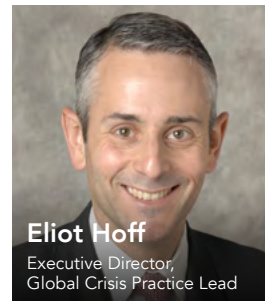
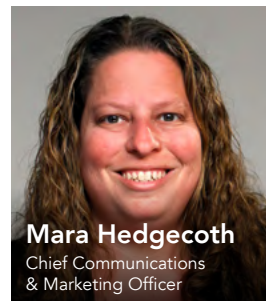
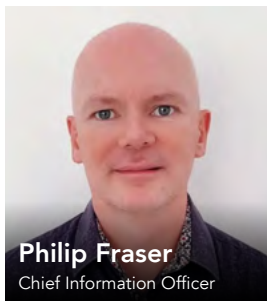
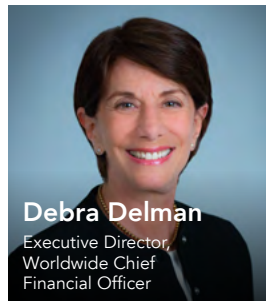
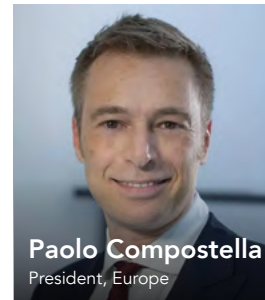
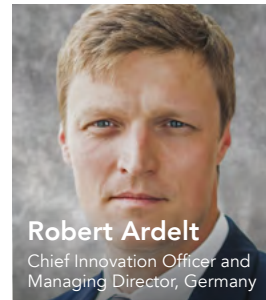
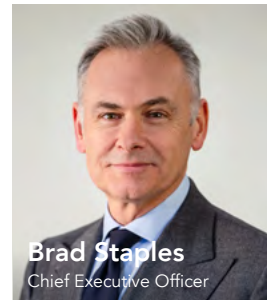
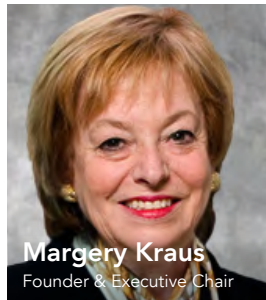
RESPONSIBLE BUSINESS

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

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



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 Zimmer, 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 Sengal Selassie with Brightwood Capital as financing partner and board observer.

GLOBAL LEADERSHIP TEAM

Under the direction of the board, APCO's GLT serves as the ideas engine of APCO and directs the future growth for the firm. Since our last report, APCO added two new members to its GLT: Paolo Compostella, president of APCO's Europe region; and Philip Fraser, APCO's chief information officer.

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)

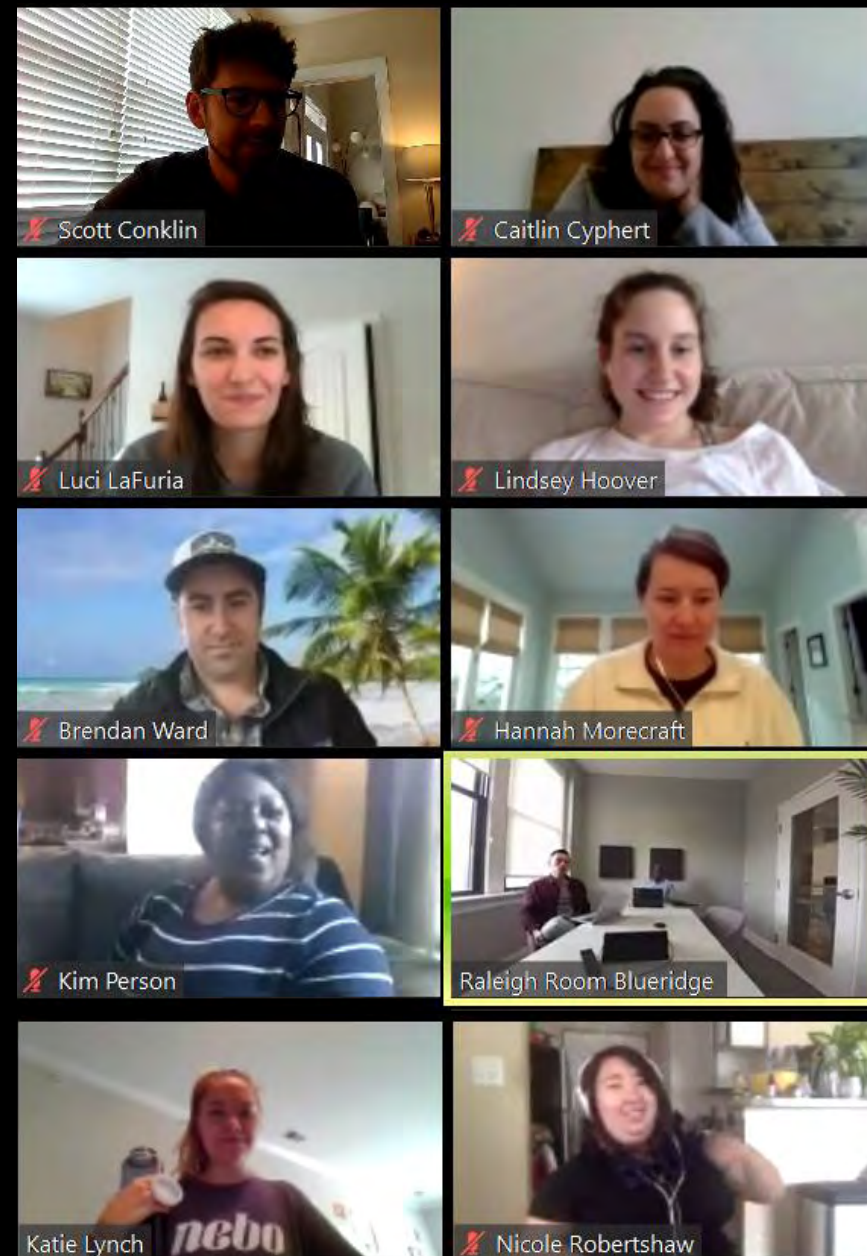
Investing in staff learning and development remains a top priority for APCO. Continuous learning and skills development are important components of an employee's professional development and contribute to the firm's success. APCO's comprehensive training programs address business competencies, reflect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

TRANSFORMING OUR GLOBAL LEARNING AND DEVELOPMENT STRATEGY

Investments made in the Learning & Development infrastructure in 2019 set our team up to be agile and adaptable as APCO shifted to 100 percent virtual learning in 2020 and 2021. During the pandemic, our L&D team was able to mobilize their expertise in virtual learning technology and eLearning course creation to equip APCO's global workforce with the knowledge and skills needed to do their jobs remotely.

To meet the need, live virtual sessions were offered globally on topics such as learning in a remote environment and virtual meeting and presentation skills. Additionally, new eLearning courses were created to enhance fundamental skills (writing, active listening, presentation skills) and level set on some of our core business functions (digital and media). Finally, the entire in-person learning strategy was transformed to be engaging and effective for virtual audiences. From running a virtual summit for our top global Key Client Leaders to building a blended people management program with small group learning communities, our L&D team continually incorporated new ideas and approaches into APCO's training offer.

Alongside this effort, the team reimaged the user experience of Arc, our on-demand learning platform. With an increased focus on individualized learning and career paths, the L&D team created level-and role-specific learning paths tied to APCO's performance management competencies. The site's layout and visual design were updated to provide direct access to the most popular and relevant courses for each person. With these changes, we have seen a 113 percent increase in course completions since 2018.



Gallup Employee Engagement Survey Score

In November 2020, 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 2020, 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 feel that someone at work cares about them. This is an organization that creates systems for collaboration across the globe. APCO’s efforts leading throughout the pandemic resulted in significantly higher scores around communication and employees having confidence in leadership to successfully manage emerging challenges. Other areas of strength include having opportunities

to learn and grow, feeling that APCO treasures diverse opinions, and having someone at work who encourages their development. These sentiments reflect our on-going commitments to and investment in learning and development and diversity, equity and inclusion initiatives.

In addition to the annual engagement survey, we deployed a pandemic pulse survey to see how we were doing in terms of communications. Overall APCO employees were satisfied with our response to the pandemic—they felt they had the resources they needed, they are having meaningful communications with colleagues, and they felt the company cares about their wellbeing. APCO employees reported having meaningful contact with supervisors and leadership.

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 our internal communication tool, APCO’s internal communications platform. APCO enhanced this process in 2020 by digitizing anniversary reminders for managers and creatively celebrating anniversaries in virtual team meetings and our internal site.

Workplace Site

To foster collaboration and engagement across offices and teams, APCO utilizes the full Microsoft Office 365 Suite of tools to facilitate efficient communications across our teams and offices. 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, a committee at APCO selects 20 employees each year 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.

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.

While these exchanges were not possible during the pandemic, we noticed greater engagement and collaboration across the geographies and boundaries through our APCO Academy events, blended learning sessions, town hall meetings and cross regional client teams.

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. 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. During the pandemic, we were still able to offer these opportunities virtually to employees. 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.

APCO Academy

- The APCO Academy is a central component of the on-boarding process for employees across APCO globally. 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 Global APCO Academy in 2020. All new joiners participated in our virtual Academy in December 2020, which included six webinar discussions and workshops. 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 global network.
 - To build meaningful connections with fellow colleagues globally and in their region.



APCO is proud to be a member partner in the following organizations and initiatives:

Arthur W. Page Society	Public Affairs Council
Civic Alliance	The Conference Board
ColorComm	The Hispanic Promise
Committee of 200	The Seminar
Diversity Action Alliance	WEConnect International
Economic Initiative Frankfurt Rhine Main	Women Business Leaders in Health Care
Enterprising Women	Women Entrepreneurs Grow Global (wegg)
Institute for Public Relations	Women Presidents' Organization
International Center for Journalists	World Economic Forum Partnership Against Corruption Initiative (PACI)
International Crisis Group	World Economic Forum and a number of its key initiatives, including: World Economic Forum Global Future Council on Anti-Corruption & Transparency
Paradigm for Parity 5-Point Action Pledge	
PR Council	
PRSA	

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. In 2020, APCO provided 84,150 meals to help the hungry and supported several charitable organizations, suggested by employees, to support COVID-19 relief efforts, various community initiatives and their work to accelerate racial equity. In December 2020, the London team also bought 150 copies of The Passage Charity's special anniversary cookbook as gifts for clients and staff. 100 percent of the publisher's profits go directly towards supporting people who are street homeless and in housing crisis.

APAC Volunteer Work (SDGs 1,2,4,10)



Beijing

Throughout 2020, APCO's Beijing team continued its relationship with Roundabout through a bi-annual (summer and winter) clothing and book donation. Roundabout is 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 clothing and book donation is always well received by the charity, and the team's work with Roundabout will continue into 2021 and beyond.

European Volunteer Work (SDG 10)



Tel Aviv

Members of the Tel Aviv team attended the annual Tel Aviv Pride Parade in June 2021—the first in two years due to the event being canceled the year before because of the pandemic—to express their support for LGBTQ rights and dignity. Team members marched along the main procession to demonstrate their commitment to being allies of the LGBTQ community.

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



Chicago

APCO's Chicago office made charitable contributions to the local Chicago organizations including, the Chicago Food Depository, which serves as the hub for a network of more than 700 food pantries; Westside Justice Center that protects Constitutional rights, holds community events and ensures low-income people have access to fair and just criminal justice system in courts and jails; and The Night Ministry, which provides housing, health care and human connection to more than 6,000 young people and adults in Chicago who are struggling with poverty or homelessness.



New York

The New York team donated 25,000 meals to the [Food Bank for the City of NY](#), which serves as New York City's major hunger-relief organization and feeds all five boroughs throughout New York City.

Washington, D.C.

In February 2021, 20 team members from the Washington, D.C., team volunteered at the Capital Area Food Bank, which provides more than 45 million meals to people in communities across Washington, D.C., Maryland and Virginia. During their shift, the team packed close to 1,000 boxes, each containing enough food to feed a family of four for up to five days, providing extra support for households struggling to put food on the table during the pandemic.

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.

A Better Wake (SDGs 5,8,10)



Raleigh

A Better Wake (ABW), which operates through the Wake County Economic Development Department,

wanted to encourage businesses in one of North Carolina's largest counties to alter their business practices to address diversity, equity and inclusion. The newly created organization sought to elevate its profile among business leaders and the community at-large, introducing its goal addressing systemic racism in our society. ABW selected APCO to provide support during this critical time. For the launch, APCO created a range of materials which appealed to diverse populations, while helping acknowledge systemic racism's existence and the immediate need to eradicate it. We quickly developed materials approved by the Economic Development Department in time for the event, including the creation of a commercial and social media assets to increase their presence on social media.

Arbeiterkind (SDGs 4,10)



Germany

Arbeiterkind is a nonprofit organization supporting students from non-academic backgrounds in Germany. The group has been active for more than 10 years and has built a network of more than 6,000 volunteers in 80 local groups around the country. Potential students often lack familiarity with university application processes and other social factors, including financial challenges such as upfront semester fees (Semesterbeiträge). The COVID-19 pandemic drastically exacerbated these challenges. Although it is helping students directly with onboarding at universities and providing informa-

tion on funding opportunities, Arbeiterkind has not yet become a political actor. APCO is supporting Arbeiterkind with focused stakeholder outreach to universities in Germany with the goal of adjusting the universities' practice of claiming semester fees and encouraging a more collaborative and supportive approach. In addition, APCO's partner Civey is conducting an extensive survey based on expert interviews and representative online sampling on the impact of the COVID-19 pandemic on students, especially those from non-academic backgrounds. The results will be presented at a roundtable event in Berlin in the run-up to the federal election 2021, thus introducing Arbeiterkind as a political actor.

Arborus (SDG 5)



Paris

In 2020, APCO provided Arborus with advice and support on a pro bono basis. As part of its mission alongside the Arborus Endowment Fund, APCO took on the task of redesigning the organization's main communication tools between the end of 2019 and the first half of 2020. Following an audit of Arborus' main partners and an analysis of its positioning, APCO was involved in the design and development of its language elements (key reference messages, Q&As); the production of the main communication tools (presentation folders, content for the website, etc.); the training of its Executive Director in media relations; and the communication



actions associated with the launch of its charter for inclusive Artificial Intelligence.

The Arborus Endowment Fund was created on the initiative of the Arborus association and major international companies (Carrefour, Orange, Sodexo, etc.) on 8 April 2010, under the patronage of the European Economic and Social Council. Its action is directed towards the promotion of equality between women and men in the world through the dissemination of a European and global standard: the Gender Equality European & International Standard (GEEIS) label.

IntoUniversity (SDGs 4,10)



London

APCO's London office signed a partnership with IntoUniversity to help address the problem of educational inequality and social exclusion by supporting young people from disadvantaged backgrounds to aspire to and achieve their full potential. APCO will provide career guidance to their students by mentoring students and guiding alumni into the industry. APCO will also run training workshops to empower students to develop professional skills and acquire the self-confidence to thrive in an academic and post-academic world.

One Journey (SDGs 10,16)



Washington, D.C.

Since 2018, APCO has been a sponsor and pro bono partner of One Journey, an alliance founded in the DC metro area raising awareness of the global refugee crisis and helping the public see the contributions and talents of refugees and displaced people. Growing beyond its annual flagship festival

hosted at the Washington National Cathedral, One Journey called upon their creative partners at APCO to help them pivot to virtual programming in 2020. We built upon their existing brand and logo to create a flexible system, changing the name from "One Journey Festival" to simply, "One Journey" along with rules for variations that could include future partnerships, sub-brands or series. This was carried through their online and social presence which included live performances, workshops, virtual film screenings and more.

Taylor Bennet Foundation (SDGs 4,8,10)



London

Members of APCO's London office conducted regular training sessions for the Taylor Bennett Foundation. The Taylor Bennett Foundation is a charity that exists to encourage Black, Asian and minority ethnic (BAME) graduates to pursue a career in communications. We do this through our award-winning PR training program, and internship and mentoring programs.

APCO's London office leads regular "masterclass" sessions for the young people participating in the foundation's training program on "Communicating with Purpose."

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.

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	Council of 100	Marketing Communications Executives International
American Constitutional Rights Union	Council on Foreign Relations	Massachusetts Institute of Technology (MIT) Solve
American University	Economic Club of Chicago	Middle East PR Association
America's Charities	The European Union Chamber of Commerce in China (EuroCham)	Public Relations Society of America
Arthur W. Page Society	Evanston Medical Reserve Corps	Public Relations Society of Japan
Asia Society	Executives' Club of Chicago	Seattle Chamber of Commerce
The American Chamber of Commerce in China (AmCham China)	Follicular Lymphoma Foundation	Seattle Downtown Business Association
The American Chamber of Commerce in Japan (ACCJ)	Foreign Correspondents Club of China (FCCC)	Seeds of Peace
The American Chamber of Commerce Singapore (AmCham SG)	Fortune's Most Powerful Women	TED
The Atlantic Council	Freedom Forum	The Chicago Council on Foreign Affairs
British Chamber of Commerce in Shanghai (Britcham Shanghai)	Global Alliance to Prevent Prematurity and Stillbirth (GAPPS)	Tikehau Capital International Advisory Board
B20 (Business 20 engagement group with the G20) including the task forces on Integrity & Compliance and Employment & Education, and the Special Initiative on Women's Empowerment	Holocaust Educations Trust	University of North Carolina Hussman School of Journalism and Media Board of Advisors
The Chicago Council on Foreign Affairs	Holocaust Memorial Charitable Trust	Univision Communications Corporate Social Advisory Board
Children at Risk	ID2020 Alliance	U.S.-Afghan Women's Council
Climate Emergency Fund	IDLO Mexico	United Way of the National Capital Area
Close Up Foundation	International Women's Forum Chicago	World Trade Council
Columbia University Mailman School of Public Health	International Foundation for Electoral Systems	Women Business Leaders of the U.S. Health Care Industry Foundation
Committee of 200	International Women's Forum	Women Entrepreneurs Grow Global
Community Development Roundtable	Kellogg School of Management Global Advisory Board	Women President's Organization
	MacArthur Foundation	
	Northwestern Council of One Hundred (C100)	



Civic Alliance Joint Statement on Protecting Voting Access in the United States

APCO joined the Civic Alliance, a nonpartisan group of more than 1,200 companies (with a reach of over 5.5 million employees) who are working together to build a future where everyone participates in shaping the United States. As a coalition of businesses, the Civic Alliance uses member voices, brands and reach to strengthen foundational democracy in the United States, supporting safe, accessible, trusted elections while inspiring employees and customers to participate in civic life. Civic Alliance and APCO recognize that a strong democracy is good for business, and by encouraging all Americans to flex their civic muscles, we recognize that an engaged business community strengthens our democracy. The ambitious goal of the Civic Alliance is to attain an 80 percent voter turnout, and by working together, we will create a culture where civics matter and participation is a habit.

In addition to these efforts with Civic Alliance, we:

- Are leading a conversation with the PR Council to discuss what our industry should be doing around these efforts.
- Give APCO's U.S. employees the day off to vote every two years for both state and federal elections.
- Have, and will continue, to engage employees in Get Out the Vote efforts.
- Have taken on client work to end gerrymandering, drive trust in free and fair elections, engage voters in Get Out the Vote efforts and more.
- Help clients meet this moment via their own, similar efforts.

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.

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 percent of APCO's
global workforce
41 percent 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.

APCO is a founding member and advisor to the Paradigm for Parity movement, a coalition of business leaders dedicated to addressing the corporate leadership gender gap. The coalition's ultimate goal is to achieve full gender parity by 2030, with a near-term goal of women holding at least 30 percent of senior roles. APCO continues to support Paradigm for Parity in their mission and regularly provides gender representation metrics to track our progress towards gender parity.

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.

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 provides parental leave at and above industry standards and statutory entitlement in several markets. For example, in North America we provide 12 weeks of parental leave at full pay; in the UAE we provide paid maternity leave for 60 days; and in the UK we provide three months of maternity leave at full pay then three months at 50 percent of salary, and we now offer UK employees paternity leave at two weeks of full pay plus two weeks at 50 percent of their salary.

BENEFITS FOR WORKING MOMS

APCO Wellness Rooms provide private and comfortable spaces for new parents to pump or take a break.

Employee Support Network. The North America APCO Parents Employee Resource Group allows parents to connect with other working parents, share resources and anecdotes. The Employee Resource Group has helped lead efforts like Bring Your Child to Work Day and local community outreach projects.

Travel Accommodations. To ease the stress for nursing mothers while on business travel, 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.

We also have life assistance and employee assistance programs and a number of other benefits for working parents.

Dress for Success

APCO's Women's Leadership employee resource group (ERG) was proud to team up with [Dress for Success](#) for a month-long virtual fundraiser and power walk. Dress for Success is a global, not-for-profit organization that empowers women to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life. Dress for Success supports women at all stages of their career journey and is at the center of the work to preserve the legacy and promise of economic progress and equality for women. Each dollar raised supports programs including:

- **Suiting:** helping women find trendy, appropriate clothes for interviews or work; education and training on workplace-friendly make-up appli-

cation; and sorting donations and restocking boutiques with quality items women can choose from for their interviews.

- **Career Support:** guidance and training to boost women's confidence through mock interviewing and resume tips.
- **Mentoring and Public Speaking:** Personalized mentorships to help women focus on their goals and feel empowered to succeed, as well as tailored consultations to advance skills development in writing, public speaking and other areas.

Since starting operations in 1997, Dress for Success has expanded to almost 150 cities in 25 countries and has helped more than 1.2 million women work towards self-sufficiency, generating tremendous benefits not just for the women served by the organization, but also their families and respective communities. APCO is thrilled to support those efforts.

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:

Audi of America (SDGs 4,5,17)



New York

APCO is the public relations agency of record for Audi of America (AoA), the U.S. sales and marketing arm of the German luxury vehicle manufacturer. In addition to being fully committed to an electric future, AoA is also committed to STEM education. As part of this commitment, AoA sponsored an Idea Incubator event with the New York University Tandon School of Engineering, as part of a long-standing partnership with Forbes. This event brought together 33 college students to create solutions to a unique challenge—ensuring women and girls have the resources needed to embrace tech like electric vehicles. The event provided Audi the opportunity to award a grant to the winning team to assist with tuition and academic expenses. APCO managed the full development and execution of the event, ladder programming up to key messaging and objectives, managed executive speakers and helped the event move to a first-ever virtual format.

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

The COVID-19 pandemic has prompted growing public interest in immune health, but many Chinese people still have an inaccurate understanding of immune health and how to improve it. Australian health supplement company Blackmores wanted to build on its efforts to promote women's health and wellbeing in China by investigating Chinese career women's awareness of immune health. Its goal was to provide this important social group and their families with professional immune health guidance.

APCO's Shanghai office worked with Blackmores for the development and market of the “Green Paper on the Immune Health of Chinese Career Woman,” a study in collaboration with Tsinghua University International Center of Communications (TICC) focused on Chinese career women's immune health. The study found out that many Chinese

career women have misconceptions about how their immune health can be boosted by cultivating good lifestyle habits. The Green Paper revealed the importance of educating career women and other social groups about immune health and provided valuable advice on improving their immune 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.

Data2X (SDGs 5,10,17)



North America

Data2X is a collaborative technical and advocacy platform, working through partnerships to improve the availability, quality and use of gender data to make a practical difference in the lives of women and girls worldwide. APCO Impact, an advisory group within APCO, helped Data 2X craft its engagement strategy around the Generation Equality Forum (GEF), a convening that provided an unprecedented opportunity for governments, companies, multilateral organizations and civil society to accelerate progress on gender equality through bold, meaningful and measurable commitments. The goal of the engagement was to encourage more stakeholders across business, government and civil society to make commitments to fund, collect, use and share gender disaggregated data. Through bilateral engagement and advocacy communications targeting all sectors, Data 2X and APCO effectively secured the inclusion of gender data commitments across several action coalitions as well as a spotlight on gender data in the official Generation Equality Global Acceleration Plan.

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 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. By focusing on female students, the program aims to contribute to solving the longstanding gender gap in STEM fields in Japan. It is run in partnership with a local nonprofit organization, a local education business and an academic institution. In light of the Covid situation, the initiative has shifted to a “hybrid” format comprising a mixture of events carried out in online and offline settings as appropriate, and digital elements. This year, 20 students from three schools will participate in the GRC and challenge themselves in building and launching their own model rockets. 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.

Global Foundation (SDG 5,8)



Global

APCO's team proudly supports a global foundation's program on Gender Equality globally. The team's work is helping the client advance its priority of empowering young women and girls to be leaders in their societies and achieve equality and justice. This project has extended APCO's knowledge and impact across

the globe with a special emphasis on the needs and opportunities for women in Africa. APCO has reached out to a number of local women entrepreneurs in Africa to include them on our team and provide knowledge sharing and growth opportunities across countries.

Skate-Aid (SDGs 3,4,5)



Berlin

Skate-Aid is a non-profit organization that provides comprehensive support for children and young people through the educational power of skateboarding. Founded in 2009 by skateboard pioneer Titus Dittmann, Skate-Aid implements projects for disadvantaged children and youth worldwide. Together with Skate-Aid, APCO developed and coordinated the campaign GIRLS SKATE!—an initiative of Skate-Aid. The aim of the campaign was to actively change role stereotypes and encourage girls to pursue their interests and develop their skills. The campaign aimed not only at the development of enthusiasm for a sport that is new to the participants, but also at building a new community that promotes, supports and encourages girls to pursue their dreams and grow into empowered women. To this end, Skate-Aid offered a series of workshops throughout Germany that gave girls the opportunity to discover skating for themselves with the help of Skate-Aid coaches and the support of female skaters. The campaign was supported by a strong social media presence. In addition to the development of the concept, press releases, newsletters and information material, APCO also assisted with the campaign video and the development of a custom logo. The initiative was so successful that it will be continued this year and has become an integral part of Skate-Aid.

UPS' SheTrades (SDG 5)



Dubai

SheTrades MENA Hub is a joint platform launched by UPS, Dubai Exports and the International Trade Centre (joint agency of the World Trade Organization and the United Nations) that seeks to rally support from policymakers, the business community and women's organizations to leverage international trade for the economic empowerment of women. SheTrades MENA Hub is an interconnected ecosystem of business solutions, knowledge-exchange and skill-building sessions that aims to nurture female entrepreneurs in the UAE and provide them with opportunities to scale up their businesses.

With APCO's support, UPS has successfully engaged with prominent government ministers and women leaders from the region to raise awareness and gather support for SheTrades MENA Hub, positioning UPS as a champion for women's economic empowerment. APCO has also developed an annual SheTrades MENA report outlining the challenges and opportunities for female business owners in the region to attract more female entrepreneurs to join the SheTrades community and increase visibility of SheTrades' objectives and efforts. Additionally, APCO is supporting UPS with preparations for the SheTrades Global Dubai event at Expo 2020 Dubai, which will focus on talks, clinics and master classes led by experts as well as networking meetings for women entrepreneurs, business support organizations and market partners.

WOMEN AND THOUGHT LEADERSHIP

To celebrate International Women's Day 2021, APCO invited employees to participate in the global theme **#ChooseToChallenge**. Colleagues across our regions shared images that were compiled into a video to show solidarity in choosing to challenge inequity and asking everyone to call out aspects that are unhelpful to women.

In the United States, APCO commemorated Women's Equality Day, on August 26, 2020, which recognized the adoption of the 19th amendment to the U.S. Constitution. We hosted a [special conversation](#) featuring Irene Khan, the United Nations Special Rapporteur for Freedom of Expression and Opinion, to discuss COVID-19's disproportionate impact on women, the changing expectations of balancing work and family life and the work still ahead to ensure women's equality.

In December 2020, APCO partnered with Women's Entrepreneurs Grow Global (wegg) on their online wegginar series featuring Margery Kraus, who shared lessons about running a global company as a mother.

In Europe, APCO interviewed women leaders in the region in client and non-client facing roles discussing in this short [video](#) how leaders might use different forms for different people and what key attributes are needed to succeed.

In London, APCO collaborated with a number of women to create a thought leadership piece for the APCO Forum entitled: [Celebrating Women in History: Perspectives from APCO's London Office](#). Each person wrote a small paragraph on a woman in history who inspires them, including Angela Davis and Professor Sarah Gilbert.

In Brussels, APCO ran a week-long [series](#) celebrating the lives of women who had driven

change. The week kicked off with the animated life story of Audre Lorde, a Black poet and essayist known for her activism in civil rights and women's rights movements.

APCO has made a concerted effort to ensure our thought leadership platform, the Stay Ahead newsletter, partnered with the DEI and D&I Councils in North America and Europe to proactively garner greater diversity in thought leadership contributions.

FEATURED PIECES

[Celebrating Women's Equality Day 2020](#)
Margery Kraus

[Three Leadership Lessons for RBG](#)
Kelly Williamson, Alexander M. Wegner

[Will 2021 Really be the Year for Women? It has to be.](#)
Nicole Monge, Judit Arenas

[Navigating Gender Equity in a Pandemic World](#)
Katherine F. Mackinnon, Dominique Scott

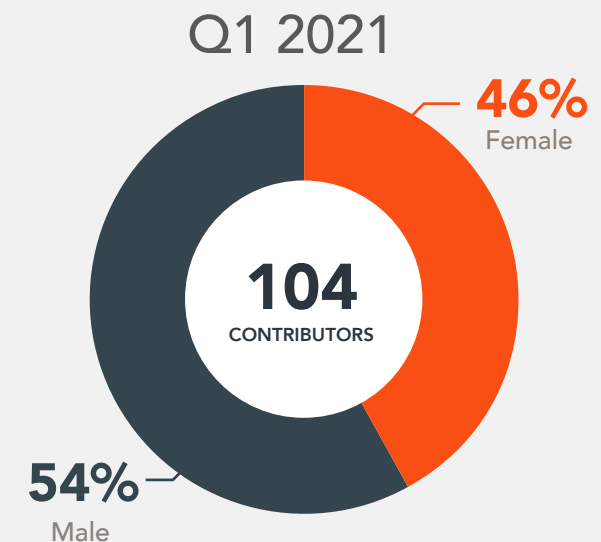
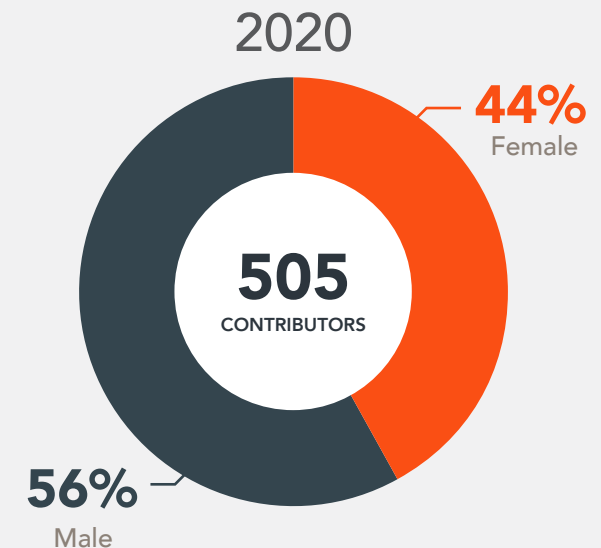
[Celebrating Women in History: Perspectives from APCO's London Office](#)
Lottie Wistow, Priya Shourie

[Women Mentors: Their Impact on Me](#)
Flynn Chapman

[Women*, Equity and Purpose in the Workforce](#)
Elizabeth Duncan-Watt, Nicole Monge

[Data is Key to Accelerating Gender Equality](#)
Jennifer Butte-Dahl

A LOOK AT APCO'S THOUGHT LEADERSHIP Q1-Q4 2020, Q1 2021



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; and Global Philanthropy Group (GPG), a consulting firm specializing in helping individuals, foundations and corporations design and implement philanthropic strategies and programs. 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 are 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 and GPG helps us strengthen our approach to social opportunity and risk, and helps clients align their operations with their broader societal purpose.

American Medical Association (SDGs 3,17)



North America

The American Medical Association (AMA) promotes the art and science of medicine for the betterment of public health. In August 2020, during the height of the pandemic, trust in science and vaccine confidence were at an all-time low. AMA sought a partner to launch a comprehensive communications initiative reinforcing the importance of science and science-based decision-making amid growing distrust within and between the American people and its institutions—particularly around vaccine confidence.

Together with the AMA, APCO developed and led earned media initiatives to: 1) confront growing misinformation about the pandemic and the COVID-19 vaccines; 2) bolster vaccine confidence and 3) raise the visibility and profile of the AMA leadership. Through media interviews, editorial board meetings, op-eds and other creative activations, AMA and APCO helped increase trust in medical institutions and advance the understanding of medical science and COVID-19 for the American people.

In four months, the project increased the AMA's share of voice among medical associations from 51 percent to 57 percent. Per a study by the CDC, from September to December 2020, intent to receive the COVID-19 vaccine increased among adults from 39.4 percent to 49.1 percent. The series of editorial board meetings resulted in quotes from AMA President Dr. Bailey around vaccine confidence in top tier outlets from the Chicago Tribune, LA Times, the Wall Street Journal and USA Today. APCO created a powerful model for going straight to the journalists that matter, facilitating the most successful webinar in the Poynter Institute's history, as well as a webinar on the current COVID-19 landscape with the leadership and experts from AMA, National Association of Black Journalists (NABJ) and National Association of Hispanic Journalists (NAHJ).

Asian Venture Philanthropy Network (SDGs 5,10,12,13,17)



Southeast Asia

APCO's Southeast Asia team signed a partnership agreement in 2019 with the Asia Venture Philanthropy Network

(AVPN)—a pan-Asian network for high-impact social investment for development projects in the region. Our services aimed at helping the network develop its narrative, messaging and media strategy to better communicate its projects. APCO supported the AVPN in driving registration and media coverage of their signature events: the inaugural Southeast Asia Summit in Bali held in February 2020; and their Annual Conference in Singapore in June 2020. While AVPN is well-known amongst the impact investing community, APCO was challenged to increase awareness of the network within the broader social investment and capacity-building ecosystem. APCO developed key messaging for the events that served to differentiate them and provide a compelling rationale for the target audience to attend both. Prior to the events, APCO also wrote and placed op-eds on climate action, plastic waste and gender lens investing in top tier newspapers in Singapore, Indonesia, the Philippines, Thailand and Vietnam. We also developed a social media toolkit with digital creative assets for pre- and post-event amplification. The op-eds reached an audience of more than 1 million readers in Southeast Asia, leading to an uptick in registrations. The press releases and media invitations resulted in two on-site interviews and 10 articles in publications with a combined readership of 500,000. APCO helped position the two events as the leading platforms for social investors to champion global issues.

Becton Dickinson (SDGs 3,17)



London

APCO's team in London is working with Becton Dickinson (BD), a global medical

technology company and leader in patient and health care worker safety. The work brings together a broad coalition of clinicians, academics, patient groups and policy makers who work together to put forward solutions that improve patient outcomes through better standards of care and recommending policies that drive patient safety within the UK's National Health Service (NHS). APCO is currently leading several integrated campaigns for BD, which include:

- Prevention and Management of Surgical Fires:** A campaign that is led by a multi-disciplinary Expert Working Group which seeks to raise awareness of fires in operating theaters which can be caused by inappropriate skin preparation and pooling of alcohol. The Expert Working Group reviewed international best practices and put forward a report that included their recommendations to mitigate surgical fires through a simple risk assessment tool. The report was launched in Parliament and has been presented to the Minister for Patient Safety with the request for surgical fires to be classified as a Never Event.
- Medication Safety:** Following the publication of Economic Evaluation of Health and Care Interventions (EEPRU) report in 2018, which estimated that over 200 million medication errors take place in the NHS every year, and in line with the WHO's Medication Without Harm goal to reduce severe avoidable medication-related harm by 50 percent, globally, APCO has led a public affairs program to improve medication safety. The program has brought together clinicians, patient advocacy groups, pharmacists, NHS policy makers and managers to develop a vision and roadmap to improve medication safety by leveraging new innovations and technologies such as closed loop medication management systems which remove human errors from drug prescribing through to administration.

- Targeted Temperature Management in Sudden Cardiac Arrest Patients:** Clinical research has shown that maintaining a targeted body temperature between 34-37 degrees Celsius following an out of hospital cardiac arrest as part of the advanced life support care bundle reduces neurological damage and adverse effects resulting from brain injury. This therapy, known as Target Temperature Monitoring (TTM) is recommended as part of the European Resuscitation Council's chain of survival. However, research conducted by APCO showed that there is significant variation across NHS hospitals in providing TTM. The team is currently conducting a campaign to develop a strategy and roadmap to introduce a TTM gold standard to be included as part of the ICU inspection and accreditation process. This campaign has brought together ICU clinicians, cardiac arrest survivors and charities, United Kingdom Members of Parliament and academics.

CarMax (SDGs 10,17)



Washington, D.C.

Following the killing of George Floyd, CarMax made a commitment to donate US\$1million towards organizations working to advance racial equity and social justice. CarMax turned to APCO to develop a strategic approach to distributing the US\$1 million, build opportunities to educate senior leadership, explore how to align CarMax's business with this commitment and ultimately create a narrative that ties the commitment to CarMax's core values. Our work culminated in three core strategic partnerships that align with CarMax's business, support reputable organizations where CarMax's investment is catalytic and differentiate CarMax from the bulk of corporate donations that flowed through top national organizations.

Cigna (SDGs 3,8)



UAE

In 2020, as the world was turned on its head by the COVID-19 outbreak, Cigna Insurance Middle East launched a series of COVID-19 Global Impact Studies that tracked the evolving impact of the pandemic on people's health and wellbeing. Conducted over five consecutive waves, the studies provided Cigna with valuable insights into what people need and how Cigna needs to adapt its services for both employers and employees in the UAE. Learning from these insights, Cigna launched a tailored product for the region called SmartCare, which provides comprehensive health care coverage with flexible and affordable premiums designed for small and medium-sized enterprises (SMEs) and companies to support their employees better. On the back of this research, APCO designed an ongoing thought leadership strategy to highlight Cigna's efforts in raising awareness of the health care challenges that companies and people were facing as the pandemic evolved. In addition, we also provided well-informed strategies that positioned Cigna as an enabler of better wellbeing in the region. The campaign garnered high-quality visibility with over 82 pieces of coverage in tier-one business and trade media amounting to US\$909,357 in PR Value, helping drive Cigna's position as a thought leader advocating employee wellbeing in the region.

Dell Technologies (SDGs 4,17)



Singapore

Ensuring inclusive and equitable education during the COVID-19 pandemic has been a priority in the Singapore Government's agenda. The pandemic has greatly disrupted the education of many chil-

dren in Singapore. As the city implemented social distancing measures, educational institutions were also rolling out remote and home-based learning. Remote learning is no longer optional but is now a permanent fixture of Singapore's education landscape. Given a surge in the demand for quality digital learning, APCO's Singapore office and Dell Technologies organized a virtual webinar titled "Building Resilient Education: Security in Remote and Hybrid Learning" on January 26, 2021. The panel discussion brought together prominent IT experts in Singapore, exploring accessibility, security and the future of digital education. APCO assessed the digital landscape, identified the event theme, key speakers and utilized digital marketing channels to drive the event registration. Over 40 IT professionals from both the public and private sectors attended the webinar with robust discussions about the challenges and IT solutions during the transition to remote learning at educational institutions.

Durham Housing Authority (SDGs 1,3,4,10,11)



Raleigh

APCO supported the [Durham Housing Authority](#) (DHA) in its mission to provide families with the most basic need in life—shelter. The Durham Housing Authority is one of North Carolina's largest public housing authorities.

Access to safe and decent housing is an ongoing challenge in the United States in many of its communities. In January 2020, more than 900 people were evacuated from the largest conventional public housing community in Durham over concerns about high levels of carbon monoxide.

APCO's Raleigh team was engaged by DHA on this crisis, providing counsel, community and residential engagement, media relations support, stakeholder engagement and strategy, and on-the-ground communications staffing. APCO also donated to the

fund that supported residents during the transition back into their homes, including transportation, nursing and birthing support, mental health and substance abuse support and education support. .

eBay (SDGs 8,10,11)



Italy

APCO is a longstanding partner of eBay, one of the leading marketplaces in the world, and supports the company in developing a communication strategy in Italy aimed at positioning eBay as a partner for small and mid-sized Italian businesses (SMBs). As part of this strategy, APCO developed for eBay the campaign "Borghi Digitali," a project launched in partnership with the trade association Confcommercio, to support local businesses in remote Italian villages to relaunch those greatly impacted by the pandemic through the online market.

The project started in 2020 initially involving three Italian villages. It was renewed in 2021 involving six additional villages for a total of nine Borghi across the country and the participation of over 140 local businesses. eBay and Confcommercio offered a 35-hour training course to local business owners showing them how to set up their online business and the strategies needed to capture all the opportunities offered by e-commerce.

A dedicated landing page on eBay hosts the shops and stories of these areas whereby users can discover the wide variety of excellent local products and locally owned stores through ad hoc videos. The aim of the project is to encourage these activities by offering an extra tool to reach new buyers, by which both the online and offline markets contribute to the success of the business, relaunch the economy and help local businesses to keep their areas alive.

The campaign resulted in total coverage of 121 articles and 25.3 million impressions, including top Italian media outlets and the Financial Times. An open event was also organized to present the campaign in partnership with the leading national media outlet, Corriere della Sera, and reached 138,878 livestream views.

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 aged 18-30 to increase their consumption of fruits and vegetables to a minimum of 400 grams a day, with the goal of improving and ultimately transforming millennials' dietary habits.

APCO launched the #400gChallenge in July 2019 at Les Eurockéennes music festival in France where we organized and managed a stand to engage with young people face-to-face and raise awareness about the campaign.

Online followers are 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 fruits and vegetables in an engaging and relatable format across the campaign's six social media channels. The promotion of the materials is also helped by collaboration with relatable social media influencers. APCO managed all the creative materials, social media strategy, community management and implementation of activities and events.

The campaign is now in its final year and has already been successful with over 15K followers on social media, over 55 million impressions gener-

ated from campaign content and 1.36 million campaign video views.

Gilead Rainbow Grant (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. An estimated [5.9 million](#) people are living with HIV in the Asia-Pacific region, with the scale of the epidemic and local response varying greatly from country to country. Fewer than half of young people in most countries in the region have comprehensive knowledge of HIV due to stigma and discrimination. Societal attitudes and behaviors towards HIV and people associated with the disease continue to stigmatize HIV, especially in the Asia-Pacific region where cultural conservatism persists. Such antiquated beliefs hamper progress to getting people tested and treated.

Recognizing these challenges in the region, APCO's Southeast Asia team and Gilead partnered to launch the [Asia Pacific Gilead Rainbow Grant](#) in 2018. The grant aims to drive progress towards the elimination of HIV and AIDS by lowering the barriers to education, treatment and care for patients and vulnerable populations. The programs supported by the grant include holistic health care projects, research that embodies people-centric care, and efforts to address discriminatory policies, unjust workplace practices, and social stigma. As of 2021, the grant program has been expanded to a total of 23 countries or territories in the region — more than doubling the geographic scope from when the program began in 2018. To date, the grant has awarded nearly US\$3 million to organizations across the region. Together with 54 community organizations, the Gilead Asia Pacific Rainbow Grant has been able to reach and provide educa-

tion or direct services to more than 258,000 people through more than 60 projects.

Global Leading Health Care Company (SDG 3)



Shanghai

Around the 8th China Atrial Fibrillation Day on June 6, 2020, a leading global health care company partnered with APCO to develop an integrated campaign to raise awareness of atrial fibrillation and help patients understand the most innovative and effective solutions. APCO developed a 360°-communications campaign that integrated media, social media, live-broadcasting and creative storytelling, such as videos and infographics, to influence the target audiences externally and internally. By leveraging major medical key opinion leader (KOL) resources, APCO designed tailored messaging and media programs to deliver the key messaging to patients through various media channels and in various forms. This included top-tier state-owned media, trade media, regional newspapers and leading social channels. The total number of media hits reached a total of 2.15 billion across channels. A live broadcasting program through the People's Daily's website featuring KOLs in Beijing and beyond is the most highlighted part of the campaign with a total viewership of three million across channels.

Healthcare Distribution Association (SDGs 3,17)



London

In times of crisis, ensuring universal access to medications is of critical importance for patients and families. In response to the COVID-19 pandemic, the Healthcare Distribution Association

(HDA) and its members needed to ensure that UK patients maintained their access to safe, secure and timely distribution of medications. The HDA has engaged with the full spectrum of Government departments, National Health Service (NHS) organizations and regulators to identify and mitigate potential regulatory impediments to the distribution of medicines during the COVID-19 crisis. APCO has run the Secretariat of HDA since 2004, managing all the Association's political, regulatory and media engagement.

On behalf of the HDA, APCO helped secure a wide range of special regulatory dispensations, including wholesaler staff being designated as key workers, revised NHS payment protocols and the postponement of regulatory inspections. In addition, the HDA secured a significant relaxation in Good Distribution Practice, the sector's overarching regulatory system, substantially reducing regulatory burden and increasing HDA members' flexibility and ability to tackle the crisis. Finally, the HDA successfully lobbied for the COVID-19 vaccines to be distributed through the existing distribution networks of HDA members, in contrast to the potential setting up of a brand new, and untested, logistics system.

Hyperfine (SDG 3)



Washington, D.C.

Hyperfine is a start-up that has developed the world's first portable MRI machine that allows doctors to do bedside scans quickly and easily. APCO was hired by Hyperfine initially to create the company's brand identity, website and marketing materials, as well as providing ongoing strategic business counsel and investor relations support. Building on our previous work, APCO is now also creating a strategic launch plan, developing new partnerships, creating a

philanthropic program to donate units to pediatric hospitals around the world and providing tactical media relations support along the way.

International Society on Thrombosis and Haemostasis (SDGs 3,17)



Global

The International Society on Thrombosis and Haemostasis (ISTH), the leading medical society in the field of blood disorders, appointed APCO to increase awareness of blood clots as a patient safety issue at the World Health Organization (WHO) and to establish a standardized approach to blood clot prevention. APCO helped ISTH to form a coalition of NGOs and UN member states to publish expert clinical guidance on blood clot prevention and the treatment of COVID-19 related blood clots. This guidance included a Consensus Statement providing strategic advice, which was ultimately adopted by 80+ organizations around the world. In January 2021, the WHO published a revised and comprehensive clinical guideline on treating COVID-19 related blood clots, spotlighting the need for prevention. Furthermore, the WHO recognized blood clots as a priority patient safety issue in a resolution tabled at the World Health Assembly that ensured the adoption of ISTH-inspired standards for blood clot prevention across national health systems globally.

Johnson Controls (SDGs 3,8,9,11)



Shanghai

The development of digital technologies has opened up new opportunities to make buildings more functional. However, it has also presented questions of how to use these technologies to

improve users' experience. As a global company committed to transforming the environments where people live, work, learn and play, Johnson Controls wanted to analyze the current development and needs of the smart building industry in China. Its goal was to provide recommendations to enhance the interaction between people and architectural spaces with the help of digital technologies.

APCO's Shanghai office worked with Johnson Controls to develop a comprehensive white paper— "Johnson Controls' OpenBlue: Five-Dimensional Smart Building White Paper". The white paper studied the results of a survey of more than two thousand building users, designers, operators and owners and produced recommendations for the future development of smart buildings. It also proposed a 5D smart building architectural system aimed to improve user safety, health and experience. This campaign has demonstrated the company's strong commitment to adopting innovative solutions in the building sector and improving the wellbeing of building users.

Johnson & Johnson Vision Care Company (SDG 3)



Tokyo

Johnson & Johnson Vision Care Company (JJVC) partnered with APCO to explore creative ways to demonstrate its dedication to people's health, the local authority and consumers. APCO organized two rounds of advisory committees to inform the direction of JJVC's initiative, which led to the decision to focus on the issue of rapidly increasing myopia among Japanese youth. Understanding that most parents do not consider myopia as a serious health threat, we decided to promote children's outdoor play and activity in general, which is known scientifically to prevent myopia, as well as having numerous other health benefits. This

also made it easier to involve much more diverse stakeholders in the movement.

In 2020, APCO invited four experts to establish a voluntary group with a goal to position the promotion of outdoor play in the national policy agenda. By involving professors and influencers in the areas of child development, childcare and sport, the project gained support by a Diet member and managed to set up a study group to consider this new policy. After four successful meetings attended by Diet members and government agencies, a comprehensive policy suggestion was developed to be submitted to the relevant ministries. Furthermore, leveraging the Japanese government's own agenda to set up a new ministry which takes care of all child-related matters, the project successfully inserted the outdoor play promotion as one of their key mandates. Finally, APCO created a four-page brochure and a website to inform policy makers and other stakeholders about the importance of this issue, as well as generating media coverage on activities on the policy front.

The LEGO Group (SDG 3,17)



China, Southeast Asia

As the impact of digital transformation on our children's mental health and development increases, ensuring and protecting their overall digital wellbeing has become increasingly important. While children's engagement with digital technology can be both beneficial and detrimental to this wellbeing, the specific effects of different technologies remain unclear, and policies do not provide clear standards for digital wellbeing and its measurement. Greater effort is therefore required across all stakeholder groups to ensure that the future development of children's digital wellbeing moves in a positive direction.

APCO's China and Southeast Asia teams supported LEGO brand to assess the environment, regulatory and operational landscape governing digital engagement with children across five key APAC markets — Mainland China, Australia, India, Singapore and South Korea.

The team's final report provided an assessment of the risks and opportunities that digital technologies pose to children in these markets, as well as a summary of the major policies and regulations governing these technologies and children's digital wellbeing. It also identified and ranked key stakeholders within this space in accordance with their influence and engagement potential. APCO's China team also designed a collaborative program with Peking University for the study and promotion of responsible digital engagement in mainland China.

Luminis Health (SDG 3)



Washington, D.C.

Luminis Health (Luminis), located in Annapolis, Maryland, is the parent of Anne Arundel County Hospital and Doctors Community Health Center. Luminis was in the process of building its brand and consolidating the two hospitals when COVID-19 struck. Luminis hired APCO to provide the full range of communications activities needed for the hospitals to address COVID-19, as well as to lay the foundation for coming back stronger, telling the Luminis story of success and establishing Luminis as a thought leader in community health. The APCO team developed a communications plan to address key communications objectives for each of its stakeholder groups to ensure consistent, transparent messaging with internal audiences, and to protect and enhance relationships. We assisted Luminis with immediate, day-to-day communications priorities, such as media relations support and internal communications, and promotion of

high-quality patient care and cutting-edge work by medical staff, while providing strategic counsel on emerging issues and longer-term initiatives. Our team successfully supported the company in dealing with challenging communications topics, such as surge response and furloughing employees, to effectively communicate with key stakeholders and the media.

LumiraDx (SDG 3)



London, Berlin, New York

APCO supports the efforts of LumiraDx, a diagnostic innovator that developed a state-of-the-art platform to deliver high accuracy diagnostics for community-based health care to provide simple, accessible and affordable point of care testing. During the COVID-19 pandemic, LumiraDx launched rapid COVID-19 antigen and antibody point of care tests that are able to deliver results in under 12 minutes, enabling diagnosis that can help in controlling the spread of the virus.

- **Health System Rapid COVID19 Point-of-Care Testing:** APCO provided public relations and public affairs strategy and communications support to LumiraDx across the United States and Europe, with a focus on raising awareness of the role in which LumiraDx Point of Care COVID-19 Antigen tests have supported Health Services across Europe and the United States and LumiraDx rapid point of care SARS COV2 test in rapid diagnosis and triage of COVID-19 patients attending emergency departments. This enabled health services to safeguard COVID-19 negative patients and health care workers from contracting COVID-19 in the unplanned emergency health care setting.
- **Global Partnership to Introduce a Connected, Point of Care Diagnostic Platform for COVID-19 Antigen Testing in Africa:** APCO helped

communicate the development of a coalition of pan-African organizations, including Africa Centres for Disease Control and the African Union, alongside the Bill & Melinda Gates Foundation and LumiraDx, who came together in partnership to make affordable and scalable rapid COVID-19 testing available in Africa. In doing so it became clear that the deployment of such point of care diagnostics across countries in Africa has the potential to help diagnose and manage many more diseases than just COVID-19, with 30 additional tests being planned for the platforms already distributed, including HIV and tuberculosis. As a result of this work and the technological and logistical developments spurred on by the pandemic, the coalition could one day revolutionize health care on the continent.

Mars Petcare (SDGs 15,17)



Southeast Asia

Mars Petcare launched the “Better Cities For Pets Southeast Asia” campaign in Thailand and the Philippines in 2021. The social impact campaign aims at enhancing policies to create a “better world for pets”—a world where no pets are unwanted, no pets are uncared for and no pets are unwellcomed. APCO's team in Southeast Asia has been supporting the integrated campaign through engagement with the government, media, advocates and key opinion leader influencers on issues such as pet homelessness, responsible pet ownership and pet adoption.

Pharmaceutical Company (SDGs 3,4,5,10)



Mumbai, New Delhi

APCO developed a full-fledged demand generation and awareness campaign focused on “PrEP for all.”

Pre-exposure Prophylaxis (PrEP) is a regimen that involves the use of anti-retroviral drugs by the HIV negative population to prevent getting HIV. HIV/AIDS is a major public health concern globally and India has the third largest HIV epidemic in the world, with 2.3 million people living with HIV, and the incidence of HIV within 15-29 age cohort is 31 percent. The goal of the campaign is to draw awareness to the fact that everyone is potentially at risk of being exposed to HIV, regardless of careful choices and must ensure protection against it. APCO has supported the pharmaceutical company in policy advocacy towards mainstreaming PrEP by conducting webinars and discussions with relevant stakeholders, collaborations with research agencies, community-based organizations and equal rights influencers.

Following a series of knowledge events and partnerships, APCO successfully generated on-field demand for PrEP and engaged certain clinics as PrEP providers who will also provide counselling services to patients. There is also an enhanced awareness of PrEP among Gen Z and millennials as established by survey questionnaires. Themes of HIV prevention and PrEP have seen more coverage in both traditional and social media which has strengthened the case “PrEP for all”.

MIT Solve (SDGs 3,4,5,8,10,12,13,17)



New York

MIT Solve, a flagship initiative of the Massachusetts Institute of Technology, 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, education, climate, diversity and gender, 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 strategic 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 partnerships to build and sustain awareness about MIT Solve’s innovative platform and work. As part of this work, APCO built new engagement opportunities for MIT Solve and Solver teams with numerous organizations whose work aligns with Solve’s Challenge areas and entrepreneurial spirit. APCO’s senior leaders also served on the selection committee of Solve’s Resilient Ecosystems Challenge (2021) and Digital Skills and Inclusive Entrepreneurship Challenge (2020).

In response to the rise of COVID-19 in early 2020, MIT Solve quickly created a new, bespoke Challenge to engage entrepreneurs to help solve global pandemics. Between the promotion of this new Challenge, and helping the organization smoothly transition from an in-person, three day event to a completely virtual event in May 2020, APCO built awareness and name-recognition for MIT Solve by managing multiple interviews and securing 17 pieces of national and international media coverage.

Over the second half of 2020, APCO supported MIT Solve’s Solve Challenge Finals, during which Solver innovator teams were selected for each Challenge area following a fully virtual pitch competition. In early 2021, APCO supported Solve’s flagship event, virtual Solve at MIT, along with a new announcement of a youth-focused program called, **Solv[ED]** and a dedicated **Challenge to combating racial inequality** in the United States. Between the event, programmatic announcements, new 2021 Challenges, brokering multi-sectoral partnerships and additional funding through **Solve Innovation Future**, APCO reinforced Solve’s reputation as a leading social good tech marketplace through more than 10 stories in Fast Company, ImpactAlpha and Politico, and an op-ed in The Hill’s Changing America section. This

led to new partnership opportunities in support of social impact technology entrepreneurs dedicated to solve for today’s pressing global challenges aligned with most of the SDGs.

Platform for Better Oral Health (SDGs 3,17)



Europe

The Platform for Better Oral Health in Europe had been in existence since 2010, but after initial success with introducing its key concerns to European Union policymakers, the program had found its call for greater recognition of oral health in EU health policies had lost momentum. The Platform’s 23 member organizations as well as corporate sponsors, Wrigley and GSK, tasked APCO with reinvigorating its activities in order to secure improving oral health as a central position in the European public health debate. APCO developed a targeted strategy engaging with stakeholders regarding topics on which the Platform could appear credible and authoritative. The Platform is well on its way to becoming a central player in the EU public health debate. By participating in Commission Joint Actions on issues linked to Oral Health; acting as informal and formal advisors to DG SANTE on key issues; and facilitating broader conversations with the European public health community, it is progressing rapidly towards impactful goals such as the inclusion of oral health indicators in the EU/OECD Health at a Glance, and designing of a Platform branded library of best practices.

Population Foundation of India (SDGs 3,4,8,17)



Mumbai, New Delhi

APCO, in partnership with the Population Foundation of India, one of India’s oldest national

non-government organizations (NGO), worked to advocate the holistic adolescent cause in India by forming the initial National Level Council on Adolescent Development. APCO engages with the government, think tanks, academic, NGOs as well as media to draw attention to the adolescents' issue as well as highlighting the demographic opportunity presented in India. Since adolescents are largely dependent on their parents from a decision-making perspective, and non-incoming generating from an economic perspective, this has meant that this age group was targeted only for educational programs regarding sexual and reproductive health. The COVID-19 pandemic and subsequent lockdowns added to the need to ensure India's adolescents get the required attention to ensure the country's resilient recovery and growth. Through research-based curated messages, APCO and the Population Foundation of India were able to convince and onboard an array of key stakeholders to support the cause and call to action.

APCO successfully facilitated a partnership between NITI Aayog, the Government of India's premier think tank, and the Population Foundation of India to host a closed-door roundtable. The high-level discussion included key government stakeholders, think tanks and NGOs that participated in charting the pathway for adolescent development through a convergence of efforts. Taking the discussion points further, APCO is working to galvanize the support garnered to enable the larger campaign to make a dedicated National Council focused on adolescent wellbeing a reality.

ResMed Sleep Webinar (SDG 3)



Hong Kong, Indonesia, Malaysia, Singapore

Obstructive sleep apnea (OSA) is the most common sleep-related disorder worldwide, affecting 1 in 3 people. Compared to those with no sleep problems, people with OSA are 2.5 times more likely to

be in a motor vehicle accident and 1.5 times more likely to miss workdays. Despite the prevalence and burden of the disorder, OSA remains under-recognized and under diagnosed due to a lack of awareness among the public and non-specialist health professionals alike.

Recognizing the challenge, ResMed and APCO launched the inaugural "Sleep Better. Perform Better." regional webinar series to raise awareness on the effect of sleep on performance and empower the public to seek treatment should they exhibit symptoms of disordered sleeping. APCO designed the webinars to provide a holistic view on sleep health and OSA, engaging not only health care professionals but also local lifestyle influencers and sleep apnea patients as panelists. An integrated marketing strategy was used to reach a broader audience across different demographics. A host of different marketing channels were used, including social media marketing, electronic direct mailers, WhatsApp messages, Google and YouTube ads, and traditional media/newspaper ads.

APCO successfully held the webinar series in Hong Kong, Indonesia, Malaysia and Singapore, garnering a total of nearly 4,000 registrants and 1,350 attendees. There were almost a thousand engagement hits from participants, including from a post-webinar survey and the ResMed sleep apnea online screening test. The webinar enabled organic interactions between the brand and target market to improve awareness of OSA, receiving overwhelmingly positive feedback from attendees. According to the post-webinar survey, 70 percent of attendees found the webinar "useful" or "very useful" and 30 percent wanted to be contacted by ResMed representatives to find out more.

Salesforce (SDGs 5,8,10)



Tel Aviv

APCO's Tel Aviv office advised Salesforce, the world's leading customer relationship management (CRM) platform, on ways to champion diversity and inclusion in the Israeli workspace. APCO provided insights on the unique ethnic and demographic makeup of Israeli society and strategic advice to help the client better navigate this space in terms of formulating policies to provide maximum opportunities for Salesforce diversifying the workforce of its Israel-based research and development facilities and champion workplace diversity and inclusion in the public sphere.

Say Your Peace (SDG 3)



North America

During a stressful and scary time due to the COVID-19 pandemic and political uncertainty, Soka Gakkai International asked APCO to develop a campaign to help cultivate inner peace and reflection, treasure diversity and develop community through dialogue and debate among people across the United States, while celebrating notable peace-makers like Daisaku Ikeda, Nelson Mandela and many others. This is how "Say Your Peace" was born. By combining detailed audience research, structured messaging, beautiful design and robust social media engagement, Say Your Peace was able to reach five million people across the United States on owned social media channels. To widen the campaign audience and drive success, Say Your Peace partnered with influencers and hosted events with leading organizations like Shape Magazine, Yoga Journal and Institute of Arts and Ideas, reaching an additional five plus million people. We worked with online influencers who had overcome adversity and were willing to share their stories and encourage others to

share theirs. As a result, we developed an engaged community of people to share their personal stories of how they find their peace. During this unprecedented pandemic, combined with protests against racial injustices and an economic downturn, Say Your Peace brought people hope, support and connection at a most needed time. As a result of this work, the Say Your Peace campaign was selected by the 2021 Hermes Creative Awards as a Platinum Winner in the Social Content Campaign category.

The George Floyd Memorial Foundation (SDGs 10,16)



North America

The George Floyd Memorial Foundation is a nonprofit organization founded by George Floyd's sister, Bridgett, together with other members of the Floyd family to honor George Floyd's legacy by harnessing the power of collective action to challenge the root causes of racial inequity and end the systemic violence affecting Black Americans. Established in August 2020, the George Floyd Memorial Foundation is a young organization that emerged from a murder that reignited a global movement for racial justice—during a global pandemic—and APCO is providing the Foundation with early-stage strategic and operational support to build organizational resilience for the years to come so that a case like George Floyd's never happens again. APCO's support includes defining a mission and vision, increasing organizational capacity and creating new programs that mobilize communities, address the root causes of inequality such as economic opportunity, and combat the systemic violence affecting Black Americans by working to build a fair legal system. A key milestone for the partnership with the George Floyd Memorial Foundation thus far was developing and executing a Virtual Day of Action for the Inaugural Remembrance of George Floyd's life in May 2021. The Virtual Day of Action

mobilized thousands of new donors and messaging about the Foundation was shared across social media via celebrities, influencers and nonprofit organizations, collectively reaching millions to further progress towards racial justice and fair institutions for all.

The Rockefeller Foundation (SDGs 3,8,10,17)



Asia

As part of our long-term partnership, APCO's Greater China team supported the Rockefeller Foundation with a number of major thought leadership initiatives including communicating the value of impact investing to Chinese audiences in order to grow its credibility in the market. APCO also helped the Rockefeller Foundation better understand its influence and credibility with the Asian media and audiences across its three key markets China, India and Thailand.

APCO's India team supported the Rockefeller Foundation with their various key initiatives intended to highlight the Foundation's role as a key thought leader and catalyst supporting and complementing the work of the Indian government in key programmatic areas. APCO devised a targeted outreach strategy to support the Rockefeller Foundation with its various key programs, which includes the Global Food System Vision Prize, The Global Nudge Forum, supporting SMEs through the COVID Liquidity Fund and their moonshot announcement of a \$1 billion grant to catalyze a more inclusive, green recovery from the COVID-19 pandemic.

The India office strategically charted out the roadmap for the Rockefeller Foundation through media and policymaker outreach while sensitizing stakeholders about the Foundation's work in India. APCO also supported the Rockefeller Foundation in strengthening its credibility as the leading philanthropist in India and Asia through various op-eds published on the foundation's initiatives, interviews

with the management and writing and publishing press releases on their key announcements within the Indian market.

United States Hispanic Chamber of Commerce (SDGs 8,10)



North America

The United States Hispanic Chamber of Commerce is America's largest Hispanic business organization, representing over 4.7 million Hispanic-owned businesses. APCO supported the Chamber in developing a strategy to build its brand awareness and increase its recognition amongst policy circles in the U.S.

University of North Carolina System (SDGs 4,10)



Raleigh

The Racial Equity Task Force of the University of North Carolina (UNC) System was tasked with developing recommendations to make the system more inclusive and equitable for students, faculty and staff of color. To support this effort, the Racial Equity Task Force partnered with APCO on a project on an unprecedented scale to understand perceptions on diversity, equity and inclusion across the System's 17 institutions. With almost 300,000 students, faculty and staff, emerging activist groups forming on campuses across the system, and within a complex political environment, this was no simple task.

APCO planned and executed qualitative and quantitative research with groups of students, faculty and staff to examine the legacy of race and racism in North Carolina's public higher education system and arrive at an actionable path forward.

APCO created a system-wide survey that received over 16,000 responses, covering perceptions around diversity, inclusion and equity in the UNC System and what stakeholders wanted the Task Force to prioritize in its recommendations. The team planned, hosted and facilitated a series of seven listening sessions for students, faculty and staff, which included over 70 contributing speakers across all system institutions. More than 3,500 stakeholders registered for these sessions, and the team analyzed survey feedback and town hall contributions to compile feedback and trends for the Task Force.

The survey results and town halls shed light on and validated inequities in the campus experience for students, faculty and staff of color. The Racial Equity Task Force used the personal stories, trends and insights uncovered by the APCO team to form recommendations and solutions towards creating a more equitable system. These recommendations were delivered to the UNC Board of Governors in December 2020.

Upfield (SDGs 3,13)



Europe, North America

Upfield, the global leader in plant-based foods, challenged APCO to join them in developing a campaign

to demystify and advocate for plant-based eating. The campaign, A Better Plant-Based Future, was anchored around a signature documentary series, and sought to inspire people to consider adding more plant-based food, including plant margarine, in their diets. Upfield's philosophy is that eating more plant-based foods, and fewer animal-based foods (including meat and dairy), contributes to a healthier, more environmentally sustainable world for all.

Focusing on quality of voice and story rather than quantity of followers, APCO identified five plant-based pioneers—many of whom would be described as micro-influencers, i.e., having between 1,000-100,000 social media followers—to become the voice of the campaign. With a diverse cast of characters, A Better Plant-Based Future amplified voices that are not typically the loudest in the plant-based movement—underscoring Upfield's commitment to equity and its ambition to show that a plant-based lifestyle is more accessible and inclusive than one might think.

The award-winning campaign was a huge success, and achieved 29.3 million impressions, 3.5 million video views of three seconds or more, 18.5K new followers and 17 earned media articles about the campaign, all of which mentioned both Upfield and the influencers, showing how successful our micro-influencer strategy was at piquing our audience's interest.

Walmart (SDG 3)



Beijing

In 2015, Walmart decided to invest US\$25 million to improve food safety in China over the next five years (2016-2020) through a newly established nonprofit branch called the Walmart Food Safety Collaboration Center (WFSCC). APCO worked closely with Walmart to design, launch and support the center. APCO started by providing a government relations service package to help Walmart identify the focus, position and mission of WFSCC through an understanding of China's regulatory and industry trends on food safety and linking them with Walmart's interests. APCO also supported the WFSCC in developing a strategy through continuous counseling services. After the launch, APCO supported the WFSCC in building its working mechanism, including its three pillars of work that focus on food safety education, innovation and policy support.

We're on a mission to A Better Plant-Based Future.

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'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:

Democrance (SDGs 2,3,4)



Dubai

Democrance, a Dubai-based insurance technology start-up, was steadily generating revenue and cementing newsworthy partnerships with global insurers and other corporate clients, such as telcos and remittance houses. Their innovative B2B digital platform enables insurers to access new market segments, particularly in emerging and mobile-first markets, to make insurance accessible and affordable for all segments of society. It was imperative for them to showcase the value of their offerings across markets such as GCC, Southeast Asia and India. APCO's challenge was to create conversations about Democrance as a company by making their products relatable not just to businesses but also other stakeholders such as media, investors, and end customers for insurance companies.

APCO cut through the clutter by positioning Democrance's most interesting aspects to the media, such as the start-up's social enterprise and financial inclusion elements and the digital transformation of the archaic insurance industry. APCO supported Democrance with its internal and external communications, from the messaging house to drafting opinion editorials for the technology firm's spokespeople.

APCO's support helped attract attention during Democrance's announcement of its global partnership with AXA, one of the largest global insurance partners, and announce its membership with The Micro Insurance Network. Through the course of our work Democrance witnessed a 37 percent increase in followers across LinkedIn. In June 2020, Democrance's CEO was a guest on the highly sought-after Asia Insurance Review Podcast and appearances in English and Arabic media have continued uninterrupted. The firm was named the Best Technology Firm at MENA Insurance Awards 2020 and 2021. These efforts have led to closing a second successful round of funding from investors in the Middle East and Europe.

Leading Indian Philanthropic Foundation (SDG 3,5,17)



Mumbai

In September 2020 APCO was approached by a leading Indian philanthropic foundation based in Mumbai that works on adolescent girls' issues. The goal was to increase awareness around the health rights of adolescent girls and the issue of teenage pregnancy in the state of Jharkhand and to execute an advocacy campaign involving government, elected representatives and media towards recognizing these as key issues in the state and track a shift in narrative among stakeholders in the following six months.

APCO devised a multi-dimensional strategic engagement plan to highlight the serious nature of the issues, emphasizing the need to have a concerted effort by all stakeholders to effectively face them. We also created data-driven evidence-based key messages for this diverse set of stakeholders.

The continuous advocacy led to the Chief Minister of Jharkhand sounding a clarion call for investing in the potential of Yuva Jharkhand (Youth of Jharkhand), while recognizing the need to "urgently address the multiple aspects that contribute to improved health and wellbeing of adolescents and youth." Several leaders across the political spectrum lent their support on video, pledging to work on the cause of eliminating teenage pregnancy, ensuring better health care access to adolescent girls as well as drawing the government's attention at their levels. APCO also ensured unprecedented media support on the issues. These included garnering over 12 million impressions within a span of three and a half months, which is more than one-third of Jharkhand's population of 33 million. This included a front-page and full-page article on January 2, 2021, highlighting the issue of teenage pregnancy, its various facets, voices of adolescent girls and the urgency to deal with the issue—the first of its kind in India.

Project ChildSafe (SDG 3)



Washington, D.C., Seattle

Project ChildSafe is a program of the National Shooting Sports Foundation (NSSF), the trade association representing the firearms industry, to promote gun safety and responsible ownership practices.

In partnership with mental health experts from the American Foundation for Suicide Prevention (AFSP) and George Washington University, APCO helped NSSF launch [a new resource for parents](#) to help them address youth mental health and prevent

unauthorized access to firearms that could result in tragedy for families and communities. The resource was developed in response to studies indicating that today's teens are experiencing higher levels of stress, anxiety, depression and other mental health conditions, exacerbated by the stressors of the COVID-19 pandemic.

APCO supported the development of the a suite of resources for parents and teens, a Facebook Live webinar event and Q&A, as well as a highly targeted digital ad campaign. As a result, the resource has reached more than 700,000 parents of teens who are likely to own firearms and generated nearly 9,000 visits to the online resource. This work represents a vital public safety initiative and significant partnership between the firearms industry and mental health community to ultimately help save lives.

Roche (SDG 3,17)



Global

Everyone should have equal access to health care. Achieving Universal Health Coverage and advancing personalised health care will require meaningful conversations and sharing best practices. APCO was appointed by Roche to create FutureProofing Healthcare, an interactive tool showcasing insights and data on healthcare systems across Europe, Asia-Pacific, Africa and Latin America. The data from the Indices are publicly available and allows users to make their own comparisons. The initiative is also the basis for Roche convening high-level stakeholder events with patients, healthcare providers, policymakers and politicians to address the healthcare challenges each of these regions faces. For the launch of each index we organized a webinar including interactive discussions about the policy implications of the index findings. Stakeholders from all over the world were able to attend and engage with the Index

findings, leading to an action-oriented discussion about the role that health systems data can play in futureproofing healthcare.

Following the regional launch of each Index, local markets are now encouraged to organize local events to look at their own results in more detail, kicking off specific policy discussions. To date, at least 16 countries have launched FutureProofing Healthcare at a national level. Over 60 experts have taken part in guiding the development of FutureProofing Healthcare Indices and have joined the FutureProofing Healthcare events—bringing together multiple stakeholders to discuss solutions to challenges like implementation of Universal Health Coverage.

Overall the FutureProofing Healthcare initiative was highly successful in 2020. The Personalized Health and Sustainability Indices kickstarted an online conversation about the future of healthcare systems, especially in light of the global COVID-19 pandemic. To date, more than 100,000 people have engaged with the Index content, while the social media reach of the initiative is now above 2 million.

Schneider National (SDGs 11,13)



New York, Washington, D.C.

As their first step in their ESG journey, Schneider National, a leading transportation, freight shipping and logistics company came to APCO to partner on the development of their inaugural corporate responsibility report. APCO collaborated with Schneider leadership to align on the guidelines and goals, including the priority stakeholder and target audiences. APCO worked closely with the client and our own internal experts to conceptualize, develop and design Schneider's first comprehensive corporate responsibility report highlighting corporate goals with storytelling around Schneider's ESG focus areas through 2020. In coordination with

the report's release, APCO delivered an integrated earned and social media amplification packaging, including a news release, messaging and social posts for leadership, and content for an overhaul of the corporate ESG webpage.

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.

Established Values

APCO's values of curiosity, inclusivity, boldness and empathy are ingrained into everything we do and help us meet society's changing expectations of how corporations operate and position themselves.

This has never been more important when the world faced an unprecedented health crisis as employees across our regions worked remotely.

We took the opportunity to showcase our values regularly with employees through global town hall meetings, internal newsletters, regional updates and more. Our senior leaders were encouraged to continue talking about the company's values in their weekly, biweekly or monthly communications depending on the region. APCO's values were also implemented during new hire onboarding through our annual Global Academy sessions to foster the APCO employee experience and encourage our values live on with colleagues as they join our teams remotely. Throughout this virtual environment, we continued to highlight APCO's values in all our established communication channels, further developing our global culture and fostering an inclusive community in the organization.

We also include 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 (referred to previously in this report). 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.

In the last year, with much of the workforce working remotely, APCO employees have showcased these values through opening global town halls for even more dialogue between all levels of colleagues. These pivoted from being focused on c-suite messaging to talking about employee experiences and how they have been giving back to the community during the lockdown. We wanted to cultivate and foster an inclusive nature and build global relationships at a time where people could not travel. We emphasized our values and reminded everyone about the team culture at APCO even when working remotely. We also shared regular updates on what each team in the company is doing in order to build empathy for what each office is experiencing independently. And, when external societal issues came to the forefront, we facilitated internal conversations for employees to share personal stories and experiences so others could listen, better understand and create empathy to what their colleagues were experiencing.

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 and European leaders participated in unconscious bias training in the past year and we incorporated the STAR method into the interview process. This approach ensures consistent and unbiased evaluation of candidates and offers candidates an opportunity to highlight their transferable skills. 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 and 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. In North America, starting in fall 2020, all new employees also sign an Inclusivity Contract that acknowledges that employees have the power to significantly contribute to making our APCO commu-

nity more diverse, inclusive and equitable for all. In Europe, employees sign an inclusivity pledge. 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. 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 their 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. A report is prepared annually for the company's Global Leadership Team on usage of this tool.



PRINCIPLE 3

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

PRINCIPLE 4

The elimination of all forms of forced and compulsory labor

PRINCIPLE 5

The effective abolition of child labor

PRINCIPLE 6

The elimination of discrimination in respect of employment and occupation

APCO'S POLICIES AND GOALS

Labor Principles

APCO adheres to the employment laws in each of the countries in which it operates to ensure that individuals meet country and local employment eligibility standards, such as regulations governing age, among other things. Furthermore, APCO's equal opportunity policy provides the framework for nondiscriminatory actions affecting labor. APCO does not prevent employees from joining trade unions. Its approach to human resources is to foster and maintain an open and transparent work environment to address any issues raised by employees in accordance with applicable law and with its values and policies.

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

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 DEI Council in the STAR method and plans to roll out training for additional employees throughout 2021.

Diversity

APCO implemented a 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. 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 DEI with the formation of a DEI 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. APCO's European offices established its own D&I Council and have hosted panels and webinars with guest speakers on a variety of topics and published a regular newsletter. Additionally in 2020, APCO's North America region established Accelerate What's Right, a dedicated effort to advance racial equity and justice within our company, client initiatives and society.

In 2019, 2020 and the first quarters of 2021 our North America DEI 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 the 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.

- Established Accelerate What's Right, a dedicated effort to advance racial equity and justice within our company, client initiatives and society. Accelerate What's Right involves: 1) proactive employee learning and understanding of systemic racism's widespread impact; 2) local community collaborations; 3) equity in our own talent recruitment practices; and 4) convening of change-makers, along with our clients, to advance tangible solutions.
- Hosted speakers through Accelerate What's Right such as Mellody Jobson, President and CEO of Ariel Investments; Derrick Johnson, NAACP President and CEO; Pete Buttigieg, U.S. Secretary of Transportation; The George Floyd Memorial Foundation; and Abby Phillip, CNN journalist and Political Correspondent.
- Established a D&I Council across APCO's European offices.
- Held in-depth webinars and guest speakers on topics such as Systemic Racism and Understanding the LGBTQ+ Community in Europe hosted by the EU DEI Council.
- Created the [APCO DEI Outlook](#), an overview of APCO's DEI approach to advancing diversity, equity and inclusion in the near- and long-term, that focuses on the intentional, measurable vision we've developed to forge real change in how we operate as a business, interact with our people and clients, and collaborate with leaders in the broader environment.
- 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.
- Created and hosted a region-wide signing of the [Inclusivity Accord](#), which gave U.S. employees 10 clear commitments to help them make

consciously inclusive decisions, and to recognize their power as APCO employees to significantly contribute to making the APCO community more diverse, inclusive and equitable for all. The Inclusivity Accord is signed by every new hire at APCO as a part of the onboarding process.

- Established four employee resource groups (ERGs) in North America to advance engagement and discussions on facets of identity within APCO (Parents, LGBTQ+, Women in Leadership, LatinAPCO). We hope to launch additional ERGs in the coming months.
- Launched an Inclusivity Survey to gauge employees' sense of belonging and level of confidence in our DEI efforts. This is now an annual survey distributed to APCO's North American employees.
- Established diversity conversations and working groups in APCO's Asia offices.
- 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, educational events in 2021, and are planning more activities in 2021.

- Developed a robust program of APCO-tailored workshops to cultivate a 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.

Europe D&I Council

APCO's management and colleagues take great pride in speaking up, having direct conversations and leading discussions about inclusion, equity, diversity and social justice internally, in our industry and with our clients. In addition to the above, our efforts have included establishing a D&I Council in Europe and several initiatives involving four main areas: recruitment, employee retention, client work, community outreach and education and advocacy.

In March 2021, we launched our first Black Heritage Recruitment program in London, a 6-month program for those from a black heritage background. This was based on the knowledge that our offices in Europe are not representative of the communities we operate in, and on the PRCA's 2020 census which showed that our industry is only 3 percent Black (made up of 1 percent Black Caribbean, 1 percent Black British and 1 percent other Black background). We have also made improvements to the way that we recruit; introducing STAR-method/behavioral interviewing which ensures that all candidates interviewing for a given role are asked the same set of STAR-method questions, ensuring that everyone interviewing with APCO is given the same chance to showcase their skills and experience. We are also mid-way

through a pilot of removing CVs for all entry-level positions across Europe, instead asking candidates to apply for a role by responding in writing to four STAR-method questions. Candidates are assigned a candidate number, and their application form is reviewed by a panel without the panel knowing anything about a candidate at all as the forms are completely anonymous. We will be introducing this for all entry-level roles in Europe in the coming months.

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 workspaces 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. Ergonomic workstations 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. During the pandemic we worked with our employees to ensure that they have the necessary equipment and resources to perform safely at home.

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 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 2020 B20 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. APCO colleagues actively participate in the work of the 2021 B20 task force on Employment & Education focused on reshaping the future of work and education.

Colleagues, including the leadership of the Gender Practice, participated in the Special Initiative on

Women's Empowerment. The Special Initiative seeks to foster the empowerment of women, and to encourage gender diversity in all economic and social sectors.

Other senior APCO colleagues provided insights and recommendations to the 2020 B20 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.

Gilead Step-Up Challenge (SDG 3)



Southeast Asia

In 2020, the COVID-19 pandemic resulted in the most rapid transformation of the workplace. With employees working virtually, human interactions diminished significantly. Through an internal survey, Gilad found that 70 percent of its employees found their emotional and mental wellbeing affected due to lack of interaction and 50 percent find it challenging to keep up with their physical wellbeing due to lack of exercise and increased sedentary lifestyle. It became apparent that there was a need to identify ways to engage employees that can help ease the feelings of isolation and loneliness. At the same time, there was also a need to foster a sense of unity and collaboration while maintaining social distance. In addition, Gilead's annual volunteering activities had to be put on hold in order to comply with social distance measures across its five markets in Asia, including Hong Kong, Korea, Malaysia, Singapore and Taiwan.

Gilead and APCO worked together to create the Gilead Step Up Challenge, a virtual race among employees across Hong Kong, Singapore, South Korea and Taiwan—in a bid to raise funds for charities of their choice while giving employees the opportunity to connect and have fun. The campaign

achieved almost 100 percent engagement with 204 employees participating, it raised US \$28,000 to be donated to four charities in the region and employees took 43,984,536 total steps. Employees found a good reason to exercise, get out of their homes and reconnect with their communities and nature despite the tough times.

We Mean Business (SDGs 13,17)



North America

We Mean Business is a global non-profit coalition that works with the world's most influential businesses to take action on climate change. APCO Impact partnered with the coalition to gather stakeholder perspectives from staff, members, and donors to foster alignment around the organization's future. APCO Impact identified best practices across analogous coalitions of a similar size and remit to help We Mean Business ensure its structure and operating principles could meet the demands of today's sustainability landscape. Finally, APCO Impact identified new strategic opportunities, mapped operational implications and developed a framework to better engage board members and build deeper partnerships with major philanthropic donors. APCO's support helped We Mean Business define its 5-year goals and objectives. We also identified opportunities for We Mean Business to position itself within the climate community to achieve maximal impact, while at the same time attracting funding to further support its operations.

Health and Safety

In 2020 and Q1 2021, there were no serious incidences or work-related injuries.



Diversity and Nondiscrimination

32.8 percent 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, re-using 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 concluded the RFP phase for travel management companies and selected Egencia as our global travel management company and will be starting the implementation in the coming months. One of the selection criteria included the ability to provide us with company-level reporting related to APCO's carbon footprint, so we have greater visibility and hence are 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 lighting 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, particularly 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 from 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 2020 and early 2021 included:

California Nevada Cement Association (SDGs 11,12,13,17)



Chicago

APCO supports the California Nevada Cement Association (CNCA) in shifting the sustainability narrative around cement in California and highlighting the important economic role this industry plays in the state. The environmental impact of cement manufacturing in California is often misrepresented with critics pointing to global emissions data rather than state emissions data. APCO developed a communications program that amplified the messaging and work already underway at CNCA, focusing on elevating their online presence and priming the landscape for the launch of CNCA's Carbon Neutrality Roadmap.

Through the development of social media posts and creative visuals, APCO partners with CNCA to take the following steps:

- Position the industry as proactive and innovative in its efforts to reduce GHG, emphasizing that cement producers in California are already on the cutting edge and have made impressive strides and are committed to further progress.

- Take control of the environmental narrative and right-size the understanding of cement production contribution to CO2 in California.
- Emphasize that cement and concrete are vital to protecting the state from ravages of climate change—no other material is as resilient against the forces of nature.
- Highlight the importance of maintaining production in California.

Through these efforts, CNCA has established a consistent online presence and has begun cultivating an engaged following that is receptive to sustainability messages and a source of additional amplification for announcements around their roadmap.

Facebook Climate Science Information Center (SDGs 11,13,17)



Germany

In September 2020, APCO's Germany office supported Facebook with the launch of its new Climate Science Information Center to connect people to factual and up-to-date climate information provided by the leading global and local climate research institutions. One of the biggest lessons learned from the COVID-19 pandemic is how powerful a force such as Facebook can be for connecting people to accurate, expert advice and information during a global crisis. Facebook therefore implemented a similar approach to the climate crisis. In addition to the launch of the Climate Science Information Center, Facebook also announced an ambitious goal to reach net zero emissions for the entire value chain in 2030. APCO's Germany office guided all the communications activities around the launch that resulted in top-tier national coverage, including a radio feature program produced in-house that reached an audience of more than 1.1 million listeners.

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



London, Chicago

In 2020, APCO worked with the Global Cement and Concrete Association (GCCA) to launch its Climate Ambition, aimed at producing carbon neutral concrete by 2050. Cement and concrete account for around 8 percent of global carbon emissions. In order to reduce the impact of this essential construction material, collaboration and innovation will be crucial.

APCO supported GCCA with a virtual launch event, media relations and digital media work to ensure that the announcement of their ambition to achieve carbon neutral concrete by 2050 reached as wide an audience as possible.

APCO devised a communications campaign for the launch to engage with key global media and stakeholders as well as publicly launch digital content across the GCCA website and other assets. The campaign included securing interviews for GCCA CEO Dinah McLeod in broadcast and print media outlets in the UK and Latin America with over 450 pieces of coverage in total.

Humane Society International (SDGs 15,16,17)



Tokyo

Humane Society International (HSI) is a leading global non-profit advocating for animal welfare and the protection of wildlife. After the market closure of China in 2016, Japan has been the largest remaining legal market for elephant ivory in the world. In 2020, despite inaction by the national government, Tokyo's Governor Koike took a strong leadership role in setting up an advisory committee

to consider this issue before the Olympics. APCO was tasked to monitor and influence the direction of this committee, as well as ensuring that the Tokyo Metropolitan Government's actions would follow its recommendations. We built relationships with partners on the ground, including local NGOs and the U.S. Embassy to exchange ideas and strategize as the expert committee progressed. While some of our partners directly reached out to the committee members, APCO leveraged its connection with the Tokyo Assembly members. We successfully had a member of the ruling party ask questions and urge actions to the head of the Policy Planning Bureau in a public hearing. Despite the promising start, the urgency of this issue was getting lost when the decision was made to scale down the 2020 Games. In order to gain momentum back, APCO has engaged both local and international journalists, feeding them with a variety of angles related to the issue. Finally, understanding Governor Koike's strong motivation to be recognized as an international leader, APCO has reached out to its global network to involve prominent international policy makers who are passionate about elephant conservation. APCO's Japan office is also working with Secretary Hilary Clinton's foundation to address a personal letter to Governor Koike asking for the market closure.

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



Beijing, Brussels, Korea, Mumbai, New Delhi, Tokyo, Washington, D.C.

APCO works with the International Copper Association (ICA), the voice of the copper industry, to help communicate the ways in which the copper industry facilitates a more renewable, energy efficient and connected world. With a focus on raising awareness of the positive impact of the copper industry among policy stakeholders and influencers in Brussels, Washington, D.C., and Beijing, APCO is

currently leading several integrated, creative, media and digital campaigns for ICA. These include:

#CircularCopper: A campaign focused on raising awareness of the circular nature of copper—as an infinitely recyclable material—as well as the multiple ways in which ICA members are investing in circular business practices through innovative processes like urban mining and recycling initiatives.

Infrastructure Reimagined: Seizing on the ambiguity which exists around the word infrastructure, the “Infrastructure Reimagined” campaign is focused on fostering an inclusive, human-centered conversation around climate-friendly infrastructure and the role copper will play in making it a reality. As part of this, we launched an expert interview series featuring video interviews from senior officials at the International Energy Agency (IEA), The Climate Group, MIT Senseable City Lab, the United States Congress, and others, to drive support for infrastructure investments that align with climate targets.

Antimicrobial Copper: APCO has provided public affairs strategy and communications support to the copper industry in Asia, with a focus on raising awareness of the role which copper alloys provide for long-term effectiveness against viruses, including SARS-CoV-2, the virus that causes COVID-19. As part of this, we have developed partnerships with universities and influencers—including an Olympic medallist, Seung Hi Park—to demonstrate the important role copper plays in public health.

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



London

APCO's client, the International Council on Metals and Mining (ICMM), works with its members, 28 major mining companies, to ensure that the mining

industry is working to support and achieve the UN SDGs. APCO supports ICMM with a fully integrated global communications program to report on this commitment and the progress being made to media, stakeholders and NGOs.

Working with ICMM, APCO helps the industry 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, and supporting resilient communities.

Since May 2019, APCO has helped ICMM to communicate both in traditional and digital media, securing regular coverage in the Financial Times, Reuters, BBC, and the Wall Street Journal on responsible mining and the SDGs. APCO has also helped ICMM to significantly grow their audiences on social channels and organize and promote virtual panel discussions and events.

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



Chicago

APCO works with the Portland Cement Association (PCA) to tell the positive story around cement and concrete, industry efforts to reduce emissions and how the industry is a leader in creating a more sustainable and resilient future. Additionally, APCO is supporting PCA in generating awareness and understanding of their commitment to develop a roadmap for cement producers in the United States (PCA member companies) to achieve carbon neutrality across the concrete value chain.

Concrete made with cement is the most consumed man-made material in the world and is 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 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, maintaining and updating the campaign website, proactive media relations with reporters covering topics related to sustainability, and the development of creative and engaging digital graphics and videos for use on social media and at events. Through these efforts, APCO has secured positive top-tier and industry media placements for PCA experts to discuss industry sustainability efforts and create a presence on social media.

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's efforts 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.



Roundtable on Sustainable Palm Oil

(SDGs 8,12,13)



Southeast Asia

Palm oil is one of the most widely used vegetable oils, found in close to 50 percent of packaged products on supermarket shelves. Yet it continues to be a major driver of deforestation, destroying wildlife habitats and releasing greenhouse gases into the atmosphere. The Roundtable on Sustainable Palm Oil (RSPO) strives to address these problems by setting global standards for the production of palm oil, and engaging stakeholders across the supply chain to increase the use of certified sustainable palm oil (CSPO).

APCO's team in Southeast Asia supported the RSPO with its mission through a global 360-communications program. We developed key messages for a range of target audiences—from financial institutions to NGOs to conscious consumers—to educate them on the rigorous environmental and social criteria with which companies must comply in order to produce CSPO. We developed opinion pieces and secured interviews for RSPO spokespeople to help change the narrative and challenge the boycott messaging. We also launched an educational campaign to raise awareness of the efforts by the RSPO to prevent transboundary haze. This included a webinar, video, social media assets and members' toolkit.

This work continues to engage multiple stakeholders to accelerate market transformation and make sustainable palm oil the norm.

SP Group (SDGs 7,11)



Southeast Asia

APCO has been working closely with SP Group, a leading utilities group in Asia Pacific, to shine a light on the impactful work of its organization to enable a low carbon, smart energy future for its customers. Working with the Centre of Liveable Cities under the Ministry of National Development, we built awareness on Tengah, Singapore's most ambitious smart and sustainable town to date, by successfully placing an op-ed in The Straits Times—the most widely-read newspaper in Singapore. This solidified SP Group's position beyond a traditional utilities service, as a leader in sustainable energy solutions including cooling and heating systems for business districts and residential townships and green digital energy management tools for customers in Singapore and the region.

The Nature Conservancy (SDGs 11,13,15)



India

The Nature Conservancy (TNC), a global environmental organization approached APCO to address the issue of stubble burning, which contributes more than 40 percent to the air pollution in North India between October to December every year.

APCO's team in team conducted extensive research to understand the problem and advised TNC India to address the issue through educating the farmer community about the perils of stubble burning and encouraging them to adopt the latest agricultural technologies. Our approach includes creating a series of short videos to educate farmers and encourage them to use the Happy Seeder machine, a conservation agricultural technology which

has been identified by the National Academy of Agricultural Sciences (NAAS) and the Government of India as one of the most cost-effective, innovative and scalable solutions to manage farm residue on-site.

To achieve this, APCO conceptualized, scripted and created a series of educational videos highlighting the superior performance and economics of the Happy Seeder machine. The videos were shot at resource-constrained villages with little connectivity and poor infrastructure amid the COVID-19 pandemic. The videos featured prominent farmers educating the community about the benefits of Happy Seeder and busting the myth around its use. In parallel, APCO and TNC were able to change perceptions and increase acceptance of Happy Seeder through a series of editorial articles and video films to sensitize the media and other stakeholders on this issue.

TIER (SDGs 11,13,17)



Tel Aviv

APCO's Tel Aviv team is advising Germany-based e-scooter and e-bike rental micromobility firm TIER regarding market entry prospects in Israel, in which their positioning is based on a commitment to promoting sustainability and clean transportation through sustainability. With APCO's guidance and logistical support, TIER intends to engage municipal stakeholders in more than six dozen Israeli cities and promote micromobility as a means for responsible urban transportation and reduced carbon emissions.

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 globe.

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 disciplinary actions up to and including 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 sits on the World Economic Forum's [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 and 2021 on the [B20 Taskforce on Integrity and Compliance](#), contributing to the recommendations submitted to the G20 on Integrity and Compliance Agenda.

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 conditions 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 was proud to contribute to the development of the Statement from Business Leaders on Renewed Global Cooperation that anchors good governance as a foundation of good business. APCO's Chair, Margery Kraus, provided insights on the importance of enhanced global governance and the role business has to play in supporting enhanced global governance. She was a panelist at the launch of the statement at Uniting Business LIVE during the 75th session of the UN General Assembly.

The statement endorsed by CEOs states: "We, the business peoples, recognize that peace, justice and strong institutions are beneficial to the long-term viability of our organizations and are foundational for upholding the Ten Principles of the UN Global Compact and achieving the Sustainable Development Goals (SDGs). Now is our opportunity to learn from our collective experiences to realign behind the mission of the UN and steer our world onto a more equitable, inclusive and sustainable path. We are in this together—and we are united in the business of a better world."

APCO AT THE UN GENERAL ASSEMBLY

As part of its commitment to multilateralism, APCO was an active participant during the 75th session of the UN General Assembly (UNGA 75). As the COVID-19 pandemic forced the gathering to go global, APCO deployed its experience in virtual gatherings to ensure that this annual moment on the international calendar remained an opportunity for diverse stakeholders across government, the private sector, civil society, media and academia to engage on pressing issues.

Bringing together a virtual 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 and innovation, food security, sustainability, youth and much more.



Moving Forward

As APCO continues 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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