

Edelman

# Citizenship in Action

Building inclusive and sustainable communities



# Contents

03	Introduction
04	Letter from Richard
05	Letter from John
06	FY21 Highlights
07	Progress Against Goals 2019
09	Roadmap to 2030
10	Our People
22	Our Clients
35	Our Communities
50	Our World
62	Looking Ahead
64	About this Report



# Introduction

The brutal pandemic of the past two years, coupled with the deep recession, continuing racial injustice, and climate change, generated extraordinary challenges around the globe. These events sparked our resolve to demonstrate action through citizenship as a company – through our colleagues, clients, and culture – and to work toward building inclusive and sustainable communities. This report strives to communicate our efforts and our goals ahead.

# A Letter from Richard



**Richard Edelman**  
CEO

Edelman has been a participant in the United Nations Global Compact since March 2001. I am proud to pledge Edelman's continued support for the Global Compact and its goals.

We've learned unequivocally from crisis that trust building is essential for all institutions. In fact, trust drives growth. We're not simply alluding to financial prosperity. Trust propels our ability to enhance integrity, reliability, decency, and citizenship across all stakeholders and around the world.

Trust has been an integral part of our culture since my father, Dan Edelman, established the agency 69 years ago. We are the house of trust. For 21 years, we've conducted our global [Edelman Trust Barometer](#) that assesses faith in key societal institutions – business, government, media, and NGOs. Throughout the recent turbulence, we have tracked the pulse of trust with 15 special reports that have examined the impact on trust from COVID-19, political instability, systemic racism, voting rights, activist employees, and more.

Our findings signal a trust ecosystem failing to adequately confront critical societal issues that splinter us. Between May 2020 and this January, trust levels declined dramatically for all institutions, especially government. However, for the first time, business has become the most trusted institution and is now the only institution viewed as both competent and ethical, with survey respondents trusting “my employer” the most. In fact, “my employer” is actually 10 points ahead of business, indicating that trust is local. Further, most survey respondents believe CEOs must lead on societal issues and step in when governments don't fix societal problems.

It's through our trust insights that we advise and partner with clients on work that drives real change in society. From the more than 400 client engagements focused on addressing systemic racism and the fight for racial justice to the clients we've advised through the pandemic, voting rights, and more – our mandate is to use trust to build a better world.

## **We recognize that to deliver that impact, we must start from within.**

- We continue to advance our diversity, equity, and inclusion (DEI) commitments with actions, such as our first-ever global Week of Belonging that educated and enlisted the entire Edelman team in our DEI efforts.
- We have furthered our own commitment to better manage our carbon footprint.
- Edelman leaders in every region continue to focus on the well-being of our employees during the pandemic. Among other initiatives, every region has a mental health champion assisting colleagues, many of whom remain remote.
- We continued to help employees and their families get vaccinated in India where

vaccinations were still low. Our teams around the Edelman network have volunteered thousands of hours to help their communities during this time.

- Edelman has taken the decision to mandate vaccination for all U.S. employees and strongly recommends vaccination in all other markets as a condition for return to workplace.

The pandemic has put a spotlight on the things we value most. People are more interested in the “We” than the “Me.” They care increasingly about the big issues facing society and expect brands and corporations to speak up and step up. As horrible as the pandemic has been, nearly two-thirds of survey respondents believe that it will lead to valuable innovations and improvements. Our job is to take that hope and use it to propel us forward to create changes for the better in how we live, work, and treat each other.

**Richard Edelman**



# A Letter from John



**John Edelman**  
Managing Director,  
Global Engagement and  
Corporate Responsibility

Edelman's decision in 2010 to begin a formal Global Citizenship program and our subsequent journey paid clear and decisive dividends the past two years as four tectonic shifts – the COVID-19 pandemic, the economic recession, climate change, and racial inequity – erupted worldwide.

Our steady, incremental progress on Citizenship's central environmental, societal, and governance (ESG) factors empowered us to weather these disruptive storms. It helped generate a resilience and reputational foundation that enabled us to make further advances in FY20 and FY21 and set new ambitious objectives.

Specific actions we took before or early in the COVID-19 pandemic helped us since then to advance our citizenship objectives. Highlights include:

- Achieving a 16.9% rate of spending with diverse suppliers in priority categories in the U.S. pre-COVID, significantly above the 10% goal set in FY19.
- Committing to setting an emissions reduction target aligned with the Science Based Targets initiative Business Ambition for 1.5°, which builds on our previous goal to reduce greenhouse gas emissions by 15% by 2025.
- Increasing the ratio of ethnically and racially diverse employees in our U.S.

markets to 30%, up from 22% in FY19 and achieving our goal of 30% by FY22.

- Delivering 78% of our pro bono projects against five priority Sustainable Development Goals selected by employees – reduced inequalities, climate action, health and well-being, gender equality, and quality education – which has focused our efforts in light of the tectonic shifts discussed above.
- Providing unconscious bias training to the leaders of our 300 largest clients, which led to offering such training throughout our global operations.
- Participating in the NSF/ANSI 391.1 pilot program, the first-ever points-based sustainability and social impact standard for the professional services sector.

These illuminate how core Global Citizenship has become to our mission, as underscored by the agency value we added in 2019: the commitment to positively impact society. We now embed citizenship into everything we do.

It is vital that we do so. Eighty-one percent of our employees state that our firm's commitment to citizenship was an important factor in choosing to work at Edelman, our FY21 employee survey found. Plus, 84% of our employees who work directly with clients report they find value in the agency's citizenship initiatives.

For me, the citizenship lesson of the past two tumultuous years is clear: Every organization must have a CSR framework in place. Otherwise, it stands little, if any, chance for future success. We look forward to continuing our journey to advance Citizenship in Action: Building Inclusive and Sustainable Communities.

**John Edelman**

# FY21 Highlights



## Our Clients

At the request of our clients, completed the EcoVadis assessment and received a Gold rating, placing Edelman among **the top 4% of evaluated companies**.

Achieved our **first “B” (Management Level) rating** on the CDP climate change assessment, a disclosure we complete at the behest of our clients.

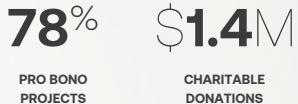
More than **400 client activations** around racial justice.



## Our Communities

Aligned **78% of pro bono projects** to our priority Sustainable Development Goals.

Surpassed **\$1.4 million in charitable donations** since the inception of the employee-centered Community Investment Grant program in 2011.



## Our People

Held our first-ever Global Week of Belonging and 2<sup>nd</sup> annual **Day of Understanding**.

Kicked off global **unconscious bias training**.

Instituted global **mental wellness policies**.

Recorded our highest **Citizenship Score** in five years of **7.99 on a 10-point scale**, just shy of our 8.00 goal.

Received **7.4 on our Peakon score**, a tool for measuring employee engagement, inclusion, and growth, which is an increase of 0.3 since we began measuring in 2019.



## Our World

Committed to set a **science-based target** in line with limiting global warming to 1.5 degrees Celsius above pre-industrial levels.

Sourced use of **100% renewable electricity** to cover all our electricity usage and associated **scope 2 carbon emissions**.

















Environment

Economic

# Progress Against Goals 2019

	Goals	Status	Update
1	<b>Carbon Footprint:</b> Edelman aims to realize a 10% reduction in scopes 1, 2, and 3 emissions by 2022 and a 15% reduction in scopes 1, 2, and 3 emissions by 2025.		Edelman's emissions dropped by 11% in FY19 and 30% in FY20 compared to FY12. While we achieved the 10% reduction goal prior to the pandemic, we will continue working on the 15% reduction goal as the reduced emissions largely reflected pandemic-related factors and do not accurately reflect Edelman's progress.
2	<b>Carbon Footprint:</b> Edelman seeks to source 100% renewable electricity where quality energy attribute certificates are available for all scope 2 emissions across all offices by 2022.		Edelman sourced 100% renewable electricity to cover all our electricity usage and associated scope 2 carbon emissions.
3	<b>Waste Management:</b> Edelman seeks to achieve a 50% waste diversion rate in hub offices by 2020 and all global offices by 2025 where allowable by building and municipality codes. In addition, Edelman commits to reviewing its <a href="#">environmental policy</a> annually.		Edelman achieved a 50% waste diversion rate in 44% of hub offices and 33% of all offices. Additionally, we now review our environmental policy annually.
4	<b>Business Practices:</b> Edelman seeks to align its business practices and citizenship program to the Sustainable Development Goals and present a 2030 strategy by 2022.		Edelman's "Roadmap to 2030" demonstrates our strategy to align business practices and citizenship programming to the Sustainable Development Goals. See page 9.
5	<b>Responsible Procurement:</b> Edelman is implementing a vendor management system that will streamline our procurement practices in FY20. In addition, we will review our <a href="#">sustainable procurement policies</a> annually.		Edelman implemented a vendor management system in 2020 for the U.S. and Canada. We are reevaluating how to approach procurement globally and will set more specific goals in the future. We are also on track to review and update our sustainable procurement policy annually.
6	<b>Responsible Procurement:</b> Edelman seeks to incorporate sustainability into the selection criteria for business partners in priority spending categories by 2022 in the U.S. and 2025 worldwide.		Edelman continues to build out our sustainable procurement program, and we hope to achieve this goal and more in the future by centralizing our procurement programs, analysis, and policies where possible.
7	<b>Responsible Procurement:</b> Edelman seeks to realize a 10% or more spend with diverse suppliers in priority categories in the U.S.		Edelman achieved this goal with a 16.9% spend in FY20.

# Progress Against Goals 2019 (cont.)

	Goals	Status	Update
8	<b>Learning &amp; Development: Edelman</b> We will develop a global CSR training module that addresses topics such as responsible procurement, sustainability, environmental issues, DEI, and the Sustainable Development Goals by 2020.		The Citizenship 101 module is available on Edelman Learning Institute for employees to view.
9	<b>Diversity, Equity &amp; Inclusion:</b> Edelman’s goal is that by 2020, women will hold at least 50% of local sector senior leadership positions (level 5+) globally.		Edelman achieved 50:50 gender parity globally at the senior leadership level in July 2020. As of Sept. 1, 2021, 53% of our global leadership were women and 57% of our U.S. leadership were women.
10	<b>Diversity, Equity &amp; Inclusion:</b> Edelman’s goal is to reach a racially/ethnically workplace diversity ratio of 30% in the U.S. by 2022.		Edelman achieved our 30% racial/ethnic workplace diversity goal as of Sept. 1, 2021 ahead of our 2022 projection.
11	<b>Pro Bono:</b> Edelman aims by 2020 to deliver 50% of its pro bono hours against the five priority Sustainable Development Goals identified by employees: Gender Equality, Quality Education, Climate Action, Reduced Inequalities, and Good Health and Well-being.		In FY21, Edelman delivered 78% of our pro bono projects against our priority Sustainable Development Goals and exceeded our goal.
12	<b>Health &amp; Well-being:</b> Edelman has launched Livewell, a wellness campaign that complements our workplace culture with programs, education, and support to encourage employees to balance their physical and mental health. By 2020, Edelman hopes this initiative will improve our Peakon survey tool’s well-being engagement measure by 0.5 points.		Edelman has established a core Livewell team to drive programming and awareness around employee well-being. Programming includes various wellness policies, a global partnership with the leading well-being app Calm, expanded EAP services through ComPsych, and more. Edelman uses Peakon to measure our well-being engagement, and our current score is 7.1. Intentional well-being is a focus in our strategy planning for our future of work. We have adjusted our FY19 goal to achieve a 10% uplift in wellbeing Peakon results by 2025.



# Updated Goals: Roadmap to 2030

2030

Deliver 50% of pro bono projects against the priority Sustainable Development Goals identified by Edelman employees by 2024. The priority Sustainable Development goals identified by employees are Quality Education, Good Health and Well-Being, Gender Equality, Reduced Inequalities, and Climate Action.

**11 SUSTAINABLE CITIES AND COMMUNITIES**

**10 REDUCED INEQUALITIES**

**3 GOOD HEALTH AND WELL-BEING**

**4 QUALITY EDUCATION**

**13 CLIMATE ACTION**

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

**5 GENDER EQUALITY**

**17 PARTNERSHIPS FOR THE GOALS**

- Set a net-zero target in line with the Science Based Targets initiative Business Ambition for 1.5° Celsius.
- Reduce scopes 1, 2, and 3 emissions by 15% by 2025.

- Incorporate sustainability into the selection criteria for business partners in priority spending categories by 2022 in the U.S. and 2025 in offices worldwide.
- Achieve at least 15% spend with diverse suppliers in the U.S. by the end of 2024.
- Determine our global waste footprint, including total amount and diversion rate, by working with regional and local leads to conduct waste audits across our network to help us set goals for reducing and achieve a 50% diversion rate by 2025.
- Eliminate single-use non-PET plastics from all offices by the end of 2024.

- Endeavor to increase racial and ethnic workforce diversity in the U.S. (beyond the achieved 30% commitment).
- Implement the Unconscious Bias training across the network as a mandatory training.
- Explore aligning executive pay and bonuses to the achievement of DEI goals/KPIs by 2023.
- Endeavor to increase racial and ethnic workforce diversity within in senior leadership by 2024.

Endeavor to maintain at least 50 percent representation of women in global leadership roles.

- Deliver 50% of pro bono projects against the priority Sustainable Development Goals identified by Edelman employees by 2024. The priority Sustainable Development goals identified by employees are Quality Education, Good Health and Well-Being, Gender Equality, Reduced Inequalities, and Climate Action.
- Align Edelman business practices and citizenship programs to the Sustainable Development Goals and present a 2030 strategy by 2022.

## ADDITIONAL SUSTAINABLE DEVELOPMENT GOALS

<b>1 NO POVERTY</b> 	<b>2 ZERO HUNGER</b> 	<b>6 CLEAN WATER AND SANITATION</b> 
<b>7 AFFORDABLE AND CLEAN ENERGY</b> 	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	<b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> 
<b>14 LIFE BELOW WATER</b> 	<b>15 LIFE ON LAND</b> 	<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> 

2021



# Our People





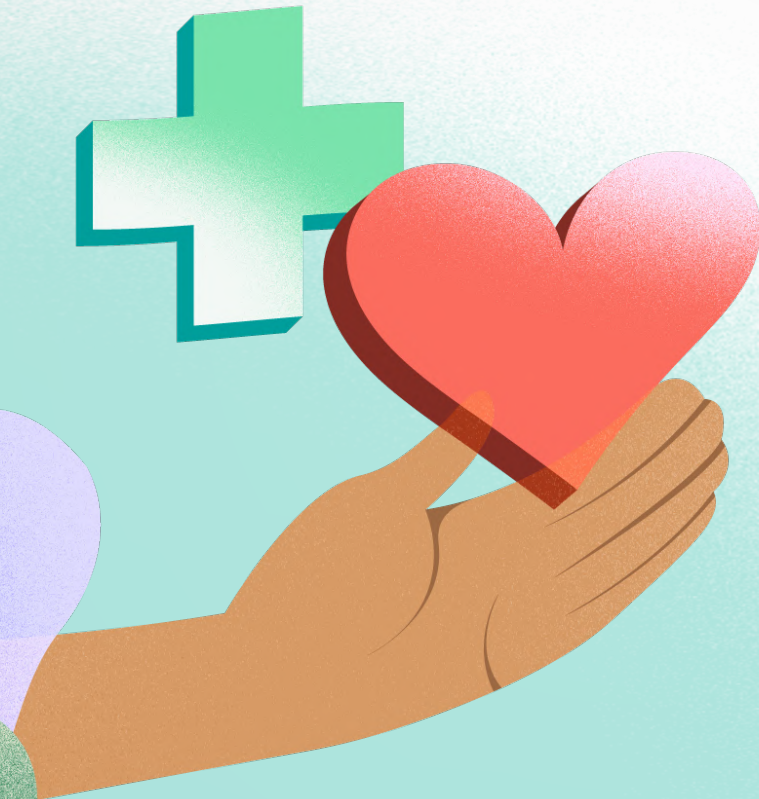
During these challenging past two years, we focused on ensuring our employees' safety and well-being and nurturing an environment where everyone feels welcomed and valued. We enhanced our efforts to attract, develop, and retain the best talent through strengthened learning and development programs. We sought to underscore that our people are our primary center of attention for social responsibility.

# Our People Introduction





# Focusing on Safety & Health



The safety, health, and overall well-being of our more than **5,500** employees and their families have been our top priority throughout the pandemic. Our 200-member global HR team served as employee advocates, confidantes, problem solvers, grief counselors, and innovators as the agency quickly pivoted our more than 60 offices to working remotely and delivering remote learning and development. A virtual self-care program launched during the early days of the pandemic drew 4,000 employees sharing their wellness moments. We have an over **70%** engagement rate of users who have signed up to the well-being and meditation app, Calm. Online internal programs have offered colleagues parental support, free resources, exercise classes,



children's storytelling, and art classes, as well as forums for parents and even aspiring chefs. The result: **74%** of employees say Edelman's culture promotes health and well-being, and **88%** say that it's key factor in choosing to work at Edelman.

**5,000+**  
employees  
priority

**70%**  
engagement  
rate

**74%**  
promotes  
health

**88%**  
key  
factor



# Health & Well-Being

Edelman Focuses on Employee Mental Health

Mental health has always been an important topic at Edelman, starting with our founders, Dan and Ruth Edelman. Living with Bipolar disorder, Ruth dedicated much of her life to raising funds for mental health awareness and helped to dispel the misperceptions and stigmas often associated with it. Dan valued the importance of well-being and exercise, citing “Stay Healthy” as the fourth of his celebrated 10 Principles for Success.

Under our Livewell employee well-being program, our intentional approach to a healthy lifestyle focuses on promoting mental and physical wellness. In FY21, Edelman adopted a Global Mental Health Policy that recognizes and supports the needs of many of our colleagues. The policy promotes an open and inclusive culture

around mental health, provides tools and resources to support employees’ mental health and encourages conversations about it, and commits Edelman to surveying employee well-being and mental health through biannual Peakon surveys to assess further areas of support.

Mental health resources include Calm, an app that helps with relaxation and sleep, and our employee assistance program through partner ComPsych, which provides confidential and free services. A Livewell Workplace group has formed within our Workplace by Facebook communications platform, and we promote

ongoing dialogue through Meditation Mondays, Well-being Wednesdays, a “How I Livewell” spotlight series, and Livewell global well-being.

Edelman introduced the Blue Zone in the United States to encourage no internal meetings between 1 p.m. and 3 p.m. local time and reinstated a global Dusk to Dawn Policy that encourages employees to refrain from sending non-urgent emails between 8 p.m. and 8 a.m. in their time zone, on weekends, and during paid time off. Edelman also provided employees an additional 80 hours in Emergency Paid Sick Leave for COVID-related absences.

Livewell Links

Claudio Aquino  
Brazil

Claudia Glass  
Chicago

Julie Pawelek  
Chicago

Jaime Sahen  
Singapore

Lauren Grella  
Washington D.C.

Ava Shafman  
Canada

Marie-Claire Barker  
New York

Christine Guerrero  
New York

Taryn Solomon  
Atlanta

Regina Carapeto  
Sao Paulo

Lara Haddetan  
Abu Dhabi

Colleen Stratton  
New York

Hannah Corkey  
Dublin

Nana Heecht  
Frankfurt

Kim Truong  
Canada

Van Davidson  
Vietnam

Steve Lavner  
New York

Tamara Wolf  
London

Paul Lesinski  
Portland

Matt Wolfe  
Chicago

## Well-Being Ambassadors Benefit Livewell

As part of our Livewell wellness commitment focusing on both the mental and physical health of our colleagues, we launched the Livewell Links program where employees were selected to fulfill the role of well-being ambassadors who help connect colleagues to well-being resources. As part of this program, nineteen employees were certified in Mental Health First Aid at Work, which provided them with the skills and training on how to guide colleagues who may need physical or mental wellness assistance.

Livewell launched in 2019 in response to employee feedback and seeks to improve our Peakon survey tool’s well-being engagement measure. Because of Livewell and other engagement initiatives, our overall Peakon score has improved by 0.3 points. Edelman is proud to report a global engagement score of 7.4, with our specific well-being score equating to 7.1. It is our goal to a target of a 10% uplift in this well-being score by 2025.

# A Focus on Edelman India



The COVID-19 pandemic hit India especially hard. Caseloads were high, resources were difficult to acquire, vaccines were scarce, and remote working was extremely difficult for many.

Considering the particularly arduous year, Edelman India focused on the mental well-being of our 300 India professionals. We introduced a four-day work week during May 2021 so employees could focus on their and their families’ well-being and have time to get vaccinated. We blocked time during the day for downtime and introduced required monthly planned self-care days and wellness leaves to manage burnout and stress. Reflecting the little paid-time-off taken during

the past year, employees can carry forward all their earned vacation time through December 2021.

We also expanded health coverage to apply to all COVID-related expenses and provided a token financial incentive for employees and three of their family members to receive a vaccine. We partnered with external virus-related services to provide a credible single point of contact for employees and their families to meet most COVID-related needs, including medicines, doctor-on-call services, and hospital beds. Neighboring Asia Pacific region offices helped secure oxygen concentrators for employees and their families to use, and a Daniel J. Edelman Family Foundation donation to the nonprofit Pratham USA secured 3,000 concentrators.





# Diversity, Equity & Inclusion

Building Trust, Driving Change & Evolving Culture

Over the last two years, we accelerated our global actions to advance and transform diversity, equity, and inclusion at Edelman to make meaningful differences in our work with employees, clients, and communities. Our activities support our vision to create an equitable, impactful, respectful and culturally-curious workplace that drives innovative thinking, cultivates diverse ideas, and promotes true collaboration among our employees and our partners.

## Some highlights include:

In May 2021, we held our first Global Week of Belonging, which was a weeklong celebration dedicated to educate, engage and enlist



colleagues around the globe in and around Edelman's DEI efforts and ongoing work. The week was full of learning, dialogue and recommitment to creating a sense of belonging and inclusion for each employee.

We launched our first global unconscious bias training program to educate employees about bias, how it impacts us all and how to address our individual biases.

We started the global expansion of our Employee Network Groups (ENGs) to include Edelman Vibrant for Black, Indigenous, and People of Color colleagues in Canada; extended Griot into EMEA, as well as Forward into Canada; and began planning to add two other ENGs – focused on people with disabilities and another on interfaith.

As part of our commitment to diversify our industry, we formed partnerships with several universities that serve diverse student populations to host virtual educator summits.

During these summits, Edelman leaders shared case studies featuring exceptional client work, participated in employee panels to share what educators can do to prepare their students for entering the industry and hosted two networking events. Nearly 100 faculty members from 25 Historically Black Colleges and Universities (HBCUs) attended our first summit in September 2020, and 61 faculty members from Hispanic Serving Institutions (HSIs) and colleges participated in our second summit in March 2021.

After George Floyd's murder in 2020, Edelman also established a social and racial justice task force charged with helping clients navigate communications around racial inequities and demonstrate genuine commitment to DEI to employees and other stakeholders, including in their digital and social media communications. To date, this task force has counseled more than 400 clients on driving racial justice and DEI within their organizations and beyond.

## ASPIRE Mentorship Program

The Aspire mentorship program was formed and piloted in the U.S. in 2019 as a mechanism to drive continued professional development and retention of top mid-level diverse talent—which is key to our organization's success.

In partnership with HR leaders and client leads, participants were selected to join a one-year formal mentoring partnership to ensure their continued growth and development within the firm.

Participants in the pilot cohort referred to the program as “having a lifelong impact on their lives in and outside Edelman.” Notable success included increased organizational visibility with other senior leadership leading to career growth opportunities within the firm, boosted confidence and support to lean in and manage up, and knowledge sharing for improved strategic thinking around projects and experiences.

Mentors in the program described it as dual learning experience where they could walkaway learning just as much as they shared, and a moment to create bonds that will last a lifetime.



# Diversity, Equity, & Inclusion (cont.)

## 2021 Week of Belonging

Our first Global Week of Belonging, held May 10-14, 2021, comprised an array of virtual activities – regional and global – to help in building trust and evolving culture.

### Day 1

A town hall kicked off the week with CEO Richard Edelman and Global Chief DEI Officer Trisch Smith sharing the agency's global DEI vision and strategy and answering employee questions.

### Day 2

Featured guest speakers, including Jane Elliott, internationally known educator, lecturer and diversity trainer, and David Johns, executive director of the National Black Justice Coalition (NBJC) which works to end homophobia and racism with opening remarks from Deb Elam, Daniel J. Edelman Holdings Inc. board member and former General Electric Global Chief Diversity Officer. During the discussion, speakers shared their perspectives on the inhibitors and drivers of creating and sustaining a culture of acceptance and belonging.

### Day 3

We previewed **Authentic 365**: a new podcast that takes a glimpse into how some of the most inspiring people express themselves and make "magic" happen. The first episode featured two –time New York Times Best Selling author, speaker, and truth teller Luvvie Ajayi Jones in conversation with Edelman's Dani Jackson about her new book, *Professional Troublemaker*, along with the fear—and borrowed courage—that powers her ongoing journey.

Day 3 also included regional DEI leadership hosting activities related to DEI and citizenship. In Canada, Boys & Girls Club of Canada youth discussed efforts to strengthen DEI at its clubs. The Edelman Colombia team hosted an interactive

discussion with other Latin American peers to better understand differences. U.S. employees held their 2nd annual Day of Service with local volunteer opportunities.

APAC leaders unveiled a new APAC DEI Council and held a panel conversation and discussion that highlighted EQUAL and GWEN employee network group programming. DEI has been made a core pillar of the EMEA Social Contract and the region held a Future Festival with guest speakers and breakout sessions for further dialogue. Among takeaways, employees praised the Week of Belonging and Edelman's commitment to and focus on fostering inclusion.

### Day 4 & 5

Edelman's global workforce gathered for our **2<sup>nd</sup> annual Global Day of Understanding** to have candid and meaningful conversations about diversity, equity and inclusion as we work to build an even stronger workplace where we are all respected, appreciated and can thrive. The discussions are intended for colleagues to understand diverse perspectives and experiences that will lead to greater awareness and understanding of others. Through the conversations, employees learned the importance of inclusion and belonging, how it manifests and how we can each work to be more inclusive in our day-to-day work.





# Employee Network Groups

## Building Community

Edelman's Employee Network Groups (ENGs) representing diverse groups enable our 5,500 global employees to share, learn and grow.

Through our networks, employees actively recognize and celebrate rich diverse cultures, perspectives and contributions. They also help to inform our client work and serve as a sounding board and resource.

The ENGs have helped many employees stay connected and support each other as we navigate through the COVID-19 pandemic, continued systemic racism and more in our lives and communities. In addition, some of the networks have committed to support Black and Brown communities most affected by the events of the last several months through pro-bono and other volunteer efforts.

Over the years, we've been able to leverage the groups to hold spaces for difficult conversations about race, social injustice, allyship and more. These moments allow employees to share profound personal experiences, transparent feelings and deep fears around crisis issues such as the murder of George Floyd, the uptick and racism and xenophobia against Asian communities, and other tragic events that test humanity.

Our community of ENGs grew to seven with the addition of Edelman Vibrant in July 2020, which was established by Edelman Canada and represents Black, Indigenous, and People of Color (BIPOC).

In addition to Edelman Vibrant, the current groups are Edelman Boundless, our Asian American and Pacific Islander employee network; Edelman Equal, our LGBTQIA+ network; Edelman Forward for veterans, military spouses, and military affiliated families; Edelman Griot, our Black employee network; Edelman Inclusivo, our Latino network; and the Global Women's Equality Network (GWEN).

Two other ENGs – one focused on disabilities and another centering on interfaith – are in development.

Despite the constraints that the pandemic placed on holding in-person gatherings, the employee networks undertook several events and initiatives.

## Some of their activities included:



**GLOBAL WOMEN'S EQUALITY NETWORK (GWEN)**

Embracing the need for honest conversations, GWEN and DEI hosted an internal global panel discussing intersectionality. For international Women's Day, GWEN hosted the Challenger Awards with over 430 nominees across the network. GWEN Hong Kong also held International Women's Day events creating "Inclusion@Edelman" T-shirts and GWEN Shanghai inviting female leaders to share their career journeys.



Introduced Hispanic Star by Inclusivo, a monthly Edelman Latinx employee profile series; held Inclusivo Latinx Heritage Month programs, including a powerful session on "The Diversity Within Our Latinx Identity," a kick-off with Claudia Edelman, cooking classes and a virtual talent show. Also, launched the U.S. Hablemos Series featuring fireside chats with Maria Hinojosa, Cinema Giants CEO and a Latin American book author.



Celebrated the LGBTQIA+ community through Pride Connected, Edelman's 2020-2021 global solidarity campaign; held Pride Month activities, including learning the history of the Pride flag by Equal Canada; and expanded the employee group to Brazil.



# Employee Network Groups (cont.)



Griot members led several courageous conversations, including a call joined by CEO Richard Edelman following George Floyd’s murder in May 2020 in which participants expressed their feelings and shared personal experiences with systemic racism. As part of this call and other activities, the firm’s commitment to address racial injustice were discussed. Similar discussions were held after other important moments, including the conviction of Derek Chauvin.

During Black History Month, Griot curated programs featuring prominent external guests. In the U.S., Griot groups hosted various virtual events, including mental health seminars and mentorship sessions; distributed weekly newsletters; curated resources to support Black-owned businesses and non-profits serving the Black community; and more throughout the year. Griot EMEA was launched and kicked off a project exploring Black British history and racism in London.



Launched in July 2020 in Canada; held a **Vibrant Voices of Edelman panel** in January featuring senior leaders and DEI specialists across the agency network who discussed how to foster a culture of inclusion and shared how they overcame challenges. In Feb., Vibrant hosted a presentation – the first Indigenous-centric event – with writer Riley Yesno from Eabametoong First Nation who focused on Indigenous history and culture.



**Boundless** hosted impactful national and local events to make connections and share experiences across the country—a testament to how the community is genuinely boundless! A few events held included: hosting sharing sessions to build community; holding a global event with Dr. Russell Jeung, co-founder of **Stop AAPI Hate**, who discussed the types of discrimination and increased attacks against the AAPI community occurring in the past year; forming a partnership with Stop AAPI Hate; and holding programs during AAPI Heritage Month, including a virtual sushi-making class and a virtual tour of the Wing Luke Museum in Seattle.



Developed a charter and held its first Remembrance Day on Veterans Day, Nov. 11, 2020; expanded from the U.S. and UK into Canada as it seeks to foster a veteran-friendly workplace and leverage our veteran employees’ expertise and personal experiences to support and advance the veteran community.



Daniel J. Edelman



# Learning and Development

Employee Growth = Our Growth



## Leadership Academy Becomes Growth Academy

Pivoting from the traditional three-day Leadership Academy, Edelman launched the Growth Academy in November 2020. The program includes live and online experiences comprising short learning “sprints” that cover five-to-six hours of learning over one week each month. Sprints have covered such topics as Solving for Clients, Inclusive Leadership, and Trust Drives Growth.

Nine cohorts of over 300 people are in the program. Planning is underway to develop future content, including curriculum for every level of the firm, and to prepare for further rounds of participants.

GROWTH  
Edelman / ACADEMY

Career growth at Edelman centers on continual learning and development. Each employee gains personal and professional development through formal training, coaching, mentoring, specialized professional events, and online training modules.

During the pandemic, those activities were almost all held virtually, including essential Zoom and Microsoft Teams training and a new global core curriculum offered in modules via our virtual Edelman Learning Institute. To introduce it, 31 webinars were held across the network.

We refreshed all career management training, made it easier to identify internal job openings, spotlighted employees who took nontraditional career paths, and provided guidance on how to move from one role to

another and on the skills, knowledge, and experience required. We piloted and are considering expanding programs to accelerate junior level development and training within regions. We are developing area-specific programs that include a “summer camp” with the Strategy group and in-depth examinations of human, performance, and predictive intelligence within Dxl.

Most offices offer a mentorship program, a reverse mentorship program where younger staff train more senior employees, and other programs that connect minority talent with senior managers, newer women employees with women leaders, and new parents with longtime parents. In many offices, Edelman reimburses employees for satisfactorily completing pre-approved educational studies at an accredited college, university, or professional organization.





# Citizenship Score

Our C-Score Hits 5-Year High

Region	FY21	FY20
Canada	8.96	8.19
LATAM	7.94	7.92
US	7.63	7.50
EMEA	7.67	7.16
APAC	7.75	7.08
Global C-Score	7.99	7.57

Edelman’s Citizenship Score, or C-Score, was introduced in 2014 to measure progress in meeting our corporate social responsibility goals.

The C-Score measures officewide performance against key performance indicators that relate to citizenship. **Edelman recorded a five-year high in FY21 at 7.99 on a 10-point scale, and we nearly reached our goal of 8.00.**

Citizenship has become a priority agencywide, and this increased focus was the key driver in improving scores in all regions. We saw increased engagement and creative health and well-being and Employee Network Group

programming, emphasis on creating sustainable offices, and commitments from market-level leadership. Areas of improvement include increasing participation in volunteering, ensuring mandatory trainings are completed in a timely manner, and streamlining collaboration among Employee Network Groups, DEI, and Global Citizenship.

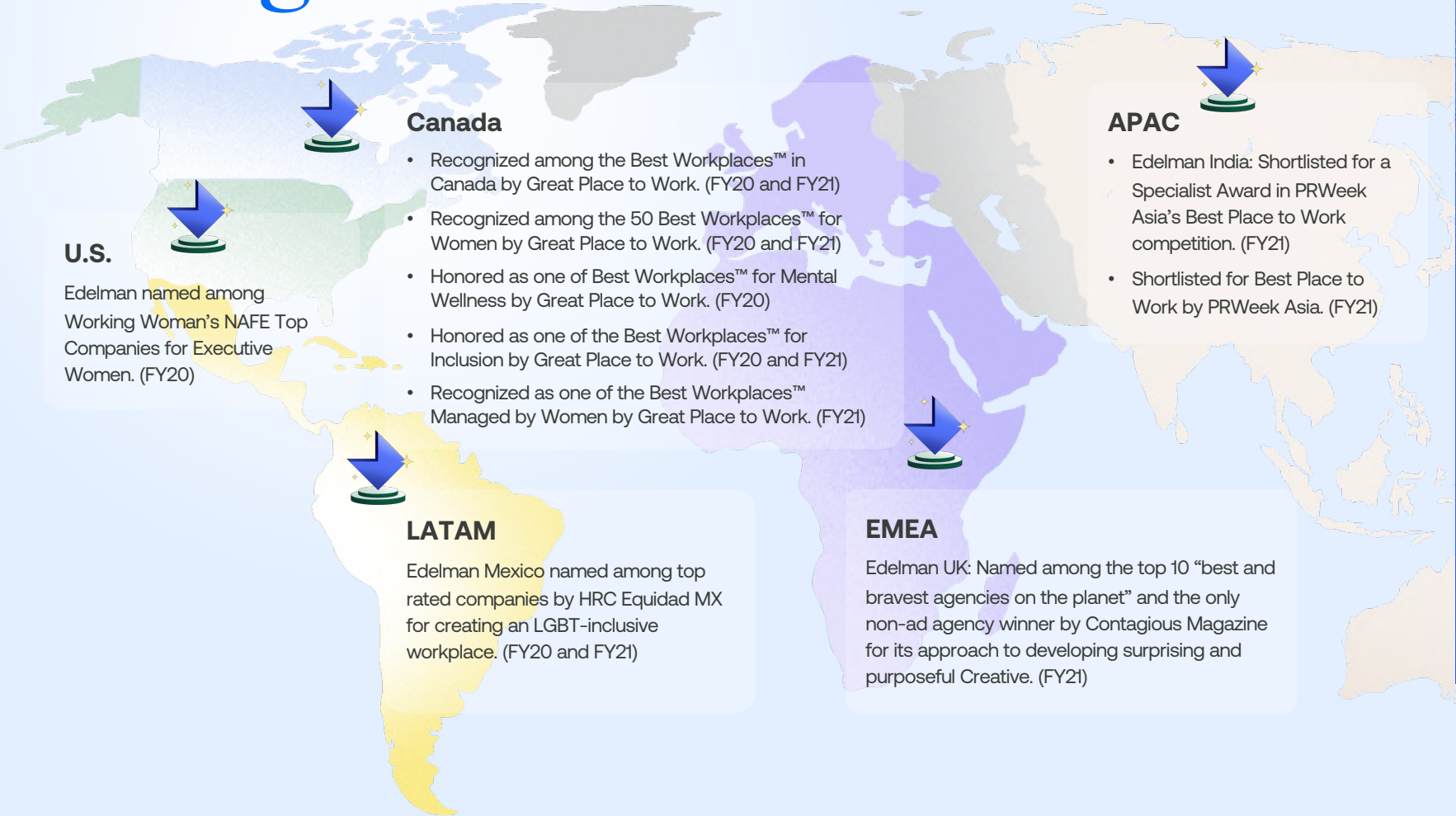
Looking ahead, Edelman market leaders will be assessed on their market’s C-Score as part of their annual review. By requiring each leader to include **“achieve an 8.00 on the C-Score”** to their performance goals, we hope to foster greater accountability to citizenship throughout the firm and further embed it into our company culture.





# Awards & Recognition

Edelman and its offices around the world appear frequently on rosters of great places to work, and our leaders also are honored for their citizenship-related work. Among its awards and recognition in FY20 and FY21 were these honors:



## Trisch Smith,

Edelman's Global Chief Diversity, Equity & Inclusion Officer, was named among the Top 100 Diversity Officers in the U.S. by the National Diversity Council in FY21.



# Our Clients







# Our Clients Introduction



With Trust at the core of everything we do, our clients have entrusted us with guiding them through all the challenges of the past two years, including coping with the COVID-19 pandemic and addressing systemic racism. We deepened our client relations by developing programs and practices that help them drive societal and cultural change worldwide, including a new ESG practice and an emphasis on purpose-driven consulting. Since FY19, we have generated 15 special reports examining the impact on trust from various citizenship-related challenges and established task forces to work with clients on these issues.

# Building Trust with Our Clients



Our Global Trust Barometer, now in its 22nd year, is considered the most respected assessment of the state of trust and distrust worldwide. For clients, our trust imperative leads with strategy and embraces breakthrough creative. It doesn't simply help drive their business but prompts them to act. In FY20-21, Edelman published 15 Trust Barometers and special reports that capture how the major events of those years have shifted the way people perceive brands, business, government, media, and NGOs. Major trends and findings include:

- The pandemic has accelerated the erosion of trust around the world. Disillusionment and persistent anxiety elevated societal concerns to the same urgency as financial worries.
- More than half of the **16,800 online survey respondents in 12 countries** listed mental health and job loss as the biggest crises of the pandemic.
- Business emerged as the most trusted institution of the four assessed and is the only one considered both ethical and competent. In fact, business widened its lead over government.
- There is increased urgency to address climate change, with **61%** saying it's more important than it was a year ago and only 10% saying it's less important.
- Only **40%** believe traditional media is doing a good job reducing misinformation.
- Trust is the new brand equity, with the pandemic making trust an essential purchase consideration that nearly equals quality and value.
- Over **40% of consumers in 14 countries** believe brands have an unprecedented responsibility to improve society.
- Sixty-three percent of consumers believe they have the power to force brands to change and **78%** want to exert that power on brands to make society better. Consumers are **4.5 times more** likely to buy if a brand addresses human rights, four times more likely if it speaks out on systemic racism, and **3.5 times more** likely if it takes on economic inequality.

**As a result of these findings on the importance of trust, Edelman established the Edelman Trust Institute in June 2021. The Institute will conduct more in-depth studies of trust and act as a learning laboratory for trust-building between companies, institutions, brands, and people.**



# Business Ethics

Dan Edelman established a strong code of business ethics and conduct when he founded our company in 1952, recognizing the vital importance of reputational trust and doing the right thing. Our [Code of Conduct](#), which explains what we expect of our employees, and our companion [Day-to-Day Situation Guide](#) were updated in FY20. It includes a revised training module and an annual recertification requirement. We also updated our [Affiliate Code of Conduct](#) for our network of affiliates.

Edelman requires mandatory compliance training on anti-corruption, information security, dignity at work, acceptable use, our code of conduct, and other trainings as required by local law.

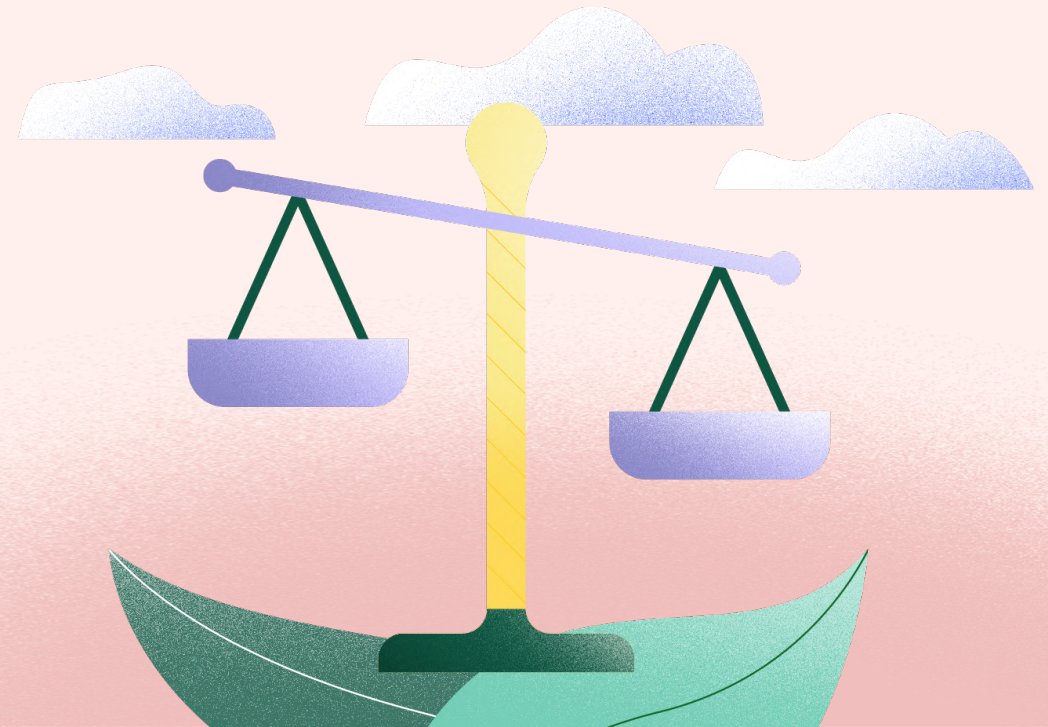
Employee training encompasses several programs relating to ethics and information privacy and security. In FY21, 81% of our employees worldwide completed our anti-corruption training, exceeding our goal of 60%. Seventy percent of Level 4+ employees completed mandatory training in 2020, which includes modules on economic sanctions, the Foreign Agents Registration Act, and resolving potential client conflicts.

In FY21, 84% of employees reviewed and acknowledged a redesigned Acceptable Use Policy, which was delivered through our Learning and Development platform. Also, in FY21, 84% of employees completed data-protection training, up from 71% in FY19. We are stepping up efforts to improve training completions by employees.

At the regional and global levels, a Client Portfolio Management Committee reviews new and existing client engagements to

ensure they coincide with our values, and a Conflict Committee works to resolve issues that emerge.

Our compliance office includes a Global Ethics and Compliance Officer, three regional compliance directors, and a compliance coordinator. We also have our [Code of Ethics for Suppliers and Service Providers](#) and an [anti-corruption policy](#) for third parties. Our employees can use a “Listen Line” to raise ethics concerns confidentially and anonymously.



# Data Privacy & Information Security

To put it simply, privacy is good corporate citizenship, and Edelman applies best practices for data privacy and security not only within our agency but for our clients.

Within Edelman, keeping our and our clients' information confidential and secure will be even more critical as we move increasingly to a hybrid work environment where office space sharing becomes common and remote working becomes more prevalent.

For our clients, privacy and security are also increasingly vital. Most requests for business we receive ask in-depth questions about our data privacy and security policies and

programs. Additionally, in our first-ever client survey in FY21, 100% of respondents said it is important that Edelman addresses data confidentiality and information security. Therefore, we make sure we partner with our clients by working closely with them and getting instructions from them to ensure we are on the same page regarding managing and protecting data.

We conduct our business according to Global Privacy Principles for collecting, using, storing, and other processing of personal information and for ensuring this occurs in accordance with applicable laws. We continually review and update our data privacy and information security practices to align with Information **Security Standards ISO 27002/27018/27701**

and **NIST Common Security Framework** to make sure they are current and continue to safeguard personal and business data for our staff, firm, and clients.

We are continuously improving our IT network protection capabilities. In the past year we have enhanced our web content filtering to prevent malicious browsing, increased our ability to identify and protect against attacks in email attachments and hyperlinks, and delivered additional email user identity validation through multifactor authentication.





The pandemic, the drive for racial equity, climate change, and other social issues have fueled a rise in purpose-driven campaigns, and a growing number of consumers – especially younger ones – view brand involvement in culture as important. Edelman is assisting more clients with such campaigns and the following examples from around the world drew strong acceptance and praise.

## Edelman Encourages Purpose- driven Client Campaigns

# Ajinomoto: #TakeOutHate

## Improved Sentiment Toward Asian-Owned Businesses

As COVID-19 erupted in the U.S., Asian-owned restaurants began closing at nearly double the rate of others due to consumer backlash spurred by hateful rhetoric about China. No stranger to unfair stigma as the leading maker of monosodium glutamate (MSG), Ajinomoto worked with Edelman to develop a campaign supporting Asian restaurants and denouncing racist discrimination.

Edelman's Trust data revealed that what a company does matters as much or more to consumers than what it says, precipitating the #TakeOutHate

campaign which turned Asian takeout into a successful tool for activism. An unbranded video featured celebrities Margaret Cho, Jenny Yang, and Harry Shum Jr., ordering Asian takeout from their favorite Asian restaurants, posting it online, and encouraging consumers to do the same.

The campaign triggered over five million video impressions, and supporters across the internet spotlighted over 2,500 Asian restaurants. As a result, sentiment toward Asian businesses increased over 50 percent.







# Samsung: Anti-poaching ‘Wildlife Watch’

## Raised Awareness of Illegal Hunting

When COVID-19 slowed tourism substantially to Africa’s safaris, it triggered increased illegal hunting of wild animals. Samsung Europe partnered with the all-female Black Mamba Anti-Poaching Unit and the local technology firm Africam to create “Wildlife Watch.”

Wildlife Watch lets anyone anywhere act as a virtual ranger at South Africa’s Balule Nature Reserve and fight poaching. Using repurposed solar-powered Samsung handsets installed in the bush equipped with enhanced artificial intelligence and zoom capabilities, participants can

monitor the reserve for signs of poaching. The handsets also improve the quality of photos taken by the Black Mambas while on patrol.

Edelman assisted Samsung in raising awareness of the program, and Edelman South Africa filmed the promotional pieces. The effort was activated in over 30 European countries and attracted 197,000 virtual rangers. The communications campaign also generated over 800 coverage pieces and 1.9 billion media impressions.





# Sinch: #TextForHumanity

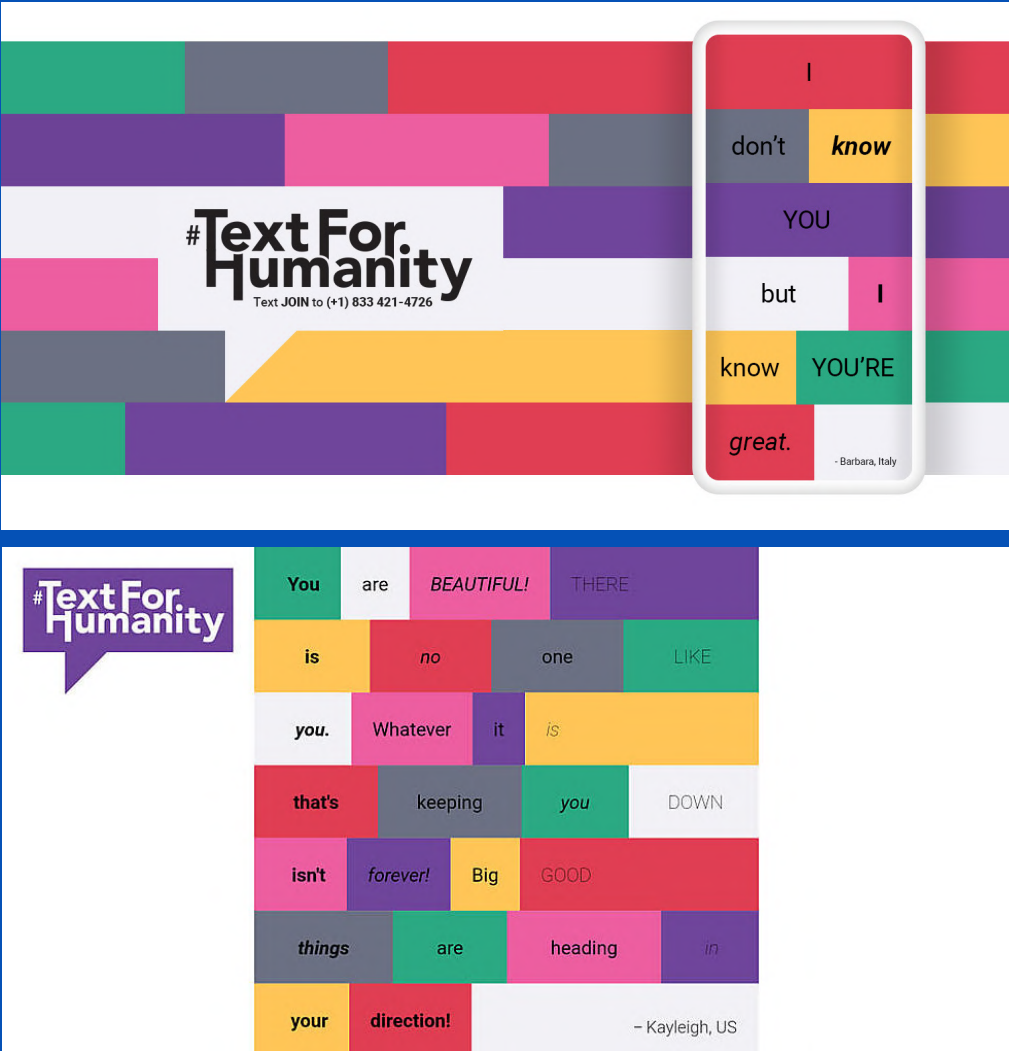
## Promoted Positive Tweets Via Attractive Technology

Online negativity is a global problem, contributing to poor mental health. Sinch, a Swedish cloud communications provider handling texting and voice calling for mobile customers, sought to combat these negative impacts on mental health and showcase its technology. Sinch partnered with Mental Health America on a service in which autogenerated text artworks turned messages into attractive visuals. Edelman then worked with both organizations to turn their existing text conversation bot into #TextForHumanity, the first texting switchboard for sending

a positive text to a stranger and getting one in return.

It launched in 2020 on Blue Monday, the third Monday in January, which Britons deem the year’s most depressing day, and media exclusives and influencers helped spread the word.

Results: over 85,000 positive messages sent and received from 85 countries plus over 50,000 social media shares. The campaign won two Gold Mobile Marketing Association SMARTIES X awards and prompted a 300% increase in business inquiries to Sinch.







# Unilever



## Good Humor: New Jingle for New Era

Eliminated Melody with Hurtful Past



When Good Humor ice cream trucks’ familiar jingle “Turkey in the Straw” was revealed to have roots in racist minstrel shows, the Unilever brand retained Wu-Tang Clan rapper/composer RZA to create a new melody. Edelman turned RZA’s music into a video showcasing the new jingle spreading joy. The campaign won Cannes’ 2020/21 Radio & Audio Lions Gold award.



## Dove: The Crown Act

Helped Ban Race-Based Hair Discrimination



Edelman assisted the Dove brand and the CROWN Coalition to encourage 12 states to outlaw race-based hair discrimination, and helped Dove support filmmaker Matthew A. Cherry’s film about a young Black girl learning to love her natural hair, which won an Oscar for best animated short film and a Cannes’ 2020-21 Entertainment Lions bronze award.



# IKEA: #Buyback Friday

## Encouraged Sustainability with Furniture Recycling

To promote sustainable consumption and make its business “climate positive” by 2030, Swedish home furnishing brand IKEA launched #Buyback Friday in 2020. IKEA stores in 27 countries bought back used furniture from customers for 10 days over Black Friday and either recycled it or resold it at a lower price.

Edelman developed an online film and TV commercial to raise awareness of the initiative and IKEA’s focus on sustainable

business practices. The film and other campaign assets were shared across IKEA’s social media platforms and shared with the media. #Buyback Friday led to over 47,000 items resold at IKEA stores and the communications efforts generated over 3 billion media impressions and more than 66,000 social media engagements. Because of the program’s success, IKEA will be holding another buyback event in 2021.







# Ariston

## Brought Comfort to Remote Areas

To celebrate its 90th anniversary, Ariston, assisted by Edelman Vietnam, teamed with Vietnam Volunteer Centre to bring the over 100 of its water heaters to three of the harshest regions in the country.

The campaign – Hanh Trinh Xuyen Viet – Thach Thuc Khac Nghiet’ – sent so-called Ariston Squads of three young adults to 20 locations across the three regions where they installed the water heaters and brought Tet gifts.

The project helped over 2,000 residents who didn’t have access to modern water

heating equipment and brought comfort and convenience to some of Vietnam’s most extreme areas.

Edelman Vietnam helped maximize awareness by engaging influencer Tran Dang Dang Khoa, the first Vietnamese traveler to venture the globe on motorbike, and asking digital audiences to vote for the destinations through the campaign’s microsite. The campaign reached over one million and attracted 700,000 video views, among other results.



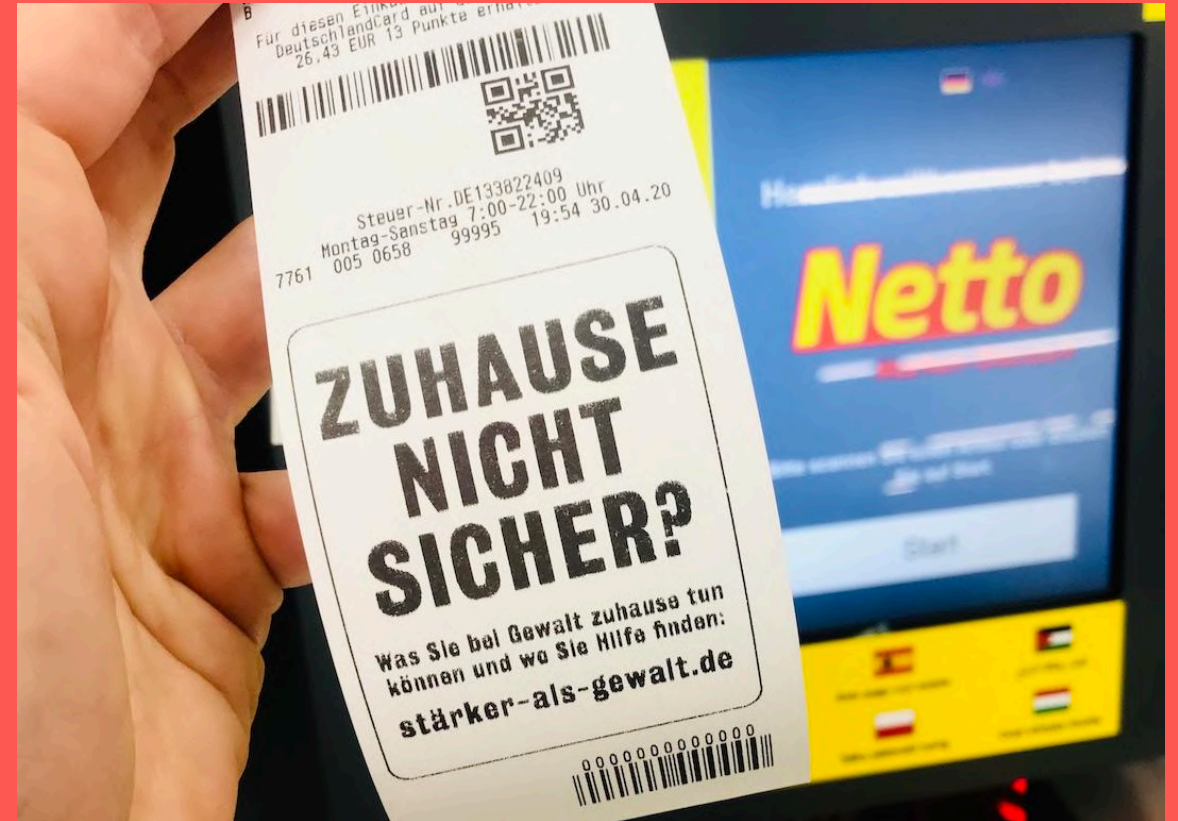
# German Federal Ministry: Stronger than Violence

## Engaged Supermarkets to Spread 'Not Safe at Home' Message

In Germany, the pandemic triggered a worrying rise in domestic violence. The German Federal Ministry for Family Affairs, Senior Citizens, Women, and Youth established the “Stärker als Gewalt,” meaning “Stronger Than Violence” campaign to give victims support. It will continue through 2021.

Working with the ministry, Edelman engaged Germany's largest supermarket chains to spread the anti-violence “Not

Safe at Home” message in 26,000 stores through the use of posters, products, sales slips, websites, and social media channels. A URL hosted tips on how victims can avoid a partner's behavior. A press conference with Federal Minister Franziska Giffey at a supermarket helped propel media coverage, and toolkits were sent to mayors, other municipal officials, and women's shelters, among others.



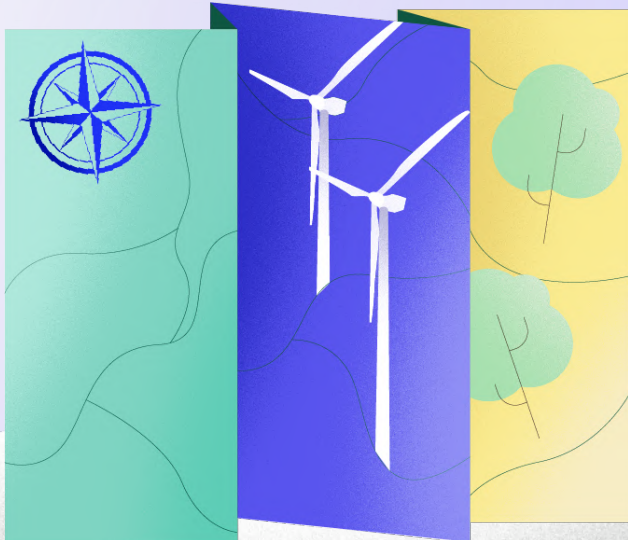


# Our Communities

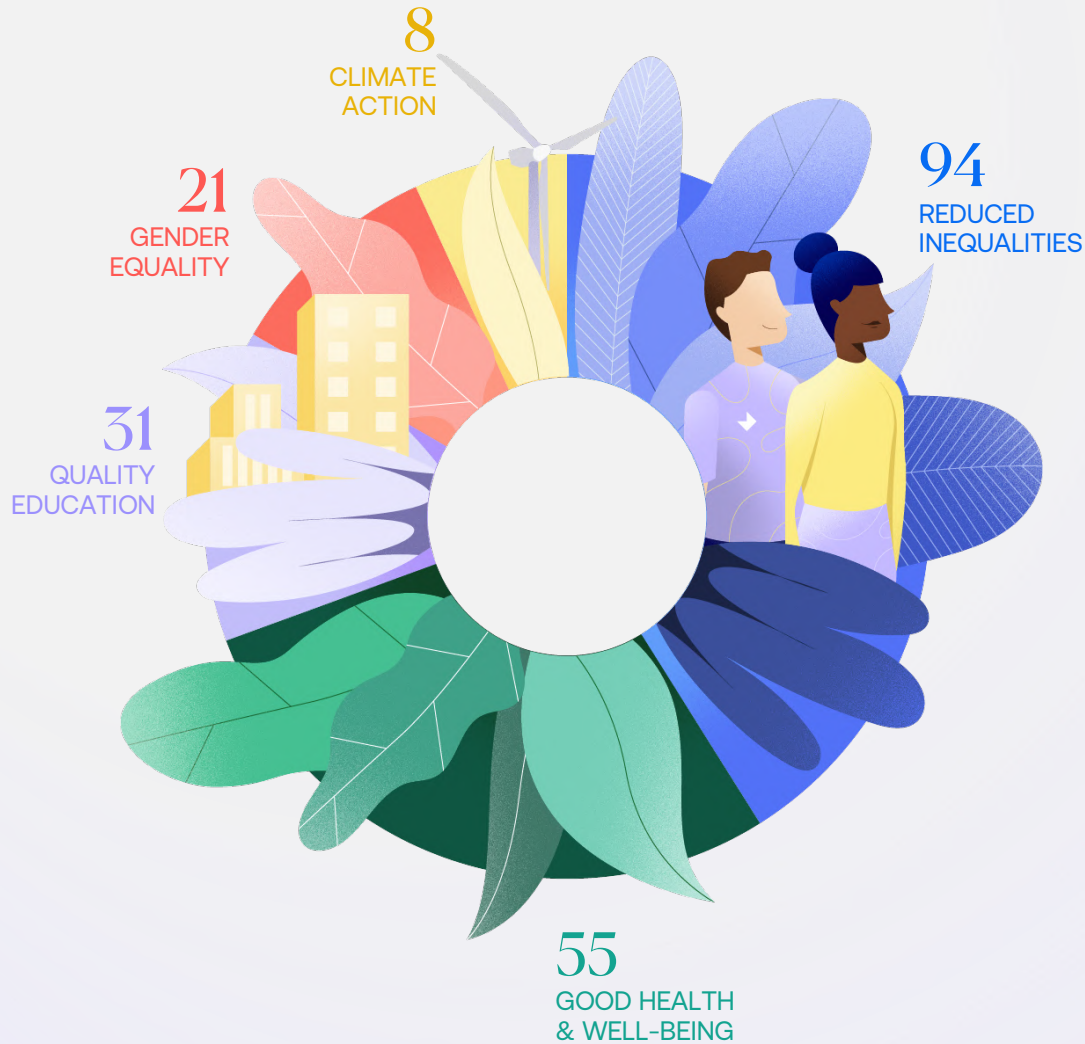


Edelman and our employees have an enduring tradition of supporting the diverse communities where we work and live. The pandemic elevated our commitment as global and corporate citizens to generate positive change and build inclusive and sustainable communities. Our Edelman value, *The Commitment to Positively Impact Society*, amplifies why we are doing our part to address challenging societal and environmental issues impacting our communities worldwide.

# Our Communities Introduction







# Pro Bono & Volunteerism

## Aligning Partnerships to Sustainable Development Goals

Edelman has streamlined its pro bono and volunteerism partnerships to align with our five priority Sustainable Development Goals - Climate Action, Quality Education, Reduced Inequalities, Gender Equality, and Good Health and Well-being. The change applies a holistic and consistent way for offices to evaluate opportunities and generate more impact by focusing on the Sustainable Development Goals.

In FY21, we began measuring the percent of pro bono projects completed worldwide against those priority Sustainable Development Goals. Overall, we achieved a 78% alignment rate, with projects aligned to the Reduced Inequalities goal accounting for 45% of our pro bono work.

# Our Investment

Eight-in-ten employees view Global Citizenship as an important reason to choose to work at Edelman. We give each full-time employee eight hours of time to participate in Edelman organized pro bono or volunteer projects. We are striving to get employees more engaged and are considering actions to help boost their involvement further.

Hours

\$

FY21  
by the  
numbers



15,737

PRO BONO

5,738

VOLUNTEERISM

1,526

BOARD ADVISORY



\$3,068,744

PRO BONO

\$145,927

VOLUNTEERISM

\$38,830

BOARD ADVISORY

FY20  
by the  
numbers



16,371

PRO BONO

6,051

VOLUNTEERISM

2,602

BOARD ADVISORY



\$3,192,442

PRO BONO

\$507,438

BOARD ADVISORY

\$153,876

VOLUNTEERISM



# Partnerships Vital to Our Pro Bono Efforts

Pro bono partnerships are increasingly essential to our citizenship endeavors as we accelerate establishing them around the world.

We created a partnership model in FY21, which will be fully in place in FY22, to ensure a holistic and consistent way to evaluate opportunities, engage more employees, and achieve our goal of giving 40,000 pro bono hours, which has been elusive since setting the goal in 2017.

We now classify partnerships into three categories based on geographic reach with Flagship representing global scope, Premiere, as national, and local as local

office/market. Through these collaborations, we seek to build trust through communications and progress by helping people and communities find common ground.

In FY20, for example, Edelman began partnerships in support of racial equality in the aftermath of George Floyd’s murder to address systemic racism. Edelman partnered with CEO Action for Diversity and Inclusion to create a two-year fellowship to combat racism at an institutional level by advancing public policy and the Boris Lawrence Henson Foundation to understand and fight the mental health impact of racial and social injustices.

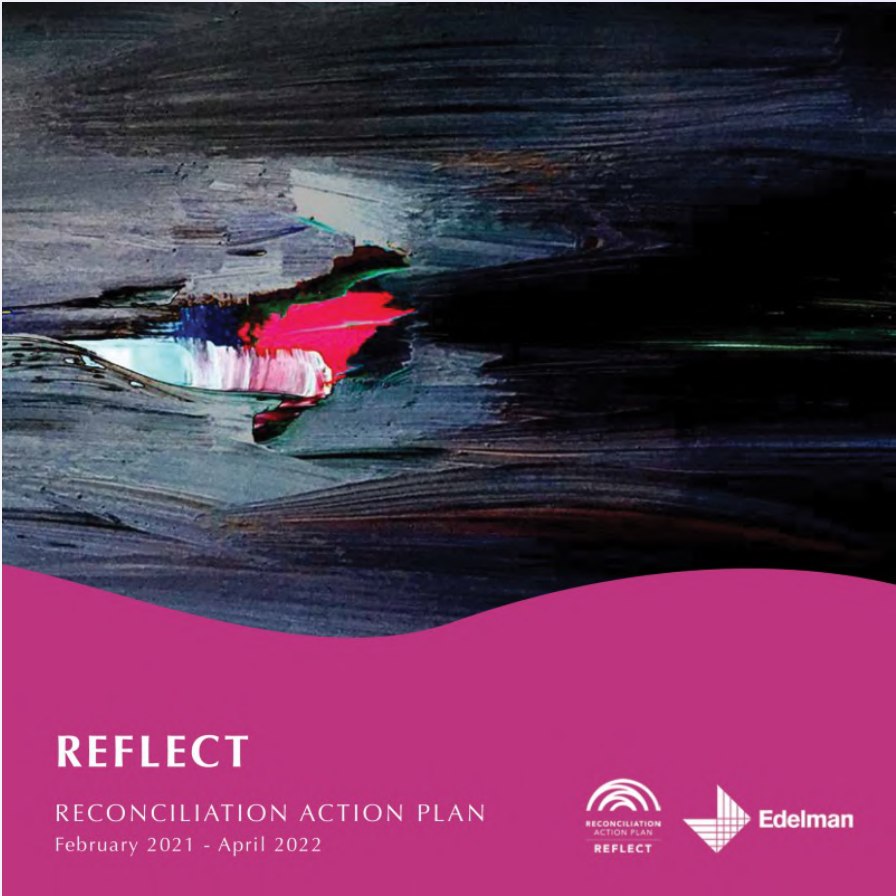


# Edelman Australia Elevates Indigenous Voices

Edelman Australia believes the communications industry plays an important role in working toward a more reconciled society, and in Australia, we cannot consider ourselves fully representative of all cultures unless Aboriginal and Torres Strait Islander peoples feel welcome.

Through our Reconciliation Action Plan, we commit to developing culturally safe work practices that embrace Aboriginal and Torres Strait Islander storytellers and communicators into the Edelman family and our industry. Our leadership team completed specialized cultural capability training, and we will soon train our entire team. We are also building pathway programs to encourage and support Indigenous students in our industry.

Additionally, we're putting Indigenous issues and stories at the forefront of our team's and clients' conscious through a continual learning, development, and cultural appreciation program. We collaborated with LinkedIn and Indigenous creative consultancy Campfire X on a Conversations for Change campaign spotlighting Indigenous voices who drive important conversations around diversity and equality.





# Edelman Colombia Helps Save the Children Aid Disaster Relief

When Hurricane Iota destroyed much of the island of Providencia off Colombia’s northern coast in November 2020, the humanitarian organization Save the Children began a fundraising drive for the island’s children and heavily damaged schools. Edelman Colombia helped as a pro bono partner to launch the Move Challenge campaign with a virtual event featuring artists, stand-up comedians, and other activities.

Edelman Colombia colleagues assisted in preparing digital fundraising posters and materials, involving influencers, and helping line up entertainment. Proceeds from the event are funding child psychologists and specialists to support the children’s mental health and for educational kits.

*"It is said when an organization implements CSR initiatives, employees are more likely to become more productive in their work, become more collaborative in their engagements with other employees and the organization. Being a LCN lead I feel a sense of community not only in my region but globally as well. I am challenged to do my best work and motivated to help others. It is one of the most rewarding aspects of my work at Edelman."*

Paula, Toronto

RETO  
MOVE  
RUN



¡CAMINA, TROTA O CORRE!

5K - 10K  
21K - 42K

ELIJE LA DISTANCIA



SUBE TU TIEMPO DE SEPT 27 A OCT 4  
WWW.SAVETHECHILDREN.ORG.CO

 Save the Children

# Edelman New York Develops Unique Special Olympics Campaign



Professional athletes train hard and so do Special Olympians. But only the pros ever get the lucrative endorsement deals from sports sponsors. In a pro bono partnership with neurodiverse production team Rock On Go Wild, Edelman New York developed a video to inspire brands to steer dollars toward Special Olympians and help Special Olympics New York raise funds.

A 60-second spot featuring three Special Olympians, all worthy of endorsement deals,

looked like an iconic sports ad but without a specific brand tagline, substituting the typical brand sponsor with #YourBrandHere.

The video launched on LinkedIn, Instagram, and Twitter and urged followers to tag brands and ask the brands to sponsor these athletes.

The campaign, which also included three print ads, proved popular with executives on LinkedIn, and consumers shared it over social media, tagging brands and marketing managers to step up and support the campaign. It drew over 206 million impressions from 29 placements and a new, high-level brand sponsor for Special Olympics New York.



# Edelman Supports Canadian Youth through its Annual Little Give Project



In FY21, Edelman Canada’s annual citizenship project, the Little Give, benefited BGC Canada, the country’s largest child-and youth-serving nonprofit that provides safe, supportive environments for them.

With continued COVID-19 lockdown orders restricting its typical in-person programming, Edelman Canada shifted its support and conducted over ten strategic and virtual initiatives for BGC Canada.

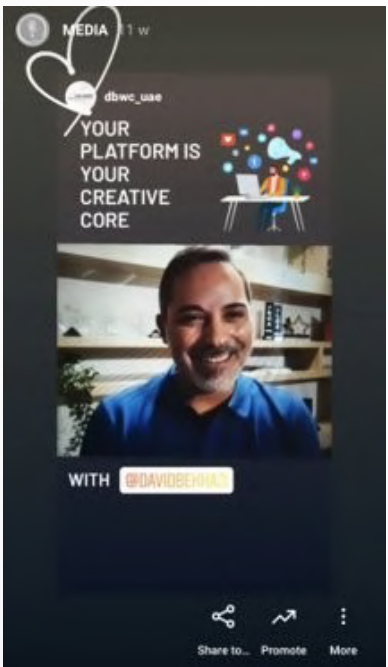
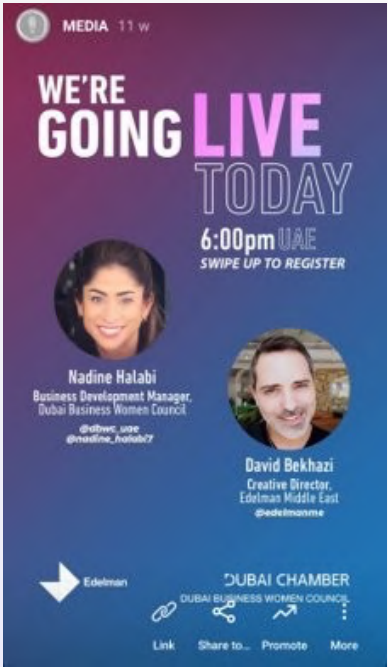
These included virtual programming for a two-day National Youth Conference; one-on-one media training for six regional recipients of the inaugural Youth of the Year awards; skill-based and age-appropriate training in advocacy, strategic planning, networking, mentorship, and media engagement for youth across several club locations; and support for recipients of anti-racism microgrants.



*“Citizenship means being aware and engaged, taking an active role in shaping relationships and the environment for myself, my colleagues, our office, and the local community. It is a force that encourages us to think bigger, beyond the walls of home and office, which ultimately enriches us both personally and professionally.”*

Julia, Montreal

# Edelman Middle East Hosts Webinar for Women Leaders



The Dubai Business Women Council (DBWC), the leading platform for the personal and professional development of businesswomen in the Emirate of Dubai, enlisted Edelman Middle East to develop and host a joint webinar to help its members strengthen their social media skills.

Using the theme “Your platform is your creative core,” Edelman speakers shared knowledge and experiences for enhancing council members’ social media platforms to reach their target audiences. Edelman Middle East also provided mentorships to those seeking extra assistance.

*“Citizenship is a positive contribution to a community or an individual which encompasses all acts of kindness whether that be donations, support, advice, or something more tremendously impactful, like a smile. It is the foundation of brainstorming solutions for pressing local and global issues, building and creating representation across all geographies, elevating and lifting champions with loud voices speaking on behalf of others who aren’t being heard, and at the core, the formation of steppingstones for ambassadors to create paths that lead to more eco-friendly, inclusive, supportive, and happier places to be.”*

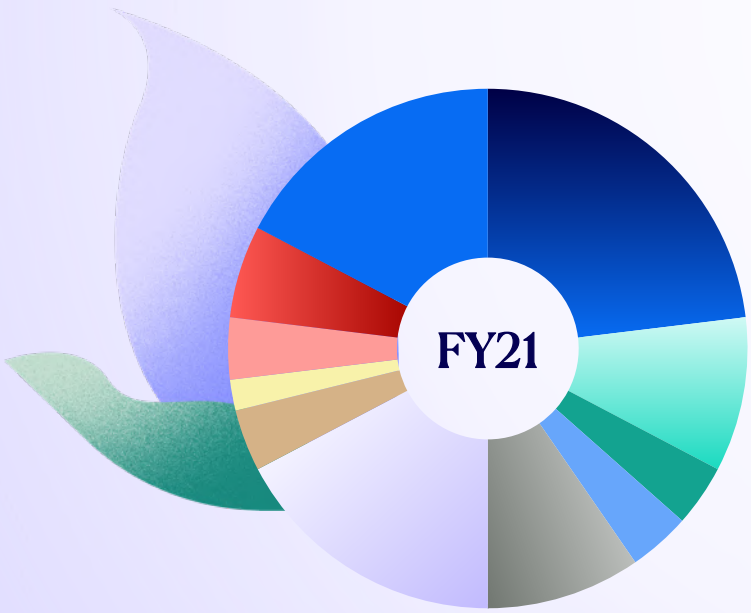
**Shanel, Middle East**



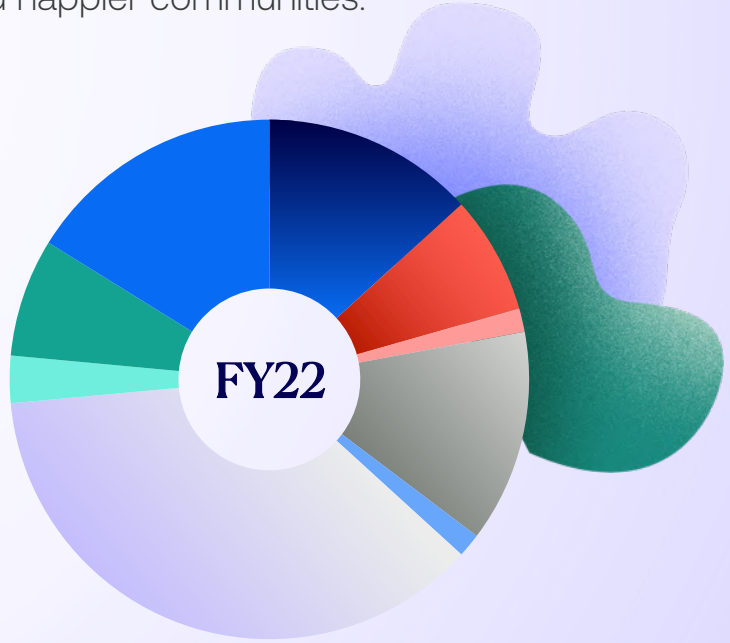
# Community Investment Grants Near \$1.4 Million Since 2011

## Community Grants Aligned to the Sustainable Development Goals

Over the past 10 years, Edelman has donated nearly **\$1.4 million** in Community Investment Grants to support local nonprofit organizations around the world nominated by employees who volunteer with them. Despite the financial impact of the pandemic on our business, we were able to fund **\$73,500** in grants to 52 nonprofits in FY21 and **\$61,500** in grants to 68 organizations in FY20. Each year, we get to see how grant recipients use their funds to do amazing things that further their mission and build stronger, healthier, and happier communities.

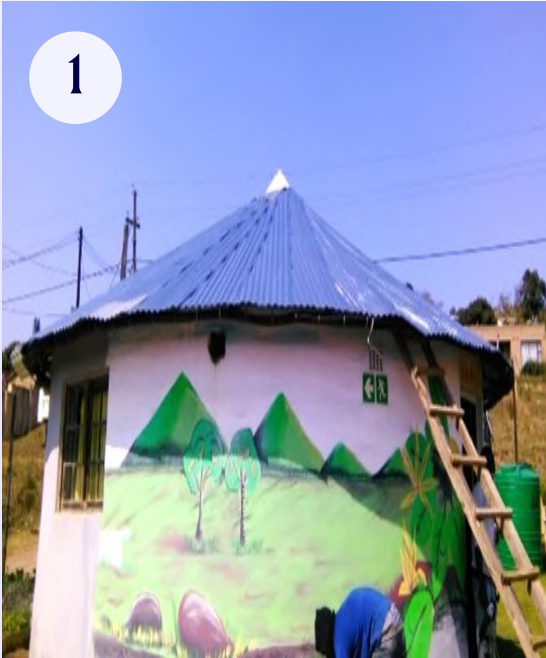


- QUALITY EDUCATION
- REDUCED INEQUALITIES
- GENDER EQUALITY
- GOOD HEALTH & WELL-BEING
- NO POVERTY
- DECENT WORK & ECONOMIC GROWTH
- PEACE, JUSTICE & STRONG INSTITUTIONS
- SUSTAINABLE CITIES & COMMUNITIES
- ZERO HUNGER
- RESPONSIBLE CONSUMPTION & PRODUCTION
- PARTNERSHIPS FOR THE GOAL



# Community Grant Recipients

**Images 1 & 2:** South African nonprofit Sithanda Upliftment Projects used its Community Grant for a new school roof. Brazil's Instituto Bussola Jovem used its grant to distribute grocery baskets and to buy two laptops.



**Images 3 & 4:** India's Street Animals Welfare Society applied grant funds to the feeding and adoption of dogs such as Cutie Pie and to build dog shelters. With its grant, Chicago's Embarc program, which delivers learning experiences for low-income high school students, prepared 100 kits during the pandemic for homeless and community residents.



# Annual Ruth Edelman Award Honors Superior Pro Bono Projects with Nonprofits



Throughout her life, Ruth Edelman committed to helping others. Her community involvement with numerous health-related organizations and nonprofits proved an inspiration to all who knew and loved her. To honor our employees’ and offices’ work, we pay tribute to the legacy of founder Dan Edelman’s wife and life partner by awarding the coveted Ruth Edelman Citizenship Award – now in its sixth year and part of our annual internal Culture Awards.

The award, with its \$5,000 reward, recognizes the team and individuals who develop and execute the pro bono projects best illustrating how we can impact a specific societal issue in partnership with a nonprofit client. The following pages present the award winners in FY20 and FY21.

**FY20 Ruth Edelman  
Citizenship Award Winner**  
**Edelman Singapore:**  
**Stop the Traffik Bali Campaign**

Human trafficking does not rest for a pandemic, but neither has London-based NGO Stop the Traffik. In partnership with the Edelman Predictive Intelligence Centre team in Singapore, Stop the Traffik worked to identify hotspots and patterns of trafficking in Asia and to run campaigns in vulnerable communities to disrupt trafficking.

Our team used data analysis to pinpoint Bali as a popular source and destination for sex trafficking victims, primarily girls ages 15-24. We also used the data to create compelling campaigns and share them on Facebook in sex trafficking hotspots on the island. The campaign sparked a 177% increase in searches for more information on human trafficking in Bali from a year earlier, a 75% increase in online conversations around the issue of human trafficking in Bali, and a 11.8% confidence rise in identifying the signs of a potential human trafficking victim.



# FY21 Ruth Edelman Citizenship Award Winners

## Edelman Spain: #RealVoicesofPride

In many countries around the world, LGBTQIA+ people cannot speak up without risking their lives. Edelman Spain helped the State Federation of Lesbians, Gays, Trans, and Bisexuals nonpartisan state NGO create a TikTok campaign to give LGBTQIA+ people in these countries a voice and make them heard around the world.

Edelman Spain assisted with the #RealVoicesOfPride project where they helped collect 10 audio testimonials in several languages from LGBTQIA+ people in



different countries. Using TikTok’s lip-sync capability, anyone could share their own videos, voice, and message globally. The campaign was covered by the media in several countries and generated **55 million impressions** and 25 pieces of coverage in Spain alone.

## Edelman Atlanta, Chicago, Dallas, Washington DC, New York: The Unspoken Curriculum

During Mental Health Awareness Month in May 2021, Edelman and the Boris Lawrence Henson Foundation, founded by actress Taraji P. Henson, launched a six-week public awareness campaign to address the mental health impact of implicit bias experienced by Black students in the U.S. education system.

The campaign sought to help educators and Black youth and parents recognize implicit bias, inspire youth to talk about their classroom experiences, and advocate for meaningful change in the classroom to drive measurable action in the education system.



The campaign led to conversations in the media about lessons students learn about race in school and coverage in over **55 outlets** including Good Morning America, The View, People.com, Entertainment Tonight, and Black Enterprise. It attracted over **500 million impressions** and **230,000-plus video views** across the foundation and social posts about the campaign. Among other results, the campaign coordinated a capstone event sponsored by Zoom to discuss The Unspoken Curriculum and raise funds for foundation programs.





# Pandemic Introduces Virtual Volunteering

The pandemic reduced our community engagement as lockdowns went into effect around the world. The number of hours we volunteered and handled pro bono and board advisory duties declined in FY21 and the number of employees participating dropped 23%.

We compensated by introducing a new virtual volunteering program focused on Bingo Boards that listed various virtual activities available. The activities listed varied in each of the 11 regional or country boards to account for different

opportunities available and to appeal to the unique employee interests.

For instance, our employees in Africa could earn 1 to 4 volunteer hours tutoring students in English or mentoring grades 11 and 12. Latin American employees could earn a volunteer hour by donating a book to a prison library. In greater China, volunteers could receive 1 to 3 hours by cooking food for the homeless, and in the U.S., employees could earn a half-hour by sending a greeting card to a child in the hospital. With the implementation of the Bingo board, the Paris office, for example, was able to complete 13 virtual volunteerism activities.

GLOBAL CITIZENSHIP VIRTUAL VOLUNTEERISM LATIN AMERICA				
Call an elder to support them during isolation. 1-3 hours	Assist in a research project to support Fundación Cerros de Bogotá. 1-3 hours	Teach English to the population deprived of liberty in prison. 1 hour	Donate a book to libraries in the prisons. 1 hour	Use your sports skills by offering aerobics, zumba, yoga or similar classes for children. 1 hour
Buy your 'HOPE' t-shirt to support music in vulnerable communities. 1 hour	Select a virtual opportunity that excites you. 1-3 hours		Write a note to a local hero in Miami. 30 minutes	Make a mask and donate them to the homeless. 30 minutes
Complete a Virtual Volunteer Intake Form.	Purchase an item off an Amazon wishlist to support homeless women and children. 1 hour		Mentor entrepreneurs in need. 1-3 hours	Make a purchase to directly support vulnerable children. 1 hour
Create a video with a healthy and affordable recipe for children! 1 hour	Record a short video to teach arts & crafts for people with Cerebral Palsy and other disabilities. 1 hour	Create a short video with a fun physical activity or workout for public school children! 1 hour	Donate pre-made hygiene kits to people in need. 1 hour	Tell or read a story to children with disabilities. 1 hour
Offer translation services to migrants and refugees. 1 hour	Educate public school children about environmental issues and sustainability. 1 hour	Use your professional skills on a project to support an NGO. 3+ hours	Develop press and social media assets for an education nonprofit. 1-3 hours	Provide translation skills to spread ideas worth knowing. 1 hour

## Pandemic Nixed Parties, But Charities Cheer U.S. Office Gifts

When the pandemic, acting as the proverbial Grinch, made U.S. holiday parties disappear in 2020, a dozen Edelman offices donated the funds they would have spent to celebrate to local nonprofits.

The Atlanta, Austin, Bay Area, Chicago, Dallas, Houston, Los Angeles, New York, Orlando, Portland, Seattle, and Washington, D.C. offices donated to 36 local nonprofits, with food banks and youth and family centers leading the recipients. They also donated to health-related organizations, women’s assistance groups, Urban League chapters, Native American support groups, and LGBTQIA+ organizations. In thank you notes, recipients said the funds brought plenty of holiday cheer.







# Our World Introduction

We grasp that Citizenship in Action requires we demand change – in ourselves and others. We must achieve progress on environmental and sustainability challenges by continuing to measure and improve our own environmental impact with science-based targets, adopting responsible and sustainable procurement policies and programs within our supply chain, and correcting prior practices on a myriad of fronts from ecological practices to energy efficiency. That is Citizenship in Action.





# Our Environmental Footprint

Managing our environmental footprint and working toward achieving ambitious goals that reduce the impacts of climate change in our communities and the planet are central to how we live our value: the commitment to positively impact society.

12% ↓

decrease in FY19 absolute emissions across all scopes compared to FY18

21% ↓

decrease in FY20 absolute emissions across all scopes compared to FY19\*

100%

of FY20 electricity use covered by EACs

45% ↓

decrease in carbon intensity per FTE since FY12

22% ↓

decrease in electricity use per square foot since FY12



# Emissions

Emissions in tCO2e\*



## Scope 1

emissions account for **3%** of our global carbon footprint. In FY19, scope 1 emissions decreased by **48%**, primarily from the reduced consumption of natural gas. In FY20, scope 1 emissions increased by **7%** and carbon intensity (emissions per FTE) also rose by **7%**.

## Scope 3

emissions dropped by 12% in FY19 because of a 23% decrease in paper usage and 11% decrease in business air travel emissions. In FY20, scope emissions decreased by 21% mostly driven by the drop in emissions from business air travel due to pandemic-induced lockdowns. Business air travel accounted for 78% of our global carbon footprint in FY20.

## Scope 2

emissions represent 18% of our overall carbon footprint. It decreased 11% in FY19 and decreased an additional 17% in FY20.

In addition to reducing our electricity consumption at the source, we actively engage in supporting credible efforts to “green” the grid globally. In FY20, we expanded our energy attribute certificate (EAC) purchases to include offices in the U.S., Europe, Canada, and South America. In FY21, we expanded even further to cover 100% of our electricity consumption for all our global offices with EACs. We work with Schneider Electric to purchase quality renewable energy credits, international renewable energy credits, and guarantees of origin in the regions where our electricity is produced or as close as possible.

We will continue to strive to reduce our environmental footprint as part of our transition toward a zero-carbon economy, with a strong focus on green office operations, supporting greening of grids globally, and minimizing business air travel.

# Science Based Target Commitment

At Edelman, we recognize our own role and responsibility within our operations to combat climate change.

This is why we are setting our own science-based target aligned with the Science Based Targets initiative (SBTi). It demonstrates our commitment to reduce our greenhouse gas emissions while building a more sustainable business as we continually strive to be a better corporate citizen.

SBTi is a collaboration between the Carbon Disclosure Project, the World Resources Institute, Worldwide Fund for Nature, and the UN Global Compact. It has become the gold standard for achieving the ambitious climate

targets for businesses – limiting global warming to 1.5° C above pre-industrial levels – through a rigorous process. We have pledged to reexamine all our processes to outline a clear pathway to carbon reductions throughout our operations.

*“Citizenship to me means putting our values into action, connecting with our communities, and uniting as a team to do good and empower our colleagues as a force of good.”*

**Carter, Washington D.C.**

*“The chance to do the right thing to the community, giving to people in need our time - even if not as much as we would like, and they deserve – with some love, care and support. Definitely a great opportunity that Edelman offers to all its team around the world”*

**Priscilla, Brazil**





# Celebrating Earth Day



At Edelman’s first-ever global Earth Day celebration in 2021, we welcomed Karan Mangotra, then Program Officer at the United Nations Environment Programme and Peggy Shepard, Executive Director of WE ACT for Environmental Justice, who spoke about climate change’s impacts on communities around the world – particularly communities of color – and potential solutions at the global and local grassroots levels.

Employees gained a greater understanding of climate change they can use in their own client work and personal lives.



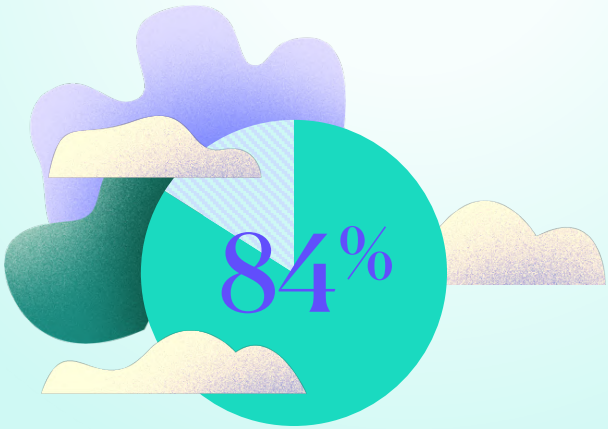
Offices also hosted their own Earth Day events or shared information with employees. Our Milan and Mexico City offices created informational videos concerning the carbon emissions associated with sending emails and waste. The Washington, D.C. office created a resource guide with books, movies, and podcasts about environmentalism and sustainability. The Hong Kong office hosted a sustainable lunch featuring local and meatless meals, and the Sao Paulo office held a documentary viewing and discussion. Our Chicago office encouraged employees to participate in sustainable activities such as trash cleanups and using reusable bags and then post about it on social media. Our Paris office even adopted two beehives!



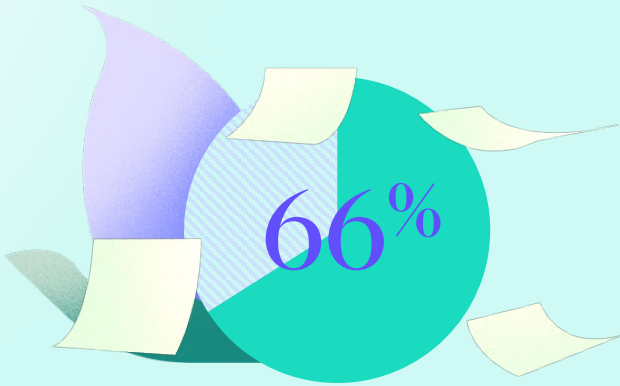
# Operational and Energy Efficiency

While COVID-19 certainly impacted our operations, we also gained significant operational efficiencies during the pandemic.

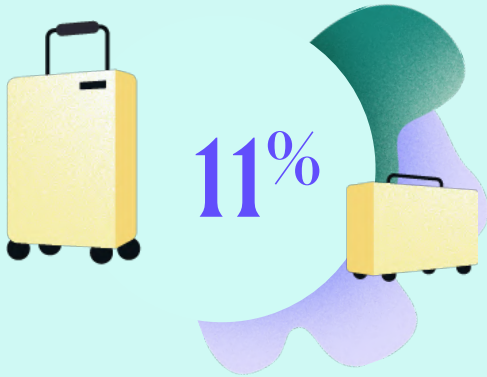
Microsoft Teams communications platform, we removed traditional landline phone systems across 81% of our employee base worldwide and will complete this as local legal and commercial conditions allow. Downsizing our data center footprint and migrating our data to the Cloud also brought substantial savings as did our partnerships with Microsoft and other large technology suppliers with their superior security systems.



of systems infrastructure moved to the cloud



of employees in office spaces with secure printing, which significantly reduces paper use



reduction in business air travel emissions prior to the pandemic



# Responsible Procurement at Edelman



In order to progress on our procurement goals, our next priority is moving towards a more centralized procurement operation to embed responsible procurement decision-making into our core buying processes.

Our supply chain consists primarily of other professional services firms – such as video production, influencer management, and media suppliers – that we often use to deliver client work and office product, technology, and service providers for our offices and staff. Much of our

spend in large procurement categories is centralized, such as IT equipment and real estate, with smaller procurement decisions still being made by local offices at point of purchase.

Over the past two years, we have focused on enhancing our data analysis and reporting capabilities. In 2020, we launched a vendor management system in the U.S. and Canada that allows us to track spend with diverse suppliers, screen suppliers based on citizenship qualities, and gain an overall better understanding of how we spend and where we can make a greater impact. We will be using this data to drive new processes and targets as we go forward and will help us measure our progress against our goals.

*“Citizenship, specifically our pledge to impact society positively, is a core value at Edelman and at the heart of who we are as a company and employees. Moreover, the alignment of my personal values with those of Edelman have been a large part of why I’ve been with this firm for nine years. For me, participating in our volunteer and pro bono projects tells me that any small contribution I can make helps in a big way to help make a difference in the city where Daniel Edelman founded our agency 69 years ago.”*

Joseph, Chicago



# Supplier Diversity

Our supplier diversity program seeks to increase our spend with racial and ethnic minority owned businesses, as well as those owned by women, LGBTQIA+ persons, individuals with disabilities, and the veteran community.

The program also supports small businesses in historically underutilized business zones, or HUB-zones, in the U.S. In FY20 and FY21, our supplier diversity program was limited to the U.S. market.

In FY21, Edelman sought to better understand how we spend with diverse

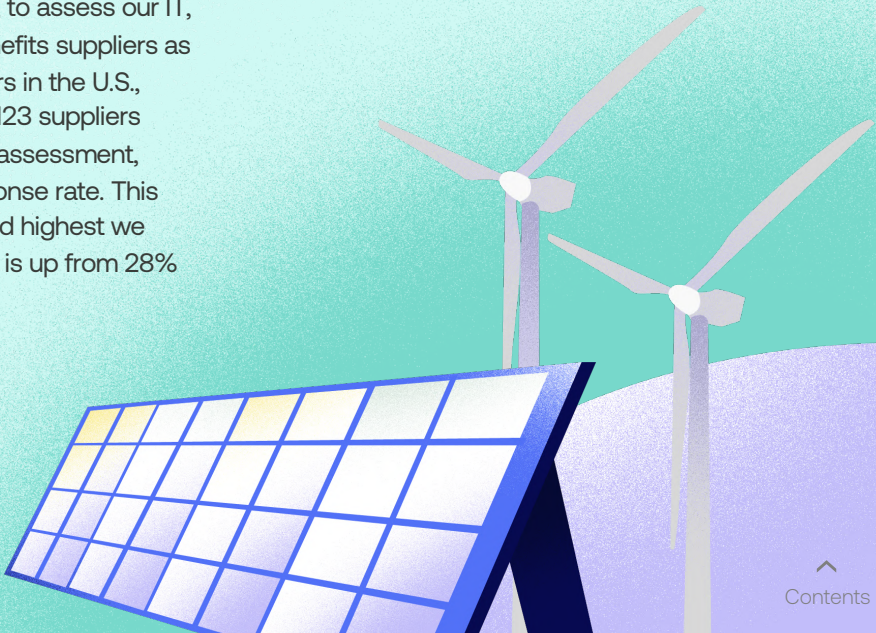
suppliers and how we can increase that spend. We sorted all spending into categories based on the product or service purchased or supplier’s business. This enabled us to determine how much we spend with diverse suppliers in various areas of our business and begin to understand the maximum potential for diverse spend for each category. This analysis continues into FY22 and once completed, will help us identify where we can have a greater impact, set more specific spending targets, and communicate our efforts and progress. In FY20, we achieved a 16.9% spend with diverse businesses in priority categories in the U.S.

# Sustainable Procurement

As part of Edelman’s sustainable procurement strategy, we completed Phase 3 of our supplier engagement program in FY21.

Edelman worked with EcoVadis, a third-party platform that evaluates and rates sustainability performance, to assess our IT, human resources, and benefits suppliers as well as high spend suppliers in the U.S., Europe, and China. Of the 123 suppliers chosen, 51 completed the assessment, accounting for a 41% response rate. This response rate is the second highest we have achieved to date and is up from 28%

the previous year. The increased response rate demonstrates the increasing importance of environmental and social sustainability to our business partners. We plan to run Phase 4 in FY22 and will work with EcoVadis and colleagues in all Edelman markets to identify high impact suppliers and strategize.





# CDP

## We completed our seventh CDP disclosure in FY21.

We completed the disclosure, which gathers the most comprehensive collection of environmental and climate change data from companies around the world to measure their environmental impact, at the behest of our clients, and we value the opportunity to engage with them on such an important issue.

Our FY21 CDP score was not available at the time of our report publication.

In FY20, however, we achieved a “B” rating, which is an increase from our previous year’s rating. This score placed us in the top third of reporting companies in our industry and well above the North American regional average.

Our disclosure is available on the [CDP website](#).



*"For me, citizenship is about taking action. Helping to lead our citizenship initiatives at the Miami office means contributing to Edelman’s commitment to positively impact society and encouraging my colleagues to do the same. I am proud that we continue making progress, particularly through our pro bono work and green initiatives, which have engaged our employees throughout the year in various ways that make a difference for our local community and our planet."*

Rita, Miami

### Waste Impacts

**93%**  
of offices have eliminated plastic bottles

**100%**  
of e-waste disposed of responsibly through Ingrahm Micro ATD.

**45%**  
of offices compost.

**98%**  
of offices have eliminated plastic straws.





# Proposed Sustainability Standard for Professional Services Advances

NSF International, the independent standards development organization that published the NSF/ANSI/391.1 professional services standard two years ago, has begun a pilot project in which Edelman is participating. John Edelman, our Managing Director of Global Engagement and Corporate Responsibility, participated as a member of the joint committee that developed the standard.

Several professional services firms are participating in the pilot program which is expected to continue until early 2022. NSF International envisions that the pilot program will lead to participants continuing to the certification stage while providing others with a solid understanding of what it will take to be certified.

*"Citizenship defines who we are at Edelman and reflects our strive to create a positive impact on society. Communicating our Citizenship impact to people inside and outside our organization helps people identify with us and our shared purpose. Therefore, differentiating Edelman from others."*

**Amanda, Singapore**





# Emissions Certification, Verification, and Assurance



All of Edelman’s scope 1, 2, and 3 emissions data has been verified and assured for 2020.

Eighteen of our offices were certified through Carbon Trust Standard. The Carbon Trust Standard certifies that an organization has genuinely reduced its carbon emissions and is committed to making further reductions year on year. These 18 offices accounted for 78% of Edelman’s scope 1 carbon emissions, 72% of scope 2 carbon emissions, and 81% of scope 3

emissions in 2020 and were first certified in 2016. The emissions from these offices were recertified in 2018. We planned to recertify again in 2020, but the impacts of the pandemic made it impossible to do so. We were able to certify again in 2021.

The remaining offices and emissions were verified and assured to ISO14064-3 by SCS Global Services. This is the first time the emissions from our remaining offices have been externally verified and assured.



*“For an organization to have a Citizenship network showcases how it prioritizes making a positive impact worldwide. With our Citizenship team, we are proactively strategizing and seeking feasible solutions that don’t just take the present day into consideration, but also the future.”*

Amanda, Bay Area Hub





# Looking Ahead



**What's the Next Normal?** The pandemic has triggered large-scale shifts in the nature of work. Edelman leaders are charting our agency's future and our team of tomorrow and its needs as we continue to evolve in changing times. They are guided in part by our research in employee expectation, the goals we lay out in this report, and in our progress made these past two years as environmental stewards.

**Theirs is a formidable task.** They are exploring how we will work. How we will develop professionally. How we will reshape our thinking and relationships with colleagues, clients, and our communities – and at a time when the world is beset by societal, environmental, and governance challenges.

**Some changes are clear.** We will adopt a hybrid work arrangement enabling employees to work from home or in the office depending on the situation. Employees recognize the pluses of working remotely but also the cultural necessity of the office for broader collaboration, camaraderie, and culture.



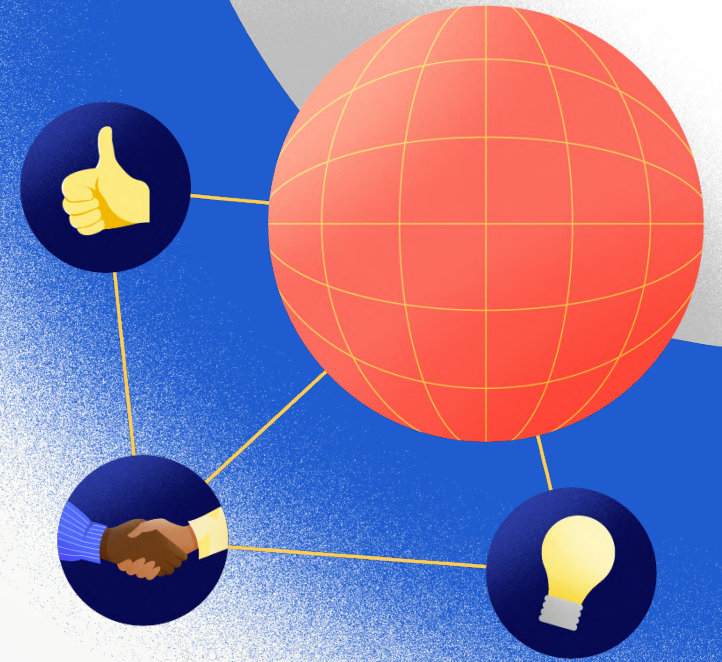
**Our offices will adapt to this new reality.** The process has begun as we relocate or makeover offices that in the near term will include, among others, Chicago, London, Singapore, Kuala Lumpur, and Hong Kong. Many will be LEED-certified green offices. Their physical layout will differ; their footprint will shrink. Smart technology will enable employees returning to the office to book a space and ensure they have the office equipment and supplies they need. Forget a traditional phone. Microsoft Teams and our smartphones will make communications quick and reliable. And our “cloud only” approach will ensure materials can be retrieved and stored speedily and securely.

**We have set ambitious citizenship-related goals to achieve by 2030 or earlier.** Whatever the near future brings, we will continue to embrace and achieve our values of corporate and personal responsibility to ensure we demonstrate Citizenship in Action to build inclusive and sustainable communities.





# Engaging Our Stakeholders on Significant Citizenship Issues



We help guide our Citizenship journey by reviewing materiality annually with our stakeholders, seeking to learn what they consider the most significant citizenship issues and their judgment on how we're doing. This benefits our ongoing citizenship journey. In 2021, we also conducted an in-depth materiality assessment that we do every two years with input from our senior leadership, employees, clients, NGOs, and academics.

This appraisal delivers valuable insights into familiar as well as emerging issues, such as the science-based targets we have committed to set to align with the

Science Based Targets initiative (SBTi). It has become the leading organization for achieving the climate target for businesses of limiting global warming to 1.5°C above pre-industrial levels through a rigorous process.

Our stakeholders this year placed significant focus on diversity, equity, and inclusion; climate action; business ethics; and data privacy and security. They placed less emphasis on biodiversity, waste, and community investment. A detailed description of our materiality approach can be found in Appendix A – GRI 103: Materiality & Management Approach.





# About this Report

## Global Reporting Initiative:

This report has been prepared in accordance with the GRI Standards: Core Option

## Reporting Year:

Edelman's fiscal years 2020 and 2021, from July 1, 2019, through June 30, 2021, unless otherwise noted.

## Currency:

All monetary amounts in this report are expressed in U.S. dollars

## Additional Information:

For more information, please visit [www.edelman.com/about-us/citizenship](http://www.edelman.com/about-us/citizenship)

## Contact:

For questions or feedback, please contact [Citizenship@edelman.com](mailto:Citizenship@edelman.com)





GRI Standard	GRI Disclosure	Response
General Disclosures		
GRI 102: General Disclosures	102-1: Name of organization	Daniel J. Edelman Holdings, Inc. (“DJEH” within this document, limited to the scope described in 102-45)
	102-2: Activities, brands, products, services	Please visit <a href="http://www.edelman.com/expertise">www.edelman.com/expertise</a>
	102-3: Location of headquarters	Chicago and New York
	102-4: Location of operations	DJEH is actively operating in more than 60 cities with upwards of 5,500 employees around the world.  For a full list of locations, visit <a href="http://www.edelman.com/offices">www.edelman.com/offices</a>
	102-5: Ownership and legal form	Daniel J. Edelman Holdings is a portfolio of interdependent companies and divisions that provide brands and businesses with a full suite of communications solutions. These include Edelman, Edelman Data & Intelligence, Edible, BioScience Communications, Assembly, Salutem, Revere, United Entertainment Group, Edelman Global Advisory, First at EDIFL, First&42nd and Zeno Group. Note that this report excludes Zeno Group. For more information on the specialty firms, visit <a href="http://www.edelman.com/about-us/dje-holdings">www.edelman.com/about-us/dje-holdings</a> .”
	102-6: Markets served	Geographically, DJEH’s operations are managed through five regions: the European Union, Middle East, and Africa (EMEA); Asia Pacific (APAC); Latin America (LATAM); Canada; and the United States. For more information, please visit <a href="http://www.edelman.com/offices">www.edelman.com/offices</a> .
	102-7: Scale of organization	Total # of employees: 5623 as of 6/30/2021 Total # of operations: Active in more than 60 cities Net sales (for private sector): Approx. \$1 billion DJEH has no third-party debt.
	102-8: Information on employees and other workers	Total # of employees: 5623 as of 6/30/2021 Total number of permanent employees by gender: 70% Female; 30% Male Total number of temporary employees by gender: 67% Female; 32% Male Total of permanent employees by region: APAC 1108; Canada 220; EMEA 1282; Latin America 380; US 2633 Total number of temporary employees by region: APAC 159; Canada 6; EMEA 103; Latin America 8; US 271 Total number of full-time employees by gender: 69% Female; 31% Male Total number of part-time employees by gender: 78% Female; 22% Male
	102-9: Supply chain	For information on supply chain, see Sustainable Procurement, p. 58.
	102-10: Significant changes to the organization and its supply chain	During the reporting period, DJEH did not permanently close any of its office locations. DJEH temporarily closed but then shortly thereafter reopened its office in Stockholm, Sweden on 10/22/20 as well as opened a new office in Nairobi, Kenya on 1/1/20.  DJEH added local agencies in Ethiopia and Switzerland to participate in Edelman’s affiliate program, and no longer has local agencies that participate in Edelman’s affiliate program partners in Sweden, Nigeria, Lithuania and Jordan. In Sweden, DJEH established a new partnership.
	102-11: Precautionary Principle or approach	DJEH supports the precautionary approach as described in the United Nations Rio Declaration, but, as a professional services firm, its application is not significant to our business.

GRI Standard	GRI Disclosure	Response
General Disclosures		
GRI 102: General Disclosures	102-12: External initiatives (externally-developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses)	Carbon Trust Standard CDP Chicago Minority Supplier Development Council Clinton Global Initiative European Commission's Energy Efficiency Directive EcoVadis Freedom for All Americans Food Reform for Sustainability and Health (FReSH) Global Reporting Initiative (GRI) Human Rights Council Corporate Equality Index
	102-13: Membership of associations (main memberships of industry or other associations, and national or international advocacy organizations)	Boston College Center for Corporate Citizenship Chicago Minority Supplier Development Council International Women's Forum National Gay & Lesbian Chamber of Commerce NSF International - Member of Joint Committee for NSF 391.1 Social and Human Capital Coalition Student Veterans of America Sustainable Purchasing Leadership Council (SPLC)
	102-14: Statement from senior decision maker	See letter from Richard Edelman, CEO, p. 4 and John Edelman, Managing Director of Global Engagement and Corporate Responsibility, p. 5
	102-16: Values, principles, standards, and norms of behavior	Our values include: -The Relentless Pursuit of Excellence -The Freedom to be Constantly Curious -The Courage to do the Right Thing -The Commitment to Positively Impact Society  For more information on our values and mission, please visit <a href="http://www.edelman.com/about-us/values-mission">www.edelman.com/about-us/values-mission</a>  For more information about our Code of Conduct and its sister document, the Day-to-Day Situation Guide, please visit <a href="https://www.djeholdings.com/code-of-conduct">https://www.djeholdings.com/code-of-conduct</a>
	102-18: Governance structure	In addition to DJEH's board of directors, the firm is managed by an Executive Committee that oversees the execution of the firm's strategy. This group also enlists the support of individuals who serve in a variety of capacities via the Operations Committee. Members of these committees are responsible for DJEH's citizenship performance in a variety of ways. Each region (please see GRI 102-4) operates under the leadership of its own President and Chief Financial Officer. Managing Directors oversee strategy, service and operations in over 60 cities around the world. For more information, please visit <a href="http://www.edelman.com/people">www.edelman.com/people</a> or search for DJEH's CDP response at <a href="http://cdp.net/en">cdp.net/en</a> .
	102-40: List of stakeholder groups	See Appendix A - GRI 103: Materiality & Management Approach, p. 78.
	102-41: Collective bargaining agreements	Employees in Italy, France, Spain and Belgium are linked to a collective agreement.



GRI Standard	GRI Disclosure	Response
General Disclosures		
GRI 102: General Disclosures	102-42: Identifying and selecting stakeholders	See Appendix A - GRI 103: Materiality & Management Approach, p. 78.
	102-43: Approach to stakeholder engagement	See Appendix A - GRI 103: Materiality & Management Approach, p. 78.
	102-44: Key topics and concerns raised	See Appendix A - GRI 103: Materiality & Management Approach, p. 78..
	102-45: Entities included in the consolidated financial statement	Please visit <a href="http://www.edelman.com/about-us/dje-holdings">www.edelman.com/about-us/dje-holdings</a>  This report is about Edelman and the following specialty firms within DJEH: Assembly, BioScience Communication, Edelman Data & Intelligence, Edible, First&42nd, Revere, Salutem, First At Edifi, United Entertainment Group. This report excludes information about Zeno Group.
	102-46: Defining report content and topic boundaries	See Appendix A - GRI 103: Materiality & Management Approach, p. 78-87.
	102-47: List of material topics	Diversity, Equity, and Inclusion, Business Ethics, Climate Change, Data Privacy & Security, Human Rights, Sustainable Procurement, Supplier Diversity, Employee Health & Well-being, Employee Training & Development See Appendix A p. 78-87.
	102-48: Restatements of information	DJEH has not restated information given in previous reports.
	102-49: Changes in reporting	Not applicable
	102-50: Reporting period	Fiscal Years 2020 and 2021 (July 1, 2019 to June 30, 2021), unless otherwise noted
	102-51: Date of most recent report	October 2019
	102-52: Reporting cycle	Our reporting cycle is typically annual. However, we did not publish a report in FY20 because of constraints caused by the COVID-19 pandemic.
	102-53: Contact point for questions regarding the report	For questions regarding this report and its contents, please contact <a href="mailto:citizenship@edelman.com">citizenship@edelman.com</a>
	102-54: Claims of reporting in accordance with GRI standard	This report has been prepared in accordance with the GRI Standards: Core option
	102-55: GRI context index	This GRI content index covers both General Standard Disclosures and Specific Standard Disclosures.
	102-56: External assurance	This report has not been externally assured.  Some data relating to carbon emissions for calendar years 2019 and 2020 has been externally assured by Carbon Trust Standard and/or SCS Global Services. See Emissions Certification, Verification, and Assurance p. 61 for more information.

GRI Standard	GRI Disclosure	Response
<b>Material Topic</b>		
<i>Diversity, Equity, and Inclusion</i>		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 79.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 79.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 79..
GRI 405: Diversity and Equal Opportunity	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 79.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 79.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 79.
	405-1: Diversity of governance bodies and employees	<p>DJEH as a whole:</p> <ul style="list-style-type: none"> <li>• Gender: Male – 29.8%, Female – 70.1%, Unidentified – 0.1%</li> <li>• Age Group: Under 30 years old – 36.7%, 30-50 years old – 56.2%, over 50 years old – 6.7%</li> </ul> <p>As of September 2021, DJEH reported diversity demographic data by race &amp; ethnicity overall in the United States:</p> <p>8.6% Asian, 8.4% Black/African American, 9.3% Hispanic/Latinx, .04% Native American, .2% Pacific Islander, 3.5% Two+ Races, 70% White. The total underrepresented groups in the US is 30%.</p> <p>DJEH's Operating Committee:</p> <ul style="list-style-type: none"> <li>• Gender: Male - 47.8%, Female – 52.2%</li> <li>• Age Group: Under 30 years old – 0%, 30-50 years old – 43.5%, over 50 years old – 56.5%</li> </ul>
	405-2: Ratio of basic salary and remuneration of women to men	DJEH is committed to equal pay. In 2020, DJEH completed a gender pay analysis and found women are paid 100% of what male counterparts are paid for similar job functions. The analysis looked at all countries with 30 or more DJEH employees. The company has made a commitment to analyze pay ever other year to ensure DJEH maintains fair pay practices; the next analysis is scheduled for 2022. The effective ratio of basic salary and remuneration of women to men is not published for reasons of confidentiality.





GRI Standard	GRI Disclosure	Response
Material Topic		
Business Ethics		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 80.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 80.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 80.
GRI 201: Economic Performance	201-1: Direct economic value generated and distributed	As a private, family-owned company, DJEH does not disclose financial information except for summarized total revenues. We do not disclose information on economic value retained, generated, or distributed.
	201-2: Financial implications and other risks and opportunities due to climate change	<p>DJEH reports financial implications and specific risks and opportunities as part of our annual CDP response, including risks and opportunities posed by climate change with the potential to substantively impact our operations, revenues, and expenditures, including those:</p> <ul style="list-style-type: none"><li>-driven by changes in current and emerging regulation</li><li>-driven by physical and chronic impacts</li><li>-driven by changes in other climate-related developments (Legal, Market, Reputation)</li></ul> <p>We also include the potential financial implications associated with those risks and opportunities where that data is available, potential methods to manage identified risks and opportunities, and costs to implement those management techniques.</p> <p>Our CDP response is made public for all stakeholders to view and can be found in the “Search and view company and city responses” section at <a href="http://www.cdp.net/en">www.cdp.net/en</a></p>
	201-3: Defined benefit plan obligations and other retirement plans	<p>DJEH provides U.S. employees with a diversified 401(k) (defined contribution) plan with company matching contributions to save for retirement.</p> <p>The company match contributions begin after one year of employment and is vesting in increments of 33.3% over a three-year period.</p> <p>1 year of employment = 33% match 2 years of employment = 66% match 3 years of employment and beyond = 100% match</p> <p>Employees can contribute up to 100% of pay with either pre- or post-tax contributions up to the IRS allowed contribution maximum. The company provides 60 cents for every dollar an employee contributes up to the first 5% of total compensation.</p> <p>Newly hired U.S. employees are automatically enrolled in the 401(k) plan after completing three months of employment. The plan has a 95% participation rate.</p>
GRI 205: Anti-Corruption	205-1 Operations assessed for risks related to corruption	DJEH monitors and reviews all its operations for corruption risks on an ongoing basis with risks being assessed both as part of normal business activities and as part of its strategic positioning. Corruption risk assessment is also central to the overall compliance program managed at a global level and considers corruption risk from a geographical, regulatory, and operational lens for all operations. In addition, DJEH operates a risk-based Internal Audit Program which provides independent assurance on the effectiveness of the processes put in place by management to manage its risks. No significant risks related to corruption were identified through the latest compliance risk assessment or the latest Internal Audit Program.
	205-2 Communication and training about anti-corruption	DJEH has a formally documented Worldwide <a href="#">Anti-Corruption Policy</a> available to all employees on a global intranet site and all employees are required to complete an anti-corruption e-learning course. Seventy-seven percent (77%) of employees worldwide have completed the anti-corruption training in FY20, exceeding our goal of 60%.
	205-3: Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption or public legal cases brought against the organization or its employees.



GRI Standard	GRI Disclosure	Response
Material Topic		
Business Ethics		
GRI 206: Anti-Competitive Behavior	206-1: Legal actions for anti-competitive behavior, anti-trust and monopoly practices	There have been no legal actions pending or completed where DJEH has been accused of anti-competitive behavior, or anti-trust or monopoly violations.
GRI 417: Marketing and Labeling	417-1: Requirements for products and service information	As a professional services firm, this is not applicable.
	417-2: Incidents of non-compliance concerning product and service information and labeling	As a professional services firm, this is not applicable.
	417-3: Incidents of non-compliance concerning marketing communications	DJEH is not aware of, nor has it been notified of, any incidents of non-compliance with any regulations and/or voluntary codes related to marketing communication.
GRI 419: Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	There have been no fines or non-monetary sanctions for non-compliance with laws or regulations in the social and economic area.
	205-2 Communication and training about anti-corruption	DJEH has a formally documented Worldwide Anti-Corruption Policy available to all employees on a global intranet site and all employees are required to complete an anti-corruption e-learning course. Seventy-seven percent (77%) of employees worldwide have completed the anti-corruption training in FY20, exceeding our goal of 60%.
	205-3: Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption or public legal cases brought against the organization or its employees.
Climate Change		
RI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 81..
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 81..
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 81.
GRI 302: Energy	302-1: Energy consumption within the organization	<p>For information on standards, methodologies, assumptions and/or calculation tools used, as well as the source of conversion factors used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 88-89.</p> <p>For information on total consumption within DJEH from non-renewable sources, total electricity consumption and total energy consumption, see Appendix C: Environmental Performance Data Table, p. 90-92</p> <p>Information related to heating and cooling consumption are included in fuel and electricity consumption.</p> <p>Information related to fuel consumption within DJEH from renewable sources and steam consumption is not applicable.</p> <p>No electricity, heating, cooling, or steam energy was sold in FY20 or FY21.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle.</p>
	302-2: Energy consumption outside of the organization	Not applicable
	302-3: Energy intensity	See Appendix C: Environmental Performance Data Table, p. 90-92.
	302-4: Reduction of energy consumption	See Appendix C: Environmental Performance Data Table, p. 90-92.





GRI Standard	GRI Disclosure	Response
Material Topic		
Climate Change		
GRI 302: Energy	302-5: Reduction in energy requirements of products and services	Not applicable
GRI 305: Emissions	305-1: Direct (scope 1) GHG emissions	<p>For information on gross direct (scope 1) GHG emissions, see Appendix C: Environmental Performance Data Table, p. 90-92.</p> <p>For information on gases included in the calculation, base year for the calculation (including rationale, emissions, and any changes in the calculation), source of emission factors and global warming potential (GWP) rates used, consolidation approach for emissions and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 88-89.</p> <p>There were no biogenic emissions in FY20 or FY21.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle.</p>
	305-2: Energy indirect (scope 2) GHG emissions	<p>For information on gross location-based energy indirect (scope 2) GHG emissions and gross market-based energy indirect (scope 2) GHG emissions, see Appendix C: Environmental Performance Data Table, p. 90-92.</p> <p>For information on gases included in the calculation, base year for the calculation (including rationale for choosing it, emissions, and any changes to the calculation), source of emission factors and global warming potential (GWP) rates used, consolidation approach for emissions and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 88-89.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle.</p>
	305-3 Other indirect (scope 3) GHG emissions	<p>For information on gross other indirect (scope 3) GHG emissions and other indirect (scope 3) GHG emissions categories and activities included in the calculation, see Appendix C: Environmental Performance Data Table, p. 90-92.</p> <p>For information on gases included in the calculation, base year for the calculation (including rationale for choosing, emissions, and any changes to the calculation), source of emission factors and global warming potential (GWP) rates used and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 88-89.</p> <p>There were no biogenic emissions in FY20 or FY21.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle.</p>
	305-4: GHG emissions intensity	<p>For information on GHG emissions intensity ratio for the organization, organization-specific metrics chosen to calculate the ratio, and types of GHG emissions included in the intensity ratio, see Appendix C: Environmental Performance Data Table, p. 90-92.</p> <p>DJEH reports on carbon intensity for scope 1, 2, and selected scope 3 emissions per headcount.</p> <p>For information on gases included in the calculation, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 88-89.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle.</p>
	305-5: Reduction of GHG emissions	<p>For information on GHG emissions reduced as a direct result of reduction initiatives and scopes in which reductions took place (scope 1, 2, and selected 3 emissions), see Appendix C: Environmental Performance Data Table, p. 90-92.</p> <p>For information on gases included in the calculation, baseline and rationale, and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 88-89.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle.</p>
GRI 307: Environmental Compliance	307-1: Non-compliance with environmental laws and regulations	There have been no fines or non-monetary sanctions for non-compliance with environmental laws or regulations.



GRI Standard	GRI Disclosure	Response
Material Topic		
Data Privacy & Security		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 82.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 82.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 82.
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and customer data	<p>DJEH assesses the success of its systems and procedures relating to data protection. DJEH uses Standard Contractual Clauses and supplementary measures where necessary and has self-certified under Privacy Shield in regards to protection of personal information and has established policies, procedures, and controls designed to ensure compliance with applicable data protection laws, including but not limited to GDPR and the CCPA. The firm's commitment and management in this regard are stated in its Global Privacy Principles and overseen by the firm's Global Privacy Officer and compliance team.</p> <p>There have been no substantiated complaints received concerning breaches of customer privacy or customer data by outside parties or regulatory bodies for the report period.</p>
Human Rights		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 82.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 82.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 82.
GRI 412: Human Rights Assessment	412-1: Operations that have been subject to human rights reviews or impact assessments	To our knowledge, none of our operations were subject to human rights reviews or impact assessments during the report period.
	412-2: Employee training on human rights policies or procedures	Currently, DJEH does not have a specific human rights training although our <a href="#">human rights policy</a> is mentioned and reviewed in numerous mandatory trainings.
	412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not applicable.





GRI Standard	GRI Disclosure	Response
Material Topic		
Sustainable Procurement		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 83.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 83.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 83.
GRI 204: Procurement Practices	308-1: New suppliers that were screened using environmental criteria	100 percent of new suppliers in the United States and Canada were screened using environmental criteria questions through our vendor management system. Suppliers not serving the United States or Canada markets were not screened.
	308-2: Negative environmental impacts in the supply chain and actions taken	<p>81 suppliers have been assessed for environmental impacts using a third-party assessment service. Of those 81 suppliers, 11 were identified as having significant actual or potential negative environmental impacts.</p> <p>Actual or potential negative environmental impacts identified by the third-party assessor stem from lack of disclosure.</p> <p>DJEH has not yet engaged with low-performing suppliers to determine improvements.</p> <p>No relationships have been terminated with assessed suppliers at this time.</p>
Supplier Diversity		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 83.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 83.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 83.
GRI 414: Supplier Social Assessment	414-1: New suppliers that were screen using social criteria	100 percent of new suppliers in the United States and Canada were screened using social criteria questions through our vendor management system. Suppliers not serving the United States or Canada markets were not screened.
	414-2: Negative social impact in the supply chain and actions taken	<p>81 suppliers have been assessed for environmental impacts using a third-party assessment service. Of those 81 suppliers, 9 were identified as having significant actual or potential negative environmental impacts.</p> <p>Actual or potential negative environmental impacts identified by the third-party assessor stem from lack of disclosure.</p> <p>DJEH has not yet engaged with low-performing suppliers to determine improvements.</p> <p>No relationships have been terminated with assessed suppliers at this time.</p>

GRI Standard	GRI Disclosure	Response			
Material Topic					
Employee Health & Well-being					
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 84.			
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 84.			
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 84.			
GRI 401: Employment	401-1: New employee hires and employee turnover	<p>These numbers exclude temporary employees and Zeno Group.</p> <p><b>Hires by Gender:</b> Female: 1124 Male: 453</p>	<p><b>Hires by Region:</b> ASIA PACIFIC: 335 CANADA: 54 EUROPE: 299 LATIN AMERICA: 164 US: 725</p> <p><b>Turnover by Gender:</b> Female: 18.4% Male: 7.7%</p>	<p><b>Turnover by Region:</b> APAC: 36.6% CANADA: 23.1% EMEA: 27.0% LATAM: 35.9% US: 20.2% All: 26.1%</p>	<p><b>Turnover by Age Group:</b> The breakdown of such statistical information regarding age is not published for reasons of confidentiality.</p>
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>DJE provides all regular (non-temporary) U.S. employees working 24 or more hours per week (part and full time) the following benefits free of cost:</p> <ul style="list-style-type: none"><li>• Life</li><li>• Accidental death &amp; dismemberment</li><li>• Long-term disability</li><li>• Employee assistance and financial counseling</li><li>• Wellness programs</li><li>• Access to various discounted services and products</li></ul> <p>Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:</p>			
	401-3: Parental leave	<p>Note: this data pertains to US employees only</p> <p><b>a.</b> Total number of employees that were entitled to parental leave, by gender. FY20 – Male: 761, Female: 1,927 FY21 – Male: 853, Female: 2,205</p> <p><b>b.</b> Total number of employees that took parental leave, by gender. FY20 – Male: 27, Female: 89 FY21 – Male: 38, Female: 105</p> <p><b>c.</b> Total number of employees that returned to work in the reporting period after parental leave ended, by gender. FY20 – Male: 27, Female: 81 FY21 – Male: 38, Female: 103</p>			



GRI Standard	GRI Disclosure	Response
Material Topic		
Employee Health & Well-being		
GRI 403: Occupational Health and Safety	403-1: Worker representation in formal joint management worker health and safety committees	Not Applicable
	403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities	<p>DJEH had three workers' compensation claims during the reporting period, all of which took place in the U.S. These claims consisted of the following injuries:</p> <p>1 – Had a panic attack 1 – Sharp pain in the right wrist. 1 – Employee had a seizure.</p> <p>DJEH does not report the number of worker injuries by gender. DJEH does not have claims relating to occupational disease or work-related fatalities. DJEH had one claim with lost days with the employee returning to work after three days.</p> <p>Incidents are reported by DJEH HR Benefits to 4A's Benefits which handles DJEH's workers' compensation claims. 4A's records and reports on claim statistics.</p>
	403-3: Workers with high incidence or high risk of diseases related to their occupation	As professional services firm, DJEH employees are generally not involved in occupational activities that have a high incidence or high risk of a specific diseases. That being said, DJEH continues to strengthen its efforts to address and measure mental health related illnesses.
Employee Training and Development		
GRI 404: Training and Education	404-1: Average hours of training per year per employee	<p>In the fiscal year, employees have completed 46,801 hours of training which is roughly 8.3 hours per employee .</p> <p>By Gender: Female total: 74122, Average: 15 Men total: 26597, Average: 12 Undeclared total: 3880, Average: 9</p> <p>By Job Level: Levels 0-2 total: 12,590, Average: 3.3 Levels 3-4 Total: 71,655, Average: 19 Level 5+ Total: 20,353, Average: 18</p> <p>By Job Family: Brand total: 30,519, Average: 19 Corporate total: 38334, Average: 21 Creative total: 3893, Average: 7 Data &amp; intelligence total: 5756, Average: 12 Digital total: 5910, Average 11 Financial Comms total: 1118, Average: 6 Influencer total: 2826, Average: 7 Public Affairs total: 3337, Average: 15 Strategy total: 3658, Average: 24 Studios total: 666, Average 3</p>
	404-2: Programs for upgrading employee skill and transition assistance programs	See Our People - Learning & Development, Page 19.
	404-3: Percentage of employees receiving regular performance and career development reviews	100% employees receive support and training as part of our annual performance process. This includes access to training and support through our recently updated performance management and career development self-service sites. Each of the sites provide access to live and recorded training, templates and tools. Additionally, managers are provided training on how to evaluate performance, deliver feedback and create development plans. Annually, all employees receive notifications to conduct performance discussions and all employees are expected to have these discussion at least twice a year.

GRI Standard	GRI Disclosure	Response
Material Topic		
Waste		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
GRI 306: Waste	306-1: Waste generation and significant waste-related impacts	DJEH's actual and potential waste-related impacts are from our general operations, including paper usage, office supply usage, electronic waste, and food consumption.  These impacts relate to waste generated in our own activities.
	306-2: Management of significant waste-related impacts	For information on electronic waste, see p. 59. For information on general waste practices, including circularity measures, management of significant impacts from waste generated, third-party management, and goals and targets, see p. 59.
	306-3: Waste generated	DJEH does not track this information.
Community Investment		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 86.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 86.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 86.
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments, and development programs	All of DJEH global offices (100%) have implemented community engagement programs at their local office level. For information on DJEH's commitment to its communities, see Our Communities, p. 35-49.
	413-2: Operations with significant actual and potential negative impacts on local communities	Not applicable



GRI Standard	GRI Disclosure	Response
Material Topic		
Biodiversity		
GRI 103: Management Approach	103-1: Explanation of the material topics and its boundary	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
	103-2: The management approach and its components	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
	103-3: Evaluation of the management approach	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
GRI 304: Biodiversity	304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	DJEH has not taken steps to restore or protect habitats beyond what is required by environmental laws and regulations.
	304-2: Significant impacts of activities, products, and services on biodiversity	DJEH does not track this information.
	304-3: Habitats protected or restored	See Appendix A - GRI 103: Materiality & Management Approach, p. 87.
	304-4: ICUN Red List species and national conservation list species with habitats in areas affected by operations	DJEH does not track this information.

# APPENDIX A - GRI 103: Materiality & management approach

## Our 2021 Materiality Assessment

In 2021, Daniel J Edelman Holdings (DJEH) conducted its annual global employee survey and materiality assessment. DJEH conducts an in-depth materiality assessment every two years; the last assessment was completed in 2019. To ensure our citizenship strategy aligns with and prioritizes the issues that have the most impact on the economy, environment, and society, as well as those that most effect our stakeholders, we have completed the process as follows:

- 13 external stakeholder interviews with academics, NGOs, and leaders in the ESG and CSR space;
- Survey of our largest global clients;
- 24 interviews with DJEH senior leadership, including the firm's CEO, CFO, COO, among others;
- A company-wide global citizenship survey, shared with all 5,500+ colleagues around the world (1,212 responded – a 16% increase from 2019)

Based on the results, we determined a list of 12 topics. Topics were scored through an objective rubric and ranked on a 4-point scale across five different factors related to external impacts and five factors related to stakeholder decision-making. Through this process, DJEH has identified the following topics as being material to report on:

- Diversity, Equity, and Inclusion
- Business Ethics
- Climate Action
- Data Privacy & Security
- Human Rights
- Sustainable Procurement
- Supplier Diversity
- Employee Health & Well-being
- Employee Training & Development

Although not material, we have also decided to include community investment, waste, and biodiversity in our analysis.

Each topic was placed on a materiality matrix with their position relative to the degree of influence on stakeholder assessments and decisions, as well as the significance of DJEH's economic, environmental, and social impacts.





# APPENDIX A - GRI 103: Materiality & management approach

## Diversity, Equity, and Inclusion

### Disclosure 103-1: Explanation of the material topic and its boundary

Diversity, equity, and inclusion (DEI) is a material topic for DJEH because, by embracing it and embedding it into our work, we can increase our positive social and economic impacts on stakeholders – namely our clients and employees globally. DEI helps to transform our company and our society. At DJEH, we empower our workforce to bring who they are to the table to help shape cultural movements and moments for the clients we serve. We know that diversity of all types—gender, race, ethnicity, age, sexual orientation, religion, veteran status, disability, and more— and equity and inclusion enhance our vibrant work culture and help deliver stronger business results. We also believe that a workforce comprised of employees from all demographics, backgrounds, and experiences can develop more meaningful campaigns that reach and resonate with our clients’ increasingly diverse customer and stakeholder bases. DEI enables us to provide innovative and creative solutions, which is central to who we are and what we do at DJEH. Our commitment to DEI also impacts the decisions of our stakeholders. We receive numerous requests from clients and potential clients every year asking us about diversity at DJEH and the DEI programs we offer. Employees continually voice their desire to work for a company that supports diverse employees and creates a culture of inclusion and understanding. Both of these stakeholders consider DEI when choosing whether to do business with or work for DJEH.

### Disclosure 103-2: The management approach and its components

DJEH’s approach to DEI is centered around five strategic areas: Employee Representation and Development, Engagement and Education, Thought Leadership, Partnerships and Business Impact.

To better engage and educate employees and contribute to their and the company’s growth and development, we have established several goals and ongoing efforts to create a work environment where DEI is woven into our culture, behaviors, processes, and operations. We have particularly focused on recruitment, training, employee network groups, pay equity, and partnerships.

One of our goals is to improve workforce representation by striving to have 50% of senior leadership positions (level 5+, Senior Vice President and above) held by women and to reach 30% racial/ethnic workplace diversity in the U.S. by 2022. We have made significant progress towards reaching both these goals. By FY21, women held 50% of senior leadership positions globally, and the firm reached 29.5% racial/ethnic workplace diversity in the U.S. in FY21. We will endeavor to maintain equal representation in our company leadership over the next decade and continue pursuing greater racial and/or ethnic diversity among employees by diversifying our recruitment efforts and talent pipeline.

As part of our efforts to increase employee education and awareness, we created a training on unconscious bias that was rolled out to all employees globally in FY21. This training is mandatory, and our goal is that the majority of employees will complete the training in FY22.

Our six employee network groups serve as vehicles to build an internal community in which employees can share, learn, and grow professionally and personally. These groups are the catalyst for helping our employees create a community within the larger DJEH family. Through the work of the networks, our employees play an active role in acknowledging, celebrating, and educating fellow colleagues about diverse cultures, ideals, and beliefs.

As part of a 2020 analysis on gender parity in pay, we learned that the agency pays women 100% of what their male counterparts receive for similar job functions, experience, and geographies. DJEH has committed to analyze gender pay every other year to ensure we maintain fair pay practices and strive to maintain 100% pay equity. The next analysis is scheduled to be completed in 2022. In the U.S., a pay analysis showed that DJEH maintains pay equity across gender and race/ethnicity, and that analysis will be conducted annually.

DJEH has a global DEI department that oversees all DEI programming and evaluates progress. There are also DEI representatives in each of the regions where DJEH operates to carry out region-specific programming.

### Disclosure 103-3: Evaluation of the management approach

DEI is integral to our workplace and woven into all we do. We continuously examine measures to ensure we’re making progress on our DEI journey.

We conduct an annual survey to measure employee sentiment and adjust programs and approaches to meet employee needs.

Trainings are mandatory or highly encouraged and participation is tracked and reported frequently.

Bi-annual pay equity analyses are conducted globally to ensure gender parity. In the U.S., pay studies are conducted annually for gender and race/ethnicity. The most recent analyses showed that we were achieving pay equity between genders and among different races/ethnicities. In addition, as a federal contractor, we are required to adhere to many regulations and measure and report on our progress.

Annually, all employees are to identify KPIs or goals at the team and individual level, and they measure their progress and accomplishments during performance reviews. Pay, bonus, and promotion decisions will be made based on these performance measures.

Edelman strives to continuously diversify our workforce around the world, to meet our clients and their stakeholders needs.

# APPENDIX A - GRI 103: Materiality & management approach

## Business Ethics

### Disclosure 103-1: Explanation of the material topic and its boundary

Since the opening of the business on October 1, 1952, DJEH has built its global enterprise on a foundation of ethics, values, and honesty. Maintaining the firm’s reputation and position as a global leader in our industry demands a commitment to excellence in service, ethical business practices, and compliance with the law. Business ethics is, therefore, a material topic that impacts both the decisions of DJEH stakeholders and is a topic where DJEH could have economic impacts.

DJEH’s commitment to business ethics is global and includes our employees, clients, our suppliers, and any other business partner with which we work.

### Disclosure 103-2: The management approach and its components

DJEH expects employees, suppliers, business partners, and clients to follow ethical business practices and comply with the law. DJEH’s mission, values, and principles provide guidance in meeting these responsibilities:

- The Relentless Pursuit of Excellence
- The Freedom to be Constantly Curious
- The Courage to do the Right Thing
- The Commitment to Positively Impact Society

The DJE Code of Conduct (Code) provides a uniform understanding of what is expected of our employees to meet this commitment to our clients and stakeholders. Both our Code and its companion piece, the Day-to-Day Situation Guide were updated and relaunched in FY20. The relaunch included a revised training module on the Code as well as an annual re-certification requirement.

While all employees are responsible for compliance at DJEH, there is a full time Global Ethics and Compliance Officer, three Regional Compliance Directors, and one compliance coordinator. These individuals are available to all employees to ask questions or raise concerns to about matters in addition to their managers, HR leaders, or the Office of the General Counsel. If an employee doesn’t feel comfortable contacting any one of those resources, DJEH also uses a “Listen Line” which employees can use to raise concerns confidentially and anonymously.

The expectation to follow rules and regulations is both internally based and externally based. Suppliers and other third parties are expected to comply with various rules and regulations as it relates to their engagement with DJEH and our clients as reflected in our Code of Ethics for Suppliers and Service Providers. In addition, DJEH has an [anti-corruption policy](#) for third parties. DJEH’s mission, principles, and values also guide the type of client engagements we are willing to accept.

For several years now, DJEH has refused to accept engagements for tobacco (including e-cigarettes), firearms, pornography, or coal production industries. In addition, DJEH also employs a Client Portfolio Management Committee (CPMC) at the regional and global level. The purpose of the CPMC is to review new and existing client engagements to ensure they are consistent with DJEH’s values.

### Disclosure 103-3: Evaluation of the management approach

DJEH revised and reissued its Code and Day-to-Day Situation Guide in FY20. As part of the revision and reissue, a revised mandatory training module on the Code was added, and all employees are required to certify their compliance with the Code and accompanying policies annually.

In addition, management issued messages to the organization regarding the reissuance of the Code as well as reminders related to certain mandatory training requirements. Moreover, the Compliance leader has issued and will continue to issue compliance reminders throughout the year to elevate the collective knowledge of the organization around compliance.

While we do not necessarily update all policies annually, we do review whether employees are complying with the policies, and we do make changes or introduce new policies where none previously existed on an annual basis. Furthermore, the Client Portfolio Management Committee continues to be used globally and in the regions for decisions related to client engagements.



# APPENDIX A - GRI 103:

## Materiality & management approach

### Climate Change

#### Disclosure 103-1: Explanation of the material topic and its boundary

DJEH fully recognizes the reality of, and science behind, climate change. DJEH understands that its operations can have an impact on the environment. The emissions associated with business air travel throughout our operation was DJEH's largest impact on the climate in FY20 and FY21. Employees travel to meet with clients, connect with potential new clients, and attend meetings and events all over the world. Business rail and car travel also contribute to DJEH's carbon footprint.

On a smaller scale, DJEH also contributes to climate change through our office footprint, which includes, but is not limited to, natural gas and electricity use, purchased goods and services, waste, and employee commuting.

#### Disclosure 103-2: The management approach and its components

DJEH believes that business, government, and society should work together to address climate change by balancing the interdependent priorities of human development, the environment, and the global economy. We work to reduce emissions from our operations, improve energy efficiency, advance sustainable energy solutions, and reduce waste.

DJEH has an [environmental policy](#) that outlines many of our commitments and approaches to environmental impacts. This policy is reviewed each year by the Global Citizenship team, internal subject matter experts, and DJEH's executive committee and revised as necessary. It was last reviewed in December 2020.

DJEH has also set the following goals and commitments related to climate action:

- Set a net-zero target in line with Science Based Targets initiative Business Ambition for 1.5° Celsius.
- Reduce scopes 1, 2, and 3 carbon emissions by 15% by 2025

While every employee's actions can influence DJEH's carbon footprint and climate impact, the Global Citizenship team is responsible for monitoring the company's carbon footprint, writing policies, and reporting. Global Citizenship works with a network of market-level representatives who implement sustainable changes in their own offices and collect the data that informs DJEH's carbon footprint. Global Citizenship also works with region and function leads to determine company-wide initiatives that will help to reduce DJEH's overall environmental impacts from its operations.

#### Disclosure 103-3: Evaluation of the management approach

DJEH's impact on climate change is measured by calculating our carbon footprint as part of the annual reporting process. We analyze our scope 1, scope 2, and limited scope 3 emissions and report them through CDP and the annual Citizenship Report. We use this data to then compare current year data to previous years to determine our progress against our goals.

We also measure our progress through various reporting mechanisms. CDP, EcoVadis, and Carbon Trust all rate us on our emissions and reduction efforts. These ratings help us benchmark ourselves against our peers and our past performance.

DJEH's emissions were verified and assured in FY21 by SCS Global Services and Carbon Trust Standard.

# APPENDIX A - GRI 103: Materiality & management approach

## Data Privacy & Security

### Disclosure 103-1: Explanation of the material topic and its boundary

DJEH understands the importance of fair information privacy practices in individual privacy and considers it a material topic for our business. DJEH helps its clients maintain and grow their relationships with stakeholders, and a key part of a brand’s relationship with its stakeholders involves a stakeholder’s confidence in the privacy practices associated with the brand. To put it simply, privacy is good corporate citizenship and an important consideration when stakeholders decide whether to do business with DJEH, and best practices are applied globally – not only to DJEH, but also to its clients.

### Disclosure 103-2: The management approach and its components

In May 2018, DJEH adopted Global Privacy Principles (Principles) regarding the collection, use, storage, and other processing of personal information. The Principles are designed to identify personal information that is being processed and ensure the processing is taking place in a fair and proper manner as well as in accordance with applicable laws and internal regulations.

DJEH trains all employees on information security, acceptable usage, and data protection through our learning and development platform. Completion of the trainings has increased year over year, and we are striving to meet 100% trained. In FY21, the information security training rate increased to 81% from the FY19 rate of 43%, 84% of employees reviewed and acknowledged the Acceptable Usage Policy (AUP) through the platform and 84.7% of employees completed the data protection training, a 14.1% increase from FY19.

Externally, DJEH’s Data Security & Privacy team helps organizations of all sizes and across sectors navigate the increasingly complex environment surrounding the collection, use, and protection of corporate and personal data. We help organizations prepare for and manage communications around a data breach or cyberattack. Through developing comprehensive communications plans and processes, we help companies communicate quickly and thoughtfully following a data incident. We also work with companies across a variety of sectors to proactively plan and train against likely security and privacy issues, influence the policy agenda, and define leadership positioning.

### Disclosure 103-3: Evaluation of the management approach

DJEH continually reviews and updates its data privacy and information security practices to ensure it effectively safeguards personal and business data for our clients and for ourselves. DJEH monitors the percent of employees who have completed the training and strives for 100% of full-time employees trained on Information Security Awareness. DJEH’s streamlined approach to training, by delivering three modules as compared to 12 modules previously, has positively affected the overall compliance.

## Human Rights

### Disclosure 103-1: Explanation of the material topic and its boundary

The key tenets of DJEH’s business are reputation, leadership, and transparency. Respecting human rights, therefore, is material to how we do business. DJEH is a professional services firm, and our people are at the heart of our success. Ensuring fair and equal human rights for all our employees and throughout our work is at the center of our approach.

### Disclosure 103-2: The management approach and its components

Through policies and training, DJEH makes a commitment to uphold human rights in every facet of our business, to avoid directly or indirectly infringing on the human rights of others, and to address negative impacts on human rights if they occur.

DJEH has a [human rights policy](#) that applies to all employees and actions company wide. In addition to our policies, the Human Rights Policy includes the procedures for reporting grievances to management or through our anonymous “Listen Line.” This policy applies to all offices and employees throughout our network. This policy is reviewed each year by the Global Citizenship team, subject matter experts within the company, and DJEH’s executive committee. It was last reviewed in December 2020.

### Disclosure 103-3: Evaluation of the management approach

DJEH evaluates our progress on human rights by keeping abreast of human rights laws in the markets in which we operate and ensuring compliance. We also track and respond to any complaints received.



# APPENDIX A - GRI 103: Materiality & management approach

## Sustainable Procurement

### Disclosure 103-1: Explanation of the material topic and its boundary

DJEH sources goods and services from suppliers around the world as part of our client work and business operations. Our purchases have an impact on the environment, economy, and social communities through our relationship with suppliers. Therefore, we have an opportunity to reduce that impact through purchasing goods and services produced in a sustainable manner from suppliers that care about and manage their own impacts. For these reasons, sustainable procurement is a material topic for DJEH.

### Disclosure 103-2: The management approach and its components

DJEH states our commitment to source sustainable goods and services in our [Sustainable Procurement Policy](#) and [Environmental Policy](#). This policy applies to all offices throughout our network. These policies are reviewed each year by the Global Citizenship team, subject matter experts within the company, and DJEH's executive committee to ensure they reflect our current position and are aligned with best practices. It was last reviewed in December 2020.

DJEH is a member of the United Nations Global Compact (UNGC). Through our membership, we commit to supporting and respecting human rights, labor standards, the environment, and anti-corruption. Our commitment to these issues extends to all facets of our business, including our work with suppliers. Our communication on progress is located [here](#).

In FY20-21, we renewed our goal to incorporate sustainability into the selection criteria for business partners in priority spending categories. We plan to do this by 2022 in the U.S. and 2025 in offices worldwide.

Global Citizenship works with DJEH's Finance and Shared Services departments to monitor our progress on sustainable procurement and collect data on the suppliers employees are using.

### Disclosure 103-3: Evaluation of the management approach

DJEH works with EcoVadis to evaluate our suppliers, a third-party assessor that reviews company data and assigns them a score based on their work and achievements in four key topic areas: human rights, business ethics, environment, and supply chain. In FY20 and FY21, we completed phase three of our supplier analysis, where we analyzed select suppliers of human resources, benefits, and IT goods and services as well as high spend suppliers in our Amsterdam, Brussels, Germany, UK, and China markets. We hit a 41% response rate to our request for assessment. This was the second highest response rate we have achieved and is up from 28% the previous year. We will continue to use EcoVadis to evaluate our suppliers so that we can better understand them and their practices. We will also use EcoVadis's services as part of achieving the above target as their analysis will likely form the basis for the selection criteria we use to evaluate suppliers.

## Supplier Diversity

### Disclosure 103-1: Explanation of the material topic and its boundary

To service our clients and supply our offices, DJEH relies on the best suppliers available and is constantly seeking new and innovative suppliers to meet our ever-evolving needs.

Ensuring that we have diversity among our suppliers where possible is not only a requirement of some of our largest clients, but it is also one of the many ways DJEH seeks to increase our positive impact with suppliers who have been disadvantageously marginalized, including women, minority, LGBTQ+, veteran, disabled veteran, and disabled person-owned businesses.

Currently, we are only able to track and report on supplier diversity impacts and progress in our U.S. markets. We are also in the initial stages of being able to track impacts in our Canada markets. We continue to evaluate the potential of rolling out our program to other regions as possible.

### Disclosure 103-2: The management approach and its components

DJEH states our commitment to supplier diversity in our [Sustainable Procurement Policy](#). We align our commitment in our policy to our commitment to align our business practices with achieving the Sustainable Development Goals (SDGs), particularly SDG #8: Decent Work and Economic Growth in this case. This policy is reviewed each year by the Global Citizenship team, subject matter experts within the company, and DJEH's executive committee to ensure it reflects our current position and is aligned with best practices. It was last reviewed in December 2020.

We have also committed to achieving at least 15% spend with diverse suppliers in the U.S. by the end of 2024.

DJEH's Finance and Shared Services departments monitor our progress on supplier diversity spend and collect data on the suppliers employees are using in the U.S. and Canada.

### Disclosure 103-3: Evaluation of the management approach

DJEH measures our spend with diverse suppliers in the U.S. using purchasing tracking software. We are able to track the diverse suppliers we spend with, how much we spend, and pull reports to determine our spend rate with all or specific types of diverse suppliers. We can also analyze spend in different categories, such as IT procurement or legal services. We can use this same system to analyze spend in Canada.

At this time, we are unable to analyze supplier diversity spend in other regions.

# APPENDIX A - GRI 103: Materiality & management approach

## Employee Health & Well-being

### Disclosure 103-1: Explanation of the material topic and its boundary

Employee health and well-being is a material topic for DJEH because, as a professional services firm, we rely on recruiting and retaining the best employees in all markets to deliver quality work for our clients. The firm’s support of the mental and physical health and well-being of those employees is crucial in the decision of those employees in choosing to work for DJEH. To that end, we provide a safe and healthy workplace that promotes employees to take a more balanced approach to their own well-being. Healthy, energized employees continue to be our number one asset.

### Disclosure 103-2: The management approach and its components

To support our employee’s wellbeing, DJEH launched Livewell, a wellness campaign that complements our workplace culture with programs, education, and support to encourage employees to balance their physical and mental health. Throughout FY20 and FY21, we introduced several programs and policies under the Livewell umbrella:

- Livewell Links: Well-being ambassadors selected by regional leadership certified in Mental Health First Aid and have become regional resources to encourage a culture of support and care for employees to turn to in times of need.
- Livewell LIVE: a quarterly global discussion with leaders of the firm, focused on topics around wellbeing. Topics to date have included: Leading through Change and Vulnerability, Choose to Challenge Inequality, and Managing your Wellbeing: The Intersection of Resilience and Happiness.
- Global Mental Health Policy: In recognition of Mental Health Awareness Month in many of our markets, DJEH launched a Global Mental Health Policy which recognizes and supports the needs of our colleagues
- Dusk to Dawn Policy: DJEH encourages employees to refrain from emailing one another outside of work hours (from 8pm to 8am) and on the weekend.
- Mental Health First Aid: DJEH educated our Large Client Leadership on Mental Health First Aid through a 4-hour training provided by the National Council for Mental Well-being.
- Calm: DJEH launched a global partnership with Calm, the leading and award-winning mental well-being app. Since launch, we have had an engagement success rate of 69.4% of users who have signed up.
- EAP and ComPsych: DJEH expanded offerings to include free access to ComPsych’s HealthyGuidance Weight Management Program which is focused on improving employee health through nutrition and exercise coaching.

As a commitment to achieve progress around our efforts relating to well-being, we committed to the following goals related to the Sustainable Development Goals around good health and well-being for 2021:

- Identify and provide mental well-being training to Livewell Links across all DJEH offices by 2025.
- Improve Health & Wellbeing Peakon score by 10% by 2025.
- Adoption of Global Mental Health Policy by 2022 across all markets by embedding the policy into the onboarding process globally.

DJEH’s Human Resources department oversees our employee health and well-being programming and initiatives.

### Disclosure 103-3: Evaluation of the management approach

DJEH tracks our progress in this area using Peakon, a survey tool that allows employees to share their experiences with health and well-being and other topics at work. Surveys are administered at least annually, although DJEH does run additional surveys as needed, such as to check employee health and well-being during the pandemic.

DJEH also evaluates implementation of health & well-being programming via its Citizenship Score, which measures the number and types of structured, recurring well-being programs employees can access throughout the year.



# APPENDIX A - GRI 103:

## Materiality & management approach

### Employee Training and Development

#### Disclosure 103-1: Explanation of the material topic and its boundary

Although certain learning and development offerings vary by region, continual growth and professional development is an important aspect of a career at DJEH and a material topic for our firm. By focusing on employee training and development, we ensure our employees are well rounded, well educated, and knowledgeable. This is critical because whether we have knowledgeable employees impacts the decisions of our stakeholders to do business with DJEH.

To enhance an employee’s learning experience, DJEH provides various coaching and mentoring opportunities, specialized professional events, and formal training to all employees.

In addition, to demonstrate our commitment to education, all DJEH employees are expected to take seven mandatory training courses per year and an additional three for employees levels 4+.

#### Disclosure 103-2: The management approach and its components

DJEH employees can learn not only from on-the-job experiences, but also through mentorship and career development programs and specially curated online training modules. To help ensure personal and professional development, DJEH offers:

- Edelman Learning Institute (ELI): Edelman’s corporate “virtual campus” addresses personal and professional growth through a robust, global training system that supports lifelong development and social learning. DJEH offers classroom training, monthly webinars, e-learning, and self-directed learning opportunities.
- Growth Academy: This synchronous and asynchronous learning platform provides targeted employees with a hybrid and remote learning experience designed to build skills and knowledge around our key competencies. Implementing this approach has allowed us to increase delivery of learning by 300%.
- Mentor Programs: Most global offices offer mentorship and reverse mentorship programs, connecting experienced employees with junior colleagues. Other programs link minority talent with senior managers, newer women employees with women leaders, and new parents with longtime DJEH parents.
- Career Development: Varied experiences across sectors, practices, and even geographies can help individuals grow and develop skills and expertise. These can include role changes, our Global Mobility initiative, a secondment to another department, a specialized training program, switching accounts to develop desired skills, taking a sabbatical, or working on a pro bono project.
- Tuition Reimbursement: If a full-time U.S. DJEH employee satisfactorily completes pre-approved educational studies at accredited colleges, universities, and professional organizations, DJEH will reimburse them.
- Train-the-Trainer Programming: DJEH invests in the facilitation skills of its leaders as teachers, training them to deliver our curriculum in local offices.

DJEH’s Learning and Development team oversee these programs and all other training employees can or must undertake.

DJEH employees are required to complete training on certain topics, including anti-corruption, acceptable use, and workplace behavior, each year per our company policies.

In FY21, DJEH employees reported a total of 46,801 learning hours, averaging 8.3 hours per full-time employee.

#### Disclosure 103-3: Evaluation of the management approach

Regular reviews of learning and development data and consistent feedback from our Local Citizenship Network allow DJEH to evaluate changes that need to be made to its learning and development approach.

Resulting from this feedback, DJEH instituted several changes in FY21 and is planning for additional changes in FY22 to fulfill our goals.

In November 2020, DJEH replaced their approach to leadership development with the introduction of our new platform, The Growth Academy. This synchronous and asynchronous learning platform provides targeted employees with a hybrid and remote learning experience designed to build skills and knowledge around our key competencies. Implementing this approach has allowed us to increase delivery of learning by 300%. In FY22, we will continue to evaluate our approach to both management and leadership development.

Mandatory training completion rates by level are reported to local offices bi-annually through our mid-year and end of year Citizenship Score communications, as learning and development KPIs make up a significant portion of each office’s local Citizenship Score. In the future, we will be communicating with offices quarterly about their completion rates to increase the number of employees in compliance.

# APPENDIX A - GRI 103: Materiality & management approach

## Community Investment

### Disclosure 103-1: Explanation of the material topic and its boundary

Although Community Investment was not deemed material through our assessment, we have chosen to include it as DJEH recognizes that community investment is one of the ways to demonstrate its fourth value, The Commitment to Positively Impact Society.

Although DJEH operates in over 60 cities around the world, the number of communities we impact is much greater, due to the nature of our client work. DJEH’s efforts are on a global scale and not limited to cities where DJEH has a physical presence.

### Disclosure 103-2: The management approach and its components

Community Investment is managed on several fronts starting with DJEH’s Community Engagement Policies. These policies encourage offices to engage in different partnership opportunities, such as a volunteer days to pro bono work. These partnerships can range from local, regional, and global opportunities. The policy provides clear guidelines on time investment, logging hours internally and efficiently, and how to align projects to our priority Sustainable Development Goals as determined through an employee survey.

We also have established several public goals related to community investment. See page 9.

To determine the progress against these goals, we measure bi-annually using the DJEH Citizenship score (C-score). See more on page 20.

At DJEH, we believe giving back to the community via DJEH’s Community Investment Grant Program. The grant program funds nonprofit organizations all around the world. Since the program’s inception in 2011, DJEH has provided nearly \$1.4 million in charitable donations. In FY20 and FY21, DJEH was able to award 69 organizations \$61,500, and 52 organizations \$73,500, respectively.

Through pro bono work, DJEH uses our communications talents to support nonprofit organizations. In FY20, DJEH employees contributed 16,371.5 hours toward pro bono projects around the globe and 15,737.15 in FY21 with an estimated value of \$6,261,186.75. We are proud to support these organizations especially when they need us most. We calculate these value using standards set by the industry. In the future, we will be using the rate card of each employee to determine the value.

On top of the pro bono work, DJEH employees contributed 6,051 hours of volunteerism in FY20, equating to \$153,876.93 and 5,738.39 hours equating to \$145,927.25 in FY21. DJEH employees also participated in 2,602.25 hours of board advisory work equating to \$66,175.22 in FY20 and 1,526.95 hours equating to \$38,830.33 in FY21.

### Disclosure 103-3: Evaluation of the management approach

DJEH has a goal to deliver 50% of pro bono projects against the priority Sustainable Development Goals identified by DJEH employees by 2024. The priority Sustainable Development goals identified by employees are Quality Education, Good Health and Well-Being, Gender Equality, Reduced Inequalities, and Climate Action. By end of FY21, using the C-score to evaluate, we have met this goal with 78% of projects aligned to our priority Sustainable Development Goals.

All DJEH employees are given 8 hours each year to participate in pro bono, volunteer, or board advisory related activities or projects. The average amount of time spent per full-time employee was 4.98 hours, with just 36% participation. We believe this was largely due to COVID-19 and the effect of stay-at-home orders. To boost participation in the future, we have created a new partnership model to evaluate opportunities and increase engagement among staff.

DJEH continues to use GrantsConnect for our Community Investment Grants Program. We were pleased with the participation results - in FY20 and FY21, 121 unique organizations were funded in all five regions (APAC, EMEA, US, Canada, LATAM).



# APPENDIX A - GRI 103: Materiality & management approach

## Waste

**Disclosure 103-1: Explanation of the material topic and its boundary**

This topic was deemed immaterial during our last materiality assessment. DJEH's waste impacts come from our business operations, mainly our office functions. We dispose of waste through trash to landfill, trash to incinerators, recycling, and/or composting.

**Disclosure 103-2: The management approach and its components**

We discuss our policies on and commitment to reducing and disposing of waste properly in our [Environmental Policy](#).

DJEH has set the following goals and targets related to waste reduction and diversion:

- Determine our global waste footprint, including total amount and diversion rate, by working with regional and local leads to conduct waste audits across our network to help us set goals for reducing waste and achieving a 50% waste diversion rate by 2025
- Eliminate single-use non-PET plastics by the end of 2024

**Disclosure 103-3: Evaluation of the management approach**

Individual offices are encouraged to conduct waste audits regularly to determine their own waste data. We incentivize offices to do this by including it as an option for receiving points on the Citizenship Score. Currently, 33% of offices conduct waste audits individually or participate in their building's waste audit.

## Biodiversity

**Disclosure 103-1: Explanation of the material topic and its boundary**

This topic was deemed immaterial during our materiality assessment.

DJEH has not yet analyzed how our business operations or those of our partners have caused or contributed to impacts on biodiversity.

**Disclosure 103-2: The management approach and its components**

At this time, DJEH does not manage this topic beyond what is required by applicable laws. We have not set any policies or formally signed onto any initiatives related to biodiversity.

**Disclosure 103-3: Evaluation of the management approach**

DJEH does not currently evaluate the management approach for this topic.



# APPENDIX B

## GHG Emissions Reporting Methodology and Environmental Metrics

### GHG emissions reporting methodology

Daniel J. Edelman Holdings’ (DJEH) carbon footprint was consolidated in accordance with the World Resources Institute/World Business Council for Sustainable Development’s The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, revised edition (March 2004), referred to as The Greenhouse Gas Protocol in this document.

### Organizational boundary and reporting period

DJEH’s organizational boundary of its carbon inventory is based on operational control approach in accordance with The Greenhouse Gas Protocol. The inventory accounts for 100% of carbon emissions of business activities and operations in which DJEH has direct operational control and the full authority to introduce and implement operating policies. The current carbon inventory accounts for the carbon emissions of DJEH’s operations for July 1, 2018- June 30, 2020. DJEH operates in more than 60 cities under five regions - the United States, Canada, Europe, the Middle East and Africa (EMEA), Asia Pacific (APAC) and Latin America. Carbon emissions from 59 local offices were reported for FY19-20.

### Operational boundary

The carbon footprint includes scope 1, scope 2, and selected scope 3 emissions that were reported for operations within the organizational boundary.

Operational boundary	Emission source
Scope 1 Direct carbon emissions	Natural gas consumption for stationary combustion
	Diesel consumption for mobile combustion
	Petrol consumption for mobile combustion
Scope 2 Energy indirect carbon emissions	Electricity consumption
Scope 3 Other indirect carbon emissions	Business air travel
	Business rail travel
	Office copy paper use

### GHG quantification methodology and emission factors

All carbon emissions include three of the seven greenhouse gases covered by the Kyoto Protocol, namely carbon dioxide (CO2), methane (CH4), and nitrous oxide (N2O). Hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF6), and nitrogen trifluoride (NF3) are omitted from our reporting as they are not a material source of greenhouse gas for DJEH.

### Carbon emissions are calculated by multiplying activity data with published emission factors.

Carbon emissions from multiple gases are standardized to a carbon dioxide equivalent (CO2e) by applying the corresponding Global Warming Potential (GWP). The general calculation formula and global warming potentials used are: Total GHG emissions (tCO2e) = Σsources (Activity data x Emission factor x GWP)

GHG	Global Warming Potential (GWP)
Carbon dioxide (CO <sub>2</sub> )	1
Methane (CH <sub>4</sub> )	25
Nitrous oxide (N <sub>2</sub> O)	298
GHG	Global Warming Potential (GWP)
Carbon dioxide (CO <sub>2</sub> )	1
Methane (CH <sub>4</sub> )	25
Nitrous oxide (N <sub>2</sub> O)	298

Published emission factors were identified for all emission sources. They specify the amount of emissions per unit of activity.

<sup>1</sup> There were eight offices excluded as the data quality from these offices is deemed to be insignificant for DJEH’s global footprint.



# APPENDIX B

## GHG Emissions Reporting Methodology and Environmental Metrics

Emission source	Source of emission factor
Scope 1 Global	GHG Protocol (March 2017); WRI Emission Factors from Cross-Sector Tools (March 2017); Tables 1, 2, 3: Natural gas; Table 12,13: Passenger Car – Diesel – Year 1983-present (On-Road Diesel Fuel; Passenger Car – Gasoline – Year 2005-present (Gasoline/Petrol) (direct).
Scope 2 United States, location-based	US Environmental Protection Agency (2018) e-GRID 2016
Scope 2 Other regions, location-based	OECD/IEA (2017) World edition of CO2 Emissions from Fuel Combustion
Scope 2 United States, market-based	Green-e (2018) Residual Mix Emissions Rates
Scope 2 Europe, market-based	Association of Issuing Bodies (2017) RE-DISS 2017
Scope 2 Other regions, market-based	OECD/IEA (2017) World edition of CO2 Emissions from Fuel Combustion
Scope 3 Business Air Travel	DEBRIS (2018) UK Government GHG Conversion Factors for Company Reporting; Business travel – air (with Radiative Forcing)
Scope 3 United States Rail Travel	GHG Protocol (March 2017); WRI Emission Factors from Cross-Sector Tools (March 2017); Table 18 – Train, National Rail, US
Scope 3 Paper, Global	Environmental Paper Network Paper Calculator Version 3.2.1

Carbon emissions data is reported in both absolute and normalized values. Full-time equivalent (FTE) at fiscal yearend (i.e. June 30, 2020) is used to calculate carbon intensity (tCO2e/FTE). FTE covers permanent full-time and part-time employees only (interns, trainees, contractors, and temporary employees are excluded).

### Base year GHG emissions and recalculation

The carbon emissions for FY12 were set as the base year for comparing our emissions performance over time. It is the suggested base year in which carbon emissions data is available. The base year carbon emissions apply to scope 1, scope 2, and scope 3 emissions associated with staff business air travel and office copy paper use.

- The following base year inventory recalculations were conducted in FY19-20:
- i. Estimation methodology to extrapolate energy consumption for offices without any primary data was updated. Previous year’s energy consumption was recalculated accordingly.
  - ii. Correction of some abnormal historical energy consumption input.
  - iii. Market-based emissions for Canada offices were incorrect due to the missing emission factor in FY19. The market-based emission factor was updated in FY20 and previous year emission was recalculated. Note that this did not have any impact on historical carbon emissions calculations.

### Data collection and reporting tools

Primary usage data is used to calculate carbon emissions through the application of relevant emission factors. The primary data obtained from electricity bills, fuel and paper purchase records, and flight ticket information are collected via a web-based carbon data management software. For offices in which primary data is not available, a proxy is estimated based on the average of offices with primary data in the same region on a monthly basis. For example, the average monthly energy consumption per square foot is applied to estimate electricity and natural gas consumption.

DJEH’s business air travel data comes from a combination of internal booking receipts, data provided by external travel agents as part of the company’s airline procurement process, and flight itinerary records. A proxy built from average air travel emissions per employee is applied to calculate carbon emissions.

Supporting documents such as copies of purchase invoices were maintained by local offices for internal data verifications. At the time of footprint calculations, invoices were checked against the input data based on sampling for electricity, fuel, and paper purchases. Raw data and emissions calculation tools are properly documented and archived for future reference.

# APPENDIX C – Environmental Performance Data Table

Environmental metric	FY20	FY19	% change, FY19/20	FY 18	FY 17	FY16	FY15	FY14	FY13	FY12
Carbon emissions by source	Tons of CO2 equivalent (tCO2e)									
Scope 1 emissions	371	348	7%	671	634	714	795	1,101	949	646
Stationary fuel combustion	279	189	48%	467	429	444	394	609	501	359
Mobile fuel combustion	92	159	-42%	204	205	269	402	492	448	287
Scope 2 emissions	2,226	2,670	-17%	3,002	3,116	3,488	3,819	4,132	3,982	3,580
Electricity consumption (location-based)	2,226	2,670	-17%	3,002	3,116	3,488	3,819	4,132	3,982	3,580
Electricity consumption (market-based)	-	854	-100%	1,727	3,828	3,938	3,903	4,132	3,982	3,580
Scope 3 emissions	9,943	12,613	-21%	14,253	11,140	10,595	11,446	13,834	15,168	13,963
Business air travel	9,750	12,367	-21%	13,972	10,912	10,461	11,376	13,755	15,081	13,823
Business rail travel	163	165	-1%	177	146	67	-	-	-	-
Office paper use	30	80	-62%	104	82	68	70	79	87	140
Total carbon emissions	12,540	15,630	-20%	17,926	14,890	14,797	16,061	19,067	20,099	18,189
Carbon emissions by region	Tons of CO2 equivalent (tCO2e)									
United States	8,179	9,440	-13%	10,747	8,747	9,354	8,856	10,849	12,475	11,326
APACMEA	1,907	3,059	-38%	4,237	3,080	3,336	3,424	3,437	3,162	2,742
Europe	1,999	2,616	-24%	2,530	2,383	1,902	2,959	4,204	3,949	3,621
Canada	134	242	-45%	213	394	431	471	388	340	322
Latin America	296	278	6%	164	206	223	350	189	173	179
Total carbon emissions	12,515	15,635	-20%	17,891	14,809	15,245	16,061	19,067	20,099	18,189
Carbon emissions intensity	Tons of CO2 equivalent per full-time equivalent (tCO2e/FTE)									
Scope 1 and 2 emissions per headcount	0.47	0.55	-14%	0.63	0.65	0.72	0.83	0.99	1.02	0.96
% change compared to FY12	-51%	-43%		-34%	-33%	-25%	-14%	3%	6%	
Scope 1, 2, and selected 3 emissions per headcount	2.28	2.83	-19%	3.10	2.58	2.53	2.89	3.61	4.17	4.15
% change compared to FY12	-45%	-32%		-25%	-38%	-39%	-30%	-13%	0%	

Footnotes  
 1. Some values may not sum exactly to total number due to rounding.  
 2. Detailed methodology for carbon emissions and energy usage calculations, including changes in base year inventory, is available in Appendix B - GHG Emissions Reporting Methodology and Environmental Metrics.

3. Edelman reports scope 2 emissions using both the location-based and market-based consolidation approach, in accordance with The Greenhouse Gas Protocol. Carbon emissions classified as "total carbon emissions", "scope 2 emissions" and "electricity consumption" reflects the location-based carbon accounting approach.

# APPENDIX C – Environmental Performance Data Table

## CSR Appendix

Environmental metric	FY20	FY19	% change, FY19/20	FY 18	FY 17	FY16	FY15	FY14	FY13	FY12
<b>Carbon emissions: percentage by source</b>										
<b>Scope 1 emissions</b>	<b>3%</b>	<b>2%</b>		<b>4%</b>	<b>4%</b>	<b>5%</b>	<b>5%</b>	<b>6%</b>	<b>5%</b>	<b>4%</b>
Stationary fuel combustion	2%	1%		3%	3%	3%	2%	3%	2%	2%
Mobile fuel combustion	1%	1%		1%	1%	2%	3%	3%	2%	2%
<b>Scope 2 emissions</b>	<b>18%</b>	<b>17%</b>		<b>17%</b>	<b>21%</b>	<b>24%</b>	<b>24%</b>	<b>22%</b>	<b>20%</b>	<b>20%</b>
Electricity consumption	18%	17%		17%	21%	24%	24%	22%	20%	20%
<b>Scope 3 emissions</b>	<b>79%</b>	<b>81%</b>		<b>80%</b>	<b>75%</b>	<b>72%</b>	<b>71%</b>	<b>73%</b>	<b>75%</b>	<b>77%</b>
Business air travel	78%	79%		78%	73%	71%	71%	72%	75%	76%
Business rail travel	1%	1%		1%	1%	0%	0%	0%	0%	0%
Office paper use	0%	1%		1%	1%	0%	0%	0%	0%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Carbon emissions: percentage by region</b>										
United States	65%	60%		60%	59%	61%	55%	57%	62%	62%
APACMEA	15%	20%		24%	21%	22%	21%	18%	16%	15%
Europe	16%	17%		14%	16%	12%	18%	22%	20%	20%
Canada	1%	2%		1%	3%	3%	3%	2%	2%	2%
Latin America	2%	2%		1%	1%	1%	2%	1%	1%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Energy usage by source</b>	<b>Megajoules (MJ)</b>									
Electricity	23,268,997	28,979,139	-20%	31,707,057	32,729,831	34,826,974	35,962,454	36,891,919	35,080,460	31,521,306
Natural gas	4,944,174	3,351,165	48%	8,412,503	8,305,573	8,051,631	6,992,160	10,810,952	8,902,461	6,374,840
Diesel	1,017,719	4,567,155	-78%	2,001,369	1,999,476	1,943,124	1,788,771	1,076,837	991,167	687,059
Petrol	260,042	643,395	-60%	904,755	1,006,371	2,071,771	4,144,795	6,351,328	5,766,551	3,633,072
<b>Total energy usage</b>	<b>29,490,933</b>	<b>37,540,855</b>	<b>-21%</b>	<b>43,025,685</b>	<b>44,041,250</b>	<b>46,893,500</b>	<b>48,888,179</b>	<b>55,131,035</b>	<b>50,740,638</b>	<b>42,216,276</b>
% change compared to FY12	-30%	-11%		2%	4%	11%	16%	31%	20%	

### Footnotes

1. Some values may not sum exactly to total number due to rounding.

2. Detailed methodology for carbon emissions and energy usage calculations, including changes in base year inventory, is available in Appendix B – GHG Emissions Reporting Methodology and Environmental Metrics.

3. Edelman reports scope 2 emissions using both the location-based and market-based consolidation approach, in accordance with The Greenhouse Gas Protocol. Carbon emissions classified as "total carbon emissions", "scope 2 emissions" and "electricity consumption" reflects the location-based carbon accounting approach.







# APPENDIX C – Environmental Performance Data Table

Environmental metric	FY20	FY19	% change, FY19/20	FY 18	FY 17	FY16	FY15	FY14	FY13	FY12
Energy usage intensity	Megajoules per square foot (MJ/ft2)									
Total energy consumption per floor area	27.55	36.00	-23%	39.01	41.69	45.54	49.19	63.95	67.62	56.26
% change compared to FY12	-51%	-36%		-31%	-26%	-19%	-13%	14%	20%	
Energy usage: percentage by source										
Electricity	79%	77%		74%	74%	74.27%	74%	67%	69%	75%
Natural gas	17%	9%		20%	19%	17.17%	14%	20%	18%	15%
Diesel	3%	12%		5%	5%	4.14%	4%	2%	2%	2%
Petrol	1%	2%		2%	2%	4.42%	8%	12%	11%	9%
Total	100%	100%		100%	100%	100%	100%	100%	100%	100%

Footnotes  
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