



SHOW UP DIFFERENTLY

Edelman 2014 Citizenship Report





Who We Are

Expectations of companies were once limited to producing good products and providing decent jobs. Today the public expects business to lead society in addressing some of its most pressing problems, from environmental health to public wellness and education to social well-being. “Citizenship” like this has been a nice-to-have. Now it’s a must have. Operating from a strong sense of purpose was once a rarity. Today it is foundational.

We welcome this shift at Edelman. While no single organization can change the world, we know that the collective resources of civil society, government, business and citizens can come together to create lasting solutions. As the world’s largest public relations firm, we have a unique opportunity—that we view as a responsibility—to assist this effort, in our own operations and through our commitment to our employees, our communities, and our clients. In this report, we describe our ongoing citizenship journey as we partner with our stakeholders for professional development, business success and social impact.

While it’s daunting to consider the magnitude of the issues we all face worldwide, we will support our people, we will partner with our clients and we will engage with our communities to achieve the best collective solutions as we move together toward change—boldly, courageously and in keeping with our values. This is the most important way we can Show Up Differently

From Our CEO



Richard Edelman
President and Chief
Executive Officer

Today, great companies take on the significant challenges facing society. They recognize that free markets must be inclusive, now more than ever. They operate with the understanding that the duty of business to society is on par with the duty to investors, to customers and to employees. And in this spirit, they are beginning to promote—and take the lead on—important social change.

I am proud that Edelman worked with CVS Health to communicate its 2014 decision to stop selling cigarettes and other tobacco products. In taking this bold step, CVS began pushing beyond its traditional retail pharmacy business to become a champion of wellness. During the year, Unilever the giant consumer products company, initiated the [Project Sunlight](#) movement to build a world where everyone lives well and sustainably and to enlist consumers in committing to personal changes that contribute to a better future for all.

Edelman teams around the world are encouraging and supporting our clients in changing how they do business. We are:

- Advocating for a shift among chief executive officers to embrace their roles as chief engagement officers, and take responsibility for establishment of the context in which change will occur.
- Helping organizations and brands understand and demonstrate the power of shared goals and values.
- Forging partnerships that advance our clients' abilities to drive societal change.
- And increasingly, developing programs to help change consumer behavior—whether that involves promoting a healthier lifestyle, protecting the environment or building stronger communities.

Change comes slowly, but we will continue to promote the positive outcomes for business and society to push the process along even faster.

From Our CEO



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

Richard Edelman

Our research reveals that the public solidly supports this direction. The 2014 [Edelman Trust Barometer](#) shows trust in business outpaces that in government by the largest-ever gap—an average of 14 points globally—since we began this study in 2001. At the same time, the public's expectation of business has changed. Eighty-four percent of respondents believe that business can make a profit while also delivering value to society. Companies of the future will take this license to lead and initiate social change that benefits people, communities and strengthens the business.

In our own operations, we continue to integrate and operationalize our citizenship. Between our pro bono PR work and our cash donations, we contributed more than US \$3 million during the last year. Two-thirds of Edelman employees volunteered in the community during 2014, and our Community Investment Grant program provided US \$150,000 to fund employee grant requests of up to US \$2,500 per employee to support charitable activities in which they are actively engaged outside the firm.

I'm especially proud of several pro bono initiatives that reflect our willingness to take on some of society's most pressing challenges—such as providing access to education to girls around the world. Equally impressive is the pro bono work of our staff who provide global media relations support to [Malala Yousafzai](#), the Pakistani teenager shot by the Taliban on her way home from school.

We've also maintained a comprehensive and long-term role in the healing and remembrance following the 2001 destruction of the World Trade Centers and the loss of almost 3,000 lives. Most recently, in 2014, we partnered with our clients to manage global media relations for the press preview and dedication of the [9/11 Memorial Museum](#) in New York. The mission of the Museum is to bear solemn witness to the terrorist attacks of both 2001 and 1993. The Museum honors the nearly 3,000 victims of these attacks and all those who risked their lives to save others. This was just the latest in a long series of assignments related to that tragic day. Our support began on September 11, 2001, when we set up a grieving center for client Cantor Fitzgerald, which lost nearly 700 people. We developed a website on rebuilding initiatives that became the primary means of learning about activities near Ground Zero. We have supported many other efforts over the years.

Likewise, as millions of U.S. veterans return home, we feel it is our duty to serve them as they served us—the 1 percent who protect the 99 percent. As a member of the Veterans as Strategic Assets Initiative and other organizations, Edelman has promoted veteran recruitment, training and retention. We participate in transition workshops for members of the military and their spouses, and maintain recruiting relationships with the U.S. Department of Veterans Affairs, the U.S. Navy Public Affairs, the Defense Information School and others.

Just as we are committed to addressing the core issues of the day, we feel equally passionately about supporting our people. Glassdoor recently released a [ranking](#) of the nation's top 25 Companies for Culture & Values, based on surveys completed by employees. We are humbled and proud that Edelman ranked second on the list. I am incredibly proud of this honor and all that it reflects about our business. In our own employee surveys, nearly 80 percent of respondents agree that volunteerism and global citizenship are important factors in working at Edelman. I know that my parents, Dan and Ruth Edelman, both of whom passed away last year, would be deeply gratified by the ways in which the people of Edelman continue to embody our firm's values, and they would be honored by this recent recognition.

At the same time, they would recognize, as I do, that there is more we must do. We must draw on our core values to encourage our people to not just give money and time, but to help our clients actually change the way that they do business: lead by example; reduce consumption of resources; foster healthy change in consumer behaviors; and create shared economic, environmental, and social value for business and society. I challenge all of us at Edelman to take this on. We have a unique opportunity to support our clients in driving meaningful change, to create lasting benefits for organizations and for society at large, and to make the world a better and brighter place. To Show Up Differently.

From Our Corporate Responsibility Director



Welcome to our fourth annual citizenship report. As we have learned through our *global citizenship* program, corporate social responsibility is a slow and steady—but, ultimately, rewarding—journey within an ever-evolving landscape. Fiscal year 2014 marked an important point in this journey to Show Up Differently by focusing on citizenship issues across our key stakeholders. Today, I'm enormously pleased with what we accomplished during FY14.

For Our People:

- Fully employed our **Global Citizenship Dashboard** tool in every Edelman office to operationalize citizenship at the ground level everywhere we operate. In fiscal year 2015 this will evolve to a Citizenship Score (C-Score)—like our Quality Score (Q-Score)—using uniform metrics to evaluate progress over time for our individual offices and the company as a whole.
- Strengthened our **Community Investment Grant Program** and provided 121 grants, the most we have distributed since the start of the program three years ago, in more parts of the world than ever before.
- Instituted a new system to track **employee training** globally through the Edelman Learning Institute, including establishing a goal of every employee completing 24 hours of annual training in fiscal year 2015.
- Reached an important milestone in **women's leadership**, with 58 percent of leadership positions (Level 4+) now held by women.

For Our Clients:

- Developed a procurement working group that is improving our policies and processes around environmentally and socially responsible purchasing that also provides economic opportunity. These practices will become more fully embedded in the coming year.
- Our **Business Continuity** program – Business Continuity Incident Management and a Business Recovery – is currently in all Edelman offices.

From Our Corporate Responsibility Director

For Our Communities:

- Launched a new **pro bono and volunteerism policy** that doubles the amount of paid time off each employee may use to volunteer in the local community from four hours to eight hours and focuses on skill-based volunteerism for greater community benefit.
- **Decreased our carbon intensity**—the full-time employee equivalent measure of our carbon footprint—by seven percent over our baseline year, achieved [Carbon Trust accreditation](#) in our London office and published our [climate change position](#).
- Continued engaging in external partnerships and working groups including [GRI](#), [IIRC](#), [SASB](#), [SPLC](#) and others to further collective knowledge and practices in citizenship; in 2014 we also became active with the Boston College Center for Corporate Citizenship [Professional Services Sustainability Roundtable](#), a collective voice for the professional services sector working at the intersection of sustainability and business across many industries.

This report includes more information about these and other fiscal year 2014 milestones. As much as we accomplished this year, we know we must continue to revisit our progress regularly. Citizenship is core to our identity as a company, but this remains an ongoing journey.

Looking ahead, I'm excited about our opportunities to even more closely align citizenship with our business. For instance, we know that about half of Edelman employees believe our operations could be more sustainable. We plan to provide employees with more information about our progress, with better guidance and engagement opportunities around environmentally friendly behaviors. We also plan to submit a Carbon Disclosure Project (CDP) disclosure in fiscal year 2015. Within our value chain, we will identify our major business supply partners and work with them to support more holistic and sustainable practices. We will regularly assess the relevance of our KPIs and our dashboard to make sure we are focusing on the most material issues. And, of course, we will keep you, our stakeholders, informed of our progress along the way.

I am grateful that while my father and mother were alive, Edelman was able to establish a strong foundation for integrating citizenship, building on longstanding values and leadership as an ethical and community-focused business. Their values remain an inspiration to us all.

Remembering Ruth Edelman

1929-2013



Last October we said goodbye to Ruth Edelman, Deputy Chairman of our parent company DJE Holdings, tireless mental health advocate and compassionate friend and advisor to generations of Edelman employees and associates. Ruth's passing came just 10 months after the death of her husband and our founder Dan Edelman. Together, Ruth and Dan were a bright light, indeed, and the world is a bit dimmer without them.

"My mother was always giving back," recalled John Edelman, Managing Director, Global Engagement & Corporate Responsibility. "She contributed to many causes, but was first and foremost a mental health advocate and a great supporter of health organizations throughout her life. In my role, I am grateful to be able to carry out her legacy every day by leading efforts to give back to the communities in which we operate."

Ruth Edelman helped to significantly further the goals of the National Depressive and Manic-Depressive Association through her visibility as a patient advocate and philanthropist. Twenty years ago she became the first person outside the medical community to receive the National Depressive and Manic-Depressive Association's Jan Fawcett Humanitarian Award, which recognizes outstanding contributions to the understanding of depressive illness, commitment to research and sincere devotion to those suffering from depression. Never one to be held back by the status quo, Ruth Edelman was honest and outspoken about the challenges of mental illness and a bold voice in breaking through the stigma. She was also an advocate for the Save the Children Foundation, Chicago Project for Violence Prevention and Committee for Economic Growth of Israel, among others.

Her keen insights and relentless passion for excellence also made Ruth Edelman a powerful driving force behind the company's success. "Ruth was a part of Edelman from day one," said Richard Edelman. "My parents created our business and established our culture. My mother had the poise and grace of a sought-after hostess, with the wit and wisdom of a savvy businesswoman. She charmed many a guest into becoming a client."

In all her roles—businesswoman, community supporter, partner and mother—Ruth Edelman was bold and brave, warm and generous, patient and steadfast, a woman of strong values and unwavering integrity. In fact, the values upheld by Dan and Ruth Edelman form the underpinnings of our company to this day and represent one way we Show Up Differently. Those of us who were lucky enough to know and work alongside her were inspired by her life and saddened by her loss. Hers was truly a life well-lived.

For more about the life and work of Ruth Edelman, or to record your own memories, please visit our [tribute page](#).

About Edelman

DJE Holdings, which is privately owned, is the parent company of Edelman which has more than 5,000 employees in 65 cities as well as affiliates in more than 35 cities. The DJE Holdings family of companies includes specialty firms with deep expertise in research, entertainment and strategic communications.

Founded in 1952, today we are proud to be the world's largest public relations firm. Our citizenship practices stem from our longstanding core values and our recognition that we have the ability and size to effect positive change in society while growing our business responsibly. In fact, we recognize that we have both an opportunity and an obligation to do so.

EDELMAN FACTS

FOUNDER:

Daniel Edelman

PRESIDENT AND CEO:

Richard Edelman

OWNERSHIP:

Privately held and independent

GLOBAL OPERATIONS:

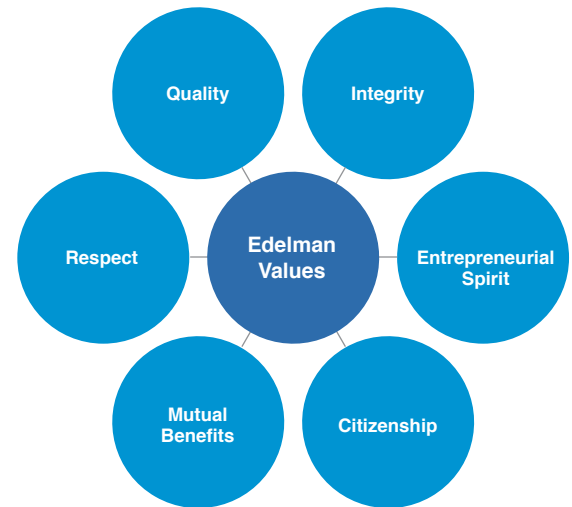
Headquartered in Chicago and New York, with operations in 65 cities

FISCAL YEAR GLOBAL REVENUES:

US \$768,406,056 (pre-audited figures), a 9.4 percent one-year increase

For additional details, please click [here](#).

EDELMAN VALUES



QUALITY

Excellence in products, services, and people that drives long-term growth and employee satisfaction.

INTEGRITY

Responsible, trustworthy partners respected by all stakeholders.

RESPECT

Positive relationships with our colleagues, clients and the communities in which we do business.

ENTREPRENEURIAL SPIRIT

Superior staff with the drive to take charge and make a difference for our clients.

MUTUAL BENEFITS

Financial success that rewards our firm, our employees and our clients.

CITIZENSHIP

Acting with purpose in everything we do to better society.

About Edelman

Citizenship is Key to Who We Are

Through our values and our approach to business, citizenship has been an integral part of our firm's history. Now and in the future, we will continue to embrace and evolve Edelman's global citizenship for people, clients and communities to:

- Create impact inside and outside our company and the industry.
- Answer the call of our stakeholders to accurately record and measure successes.
- Innovate in this field to demonstrate our leadership and authentic actions to employees, clients, prospective clients, our supply chain, the communications industry and other stakeholders.
- Empower and engage our employees to give back to the communities in which we operate.
- Live the vision and values that Dan Edelman established for us as a firm.



In Mexico, Argentina and Brazil, we often see that environmental sustainability is still relatively young and many companies don't know how to implement citizenship or volunteerism. Edelman's citizenship expertise, through the Business + Social Purpose Practice, and our values and reputation can be real differentiators in the region.

Bertha Merikanskas, Citizenship, Latin America



OUR PEOPLE

Across our global business, we work continuously to create a more diverse, inclusive environment that supports employee development, health and work-life balance.



OUR CLIENTS

Leading by example, operationalizing ethics and governance policies, and working with our clients and other stakeholders to address societal issues and sustainability efforts extend our positive impact.



OUR COMMUNITIES

Making a difference through local, national and global partnerships, community investment, volunteerism, social advocacy, sustainability, ethics and governance, guided by principles aimed at fostering active engagement.

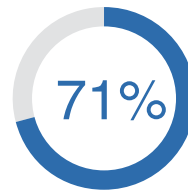
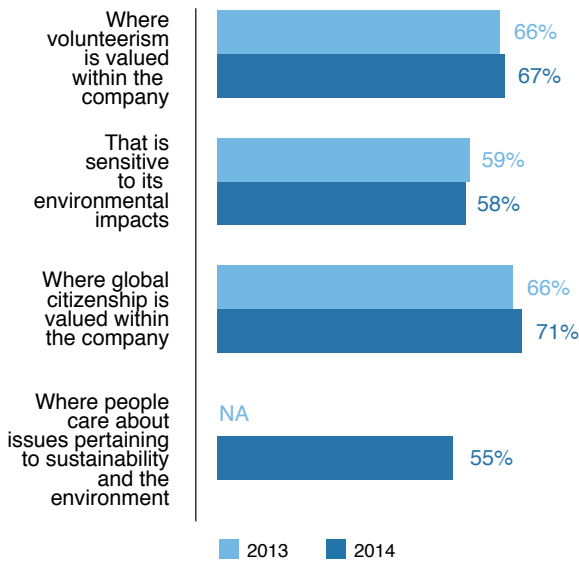
About Edelman



It is imperative for us to embed citizenship in to value creation for our business—which extends to our people, our clients and our communities. Importantly, we must apply this from the bottom up, not the top down, and make sure we have full engagement.

Alan VanderMolen, Vice Chairman

Edelman has created a culture...



of employees responding to the 2014 Global Employee Citizenship and Volunteerism Survey agree that Edelman is a place where global citizenship is valued—an increase over 2013.

Embedding Citizenship

Our journey to embed citizenship into our operations made significant strides in fiscal year 2014. As of that year, all of our offices around the world began maintaining the Edelman Citizenship Dashboard, which tracks our progress against 12 key performance indicators (KPIs) that support our broader aspirational goals in three categories:

- Pro bono service and volunteerism
- Sustainability
- Engagement and relationships

Edelman also maintains a global citizenship advisory council and local citizenship network consisting of office team members appointed by local managing directors to guide our citizenship strategy. Although specific citizenship activities are adapted to local cultures and markets, globally we view commercial success and serving the greater good as inseparable and interdependent concepts. Our Global Citizenship team identifies the ways in which Edelman can achieve “dual impact”—opportunities for both business and society to benefit from corporate responsibility by incorporating citizenship into our operations more fully. This group:

- Develops global citizenship programs and resources for use by our local offices
- Monitors our performance and progress on achieving citizenship goals
- Contributes time and leadership to various global citizenship-focused coalitions
- Prepares our annual integrated citizenship report

Increasingly, clients seek our counsel to help them create dual impact. This is one of the ways Edelman is able to show up differently on behalf of our clients and society at large. Our global [Business + Social Purpose Practice](#) helps brands, corporations and non-governmental organizations unleash the power of business plus purpose for commercial success and social impact. Together, our Global Citizenship Department and Business + Social Purpose Practice reflect our thought leadership in citizenship, and the two groups collaborate on initiatives including, stakeholder engagement for this report. (For more on our stakeholder engagement, see [Our Approach to Reporting](#)). This kind of collaboration is just one way we work to integrate our best thinking and practices on citizenship into everything we do, whether for our own operations or our work for clients.

“Show Up Differently” is our “True North” to bring the best of Edelman to clients and ourselves every day. It drives us to use our passion, smarts, and collaboration to be bold, different, and impactful. In citizenship, this means applying continuous innovation toward our goals.”

Carol Cone, Chair, Business + Social Purpose Practice

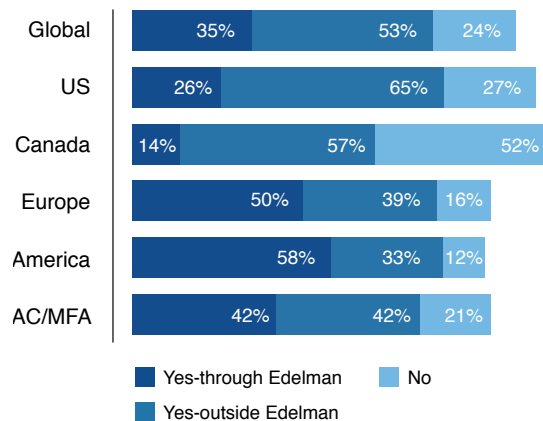
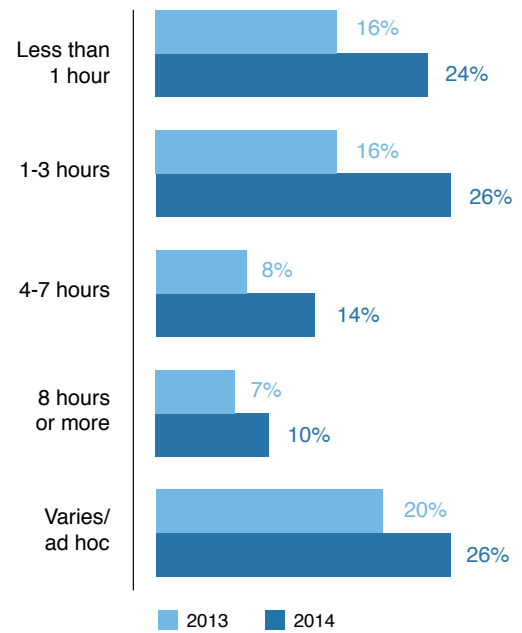
Edelman Employees Speak Out on Citizenship

The 2014 Global Employee Citizenship and Volunteerism Survey is one way we listen to our people. The survey comprised 22 questions to assess awareness and opinion on the value of citizenship to Edelman and our employees.

Similar to last year, approximately one-third of employees responded. Findings included:

- More than two-thirds of Edelman employees volunteer in the community.
- Similar to previous years, managing directors and general managers report volunteering more than other job categories.
- Volunteer time increased over fiscal year 2013, but remains below our target of having at least 80 percent of employees volunteering.
- Interest is highest for volunteering to support youth education and opportunity, health and social issues and hunger/poverty.
- Two-thirds of employees are aware of volunteering opportunities through Edelman.
- Twelve percent of responding employees serve on a board, with the majority of those affiliated with youth education and opportunity.

Of those who volunteered, average volunteer time was...



Our Structure

2012-2013 saw the formation of Daniel J. Edelman Holdings, Inc. (“DJE Holdings”) and the creation of two new business entities:

- Assembly was formed by converging best-in-class teams at Edelman to lead U.S.-based public relations, digital, social, measurement and creative on behalf of Microsoft. Assembly offers a tightly integrated storytelling machine working across a variety of Microsoft properties from Xbox to Microsoft Stores and the Microsoft central marketing group.
- Edible, Inc. is focused entirely on the food, beverage and spirits sector. Edible brings together cross-discipline expertise, cutting edge thinking and innovative ideas to offer an integrated team solution for our clients.

During 2014 the following management changes included:

- Russell Dubner is now the president and chief executive officer of Edelman’s U.S. region, the firm’s largest operation, which consists of 14 offices representing US\$450 million in annual revenue.
- Glenn Engler joined the firm as Edelman’s Global Chief of Staff and Director of Corporate Strategy. In this role he manages advancement of the firm’s strategic planning process, and works closely with Edelman’s Executive Committee to forge new working relationships and synergies across the organization.
- Gail Becker was named president of strategic partnerships and global integration, a role in which she identifies and advances strategic alliances and partnerships globally and oversees the execution and integration of those business relationships across the network. She also has executive oversight of MATTER, the sports, entertainment and experiential marketing arm of DJE Holdings.
- Alan VanderMolen, vice chairman DJE Holdings, now oversees Canada and Latin America in addition to his previous responsibilities of overseeing the Digital practice, Edelman’s sister agency Zeno and its research firm, Edelman Berland.
- Ben Boyd joined the Executive Committee and was named president of Practices, Sectors & Offerings, overseeing five of the firm’s global practices (and newly defined sectors.)

Our Leadership Supports Citizenship

In addition to Edelman's board of directors the firm is managed by an Executive Committee who oversees the execution of the firm's strategy. This group also enlists the support of individuals who serve in a variety of capacities whether via the Operations Committee or Strategy Committee. Members of these committees are responsible for Edelman's citizenship performance in a variety of ways. The Board of Directors, that includes 4 independent directors, is represented in the business via the Chief Executive Officer, Chief Operations Officer and Chief Financial Officer.

Geographically, Edelman's operations are managed through five regions: Europe & the Commonwealth of Independent States; Asia Pacific, Middle East and Africa (APACMEA); Latin America; Canada; and the United States. Each region operates under the leadership of its own president and chief financial officer. Managing directors oversee strategy, service and operations in each of our 65 offices around the world

Edelman Awards 2013-2014

People

- Glassdoor #2 Top Companies for Culture and Values in 2014, #5 of 25 Best Companies for Career Opportunities in 2013, #12 Best Places to Work (Employees' Choice Awards) in 2013
- National Association for Female Executives Top Companies for Executive Women
- LinkedIn's Most In Demand Employers of 2014 (#44)



“Show Up Differently” is the guiding principle for how we act on any opportunity, whether it’s external or internal. We need to challenge the status quo, we need to think, act and behave disruptively

**Lisa Kimmel, General Manager,
Toronto, Canada**

Clients

- Cannes Lions Grand Prix
- Benelux Agency of the Year
- The Holmes Report's 2013 Global PR Agency of the Year

Communities

- PRWeek 2013 Diversity Distinction Award for Best Community Initiative Award (For Posse Scholar Program)

To learn more about our work and other awards Edelman has been honored with this year, see [Our Work](#).

Fiscal Year 2014 Citizenship Performance

Global Results (July 1, 2013 – June 30, 2013)

Progress Indicators

● Meeting Target ● Partially Meeting Target ● Not Meeting Target

OVERALL PERFORMANCE

● Pro Bono and Volunteerism

● Sustainability

● Communications and Engagement

KEY PERFORMANCE INDICATOR (KPI)

PERFORMANCE

Pro Bono and Volunteerism

- | | |
|---|--|
| 1. At least 4 hours of pro bono per FTE | ● 59% offices reported skills-based volunteerism. These offices averaged 5.5 hours of skills-based volunteerism per FTE. |
| 2. Over 80% of employees participate in volunteerism | ● Of the offices who reported, the average participation in volunteerism was 45.18%. |
| 3. On time regular reporting of volunteerism, updated quarterly | ● 67% of offices reported volunteer hours on time. |

Sustainability

- | | |
|---|---|
| 4. On time regular reporting of GHG data, updated quarterly | ● 63% of offices reported GHG data on time. |
| 5. All regular paper purchase, (A4 or letter) is of at least 50% recycled content | ● 20% of offices report using paper with 0% recycled content. 63% of offices are using paper containing more than 50% recycled content. |
| 6. All network printers are set to double-side default | ● 70% of offices have a double-sided printing default on all network printers. |
| 7. Recycle e-waste through CloudBlue | ● All global offices have accounts set up with CloudBlue. 20 have recycled e-waste. |
| 8. Average monthly VC usage rate at least 10% of office hours | ● 23 offices have HD Video Conferencing technology. Of these, the average use is 5.08% of office hours. |
| 9. Improvement of energy efficiency | ● 29 offices receive energy bills. 10 became more energy efficient in this reporting period. |

Engagement & Relationship

- | | |
|---|--|
| 10. At least 50% of leadership positions (Level 4+) held by women | ● 58.15% of leadership positions (Level 4+) are held by women. |
| 11a. At least 85% of FTE trained in introduction to Compliance | ● 80% of FTE trained in Intro to Compliance. |
| 11b. 85% of employees level 4+ trained on Anti-Corruption | ● 91% of employees level 4+ trained in Anti-Corruption. |
| 12. Complete at least 24 hours of training/FTE | ● To be effective in FY15. |



Our People

Around the world, we are over 5,000 people strong. We are writers, artists, strategists, researchers, designers, social media experts, public affairs specialists, crisis communications experts, marketing specialists, creative, sustainability and brand purpose experts and so much more. Individually we are different, together we are Edelman.

For 62 years, we have fostered a workplace culture that supports our people—a culture that promotes diversity and inclusion and invests wholeheartedly in our employees through innovative thinking and robust training and development. Making sure our employees possess the skills, resources and knowledge to contribute their talents is key to showing up differently.

Preserving and Evolving Our Culture

In fiscal year 2014 we put an even greater focus on our culture to ensure we continue replicating the spirit and values established by founder Dan Edelman in an environment that enables all employees to thrive and contribute their best work. This year saw the growth of a Culture Working Group comprising 37 employees, from account managers to chief operating officers from 29 offices around the global network, and covering every Edelman region. This group is led by a newly created role—executive vice president, culture, held by Matt Hurst—and has been commissioned to consider aspects of the Edelman culture such as founding beliefs, values and behaviors, even as we evolve the way we make them relevant to employees and clients. Our culture is also being cultivated by steps taken to identify the behaviors all Edelman employees should practice and expect from one another. [Our Culture Statement and associated Culture Checklist](#) of behaviors, along with the employee review process, help us to embed expectations of conduct.

Diversity and Inclusion

Everywhere we operate, we are committed to creating a workplace that supports employee development and continuing education; that is safe and contributes to employee health and welfare; and that is diverse and inclusive, regardless of age, race, religion, gender, sexual orientation or cultural background. Edelman aspires to create and maintain an inclusive work environment that embraces diversity in the workplace at every level of the organization, worldwide. In fact, by maintaining an inclusive work environment that fosters diversity, Edelman will reflect the diversity of the clients it serves and the communities in which it operates.

Global Women Executive Network (GWEN)

Edelman has set a goal that, by 2016, at least 50 percent of our leadership positions will be held by women, specifically among the Strategy Committee and Operating Committee members, Global Client Relationship Managers and practice leadership. Throughout 2014 our efforts toward women's advancement and leadership continued. We are building the talent pipeline to achieve this goal by 2016, with 58 percent of leadership positions (Level 4 and above) now held by women. As of the close of fiscal year 2014, more than 800 women within Edelman had signed up to participate in GWEN, more than triple the number of fiscal year 2013 participants, and representing every Edelman region and job level globally. The group stays connected through weekly emails, an intranet site, a blog, social media, quarterly global webinars, local office events, guest speaker series, book clubs and more. Led by Gail Becker, president of strategic partnerships and global integration, GWEN's steering committee facilitates a series of working groups focused on region-specific goals as well as policy, sponsorship and mentorship, recruiting, education and career pathing.

Celebrating International Women's Day Edelman's participation, sponsored by GWEN, includes "minute mentoring," a professional speed dating-style event in which mentors and mentees rotate chairs every few minutes to learn from each other.

Cultural Competence

We have identified three additional executive networks that will be set up in fiscal year 2015: lesbian, gay, bisexual, transgender and allies (LGBTQA); African-American; and Hispanic. Edelman employees and clients have indicated their interest in us having resources and a place to convene and share insights with members of these communities.

While our diversity manifests differently across Edelman’s global network, we expect every office to maintain an inclusive work environment characterized by openness, tolerance and mutual respect. We work to embrace different backgrounds and points of view, supporting fellow team members and building strong partnerships across the organization. During fiscal year 2014 we rolled out the “You are the ‘I’ in

Inclusion” training. Roughly 83 percent of U.S. employees have completed the two-hour immersion course with real-time trainers. During fiscal year 2015, the training will be rolled out in some European markets as well.

Multi-Ethnic Leadership

We live in a global, mobile society, and Edelman’s leadership must reflect the changing demographics of the communities where we operate and where our clients operate. In fiscal year 2014 we continued working to recruit diverse talent at the vice president level and above by leveraging non-traditional recruiting sources such as Hispanicize — a resource for Hispanic social media marketers and Latino bloggers — and by partnering with academic institutions to identify up-and-coming diverse talent through innovative programs.

In fiscal year 2015, we will roll out a new mentoring program that pairs high-performing diverse employees with our highest-level executives for further development. And we will continue to maintain our existing partnerships with diverse organizations and co-host events with AdColor, ColorComm, Mosaic Alumni and Friends Association, Black Public Relations Society, Hispanic Public Relations Society, National Black MBA Association, Washington in Public Relations and a variety of colleges and universities that have strong ethnically diverse representation.

Gender Diversity

REGION	FEMALE	MALE	UNDETERMINED	TOTAL
APACMEA	783	442		1225
Canada	166	66		232
Europe & CIS	690	332	5	1027
Latam	195	89	1	285
USA	1703	793		2496
Total	3537	1722	6	5265

Investing in our People

The key to building a successful company is attracting and retaining world-class talent. Edelman employees benefit not only from their own regular performance reviews, but from our consistent focus on manager assessment and compensation linked closely to our company values. In FY14, 100 percent of eligible employees received performance reviews. Edelman's total turnover rate in fiscal year 2014 was 28.51 percent, consistent with last year.

Attracting and Retaining the Best People

Given Edelman's growth and presence, we have established a global recruitment program built on our commitment to attract and retain world-class talent. Edelman is working in all the communities where we operate to ensure we're recruiting and retaining a diverse and talented workforce representing a variety of backgrounds and experiences to continue our legacy. Edelman's longstanding, voluntary mentoring program is key to retaining the best employees. We offered several types of mentorship during 2014, including traditional, peer pairing, new parent pairing and reverse—where junior staff aid senior staff in professional development in a specialty area. Employees can also request diversity in their mentor relationship. At last measure, 70 percent of our global offices reported having a mentor program. At the beginning of fiscal year 2014, there were more than 277 active mentor partnerships in the United States alone.

For more information, see the [Edelman Career](#) page.



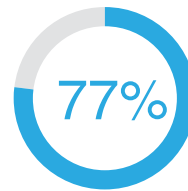
We're constantly reminded how fast the world around us changes and, with it, the challenges of our clients. To provide the best, most valued counsel, the talent we recruit, develop and mobilize must continuously evolve as well.

Nigel Miller, Co-chair, Europe & CIS employee engagement and global director of Edelman talent engagement



We are only as good as our people and our ideas, which means that our talent is the most critical element when it comes to driving our business.

Julianna Richter, U.S. Chief Operating Officer



of respondents to our 2014 Global Citizenship and Volunteerism Survey agreed that volunteerism and global citizenship are important factors in choosing to work at Edelman.



I am passionate about supporting my community through volunteerism and philanthropy. I'm proud to work for an organization that supports that passion and has similar goals for helping the community.

Employee response to 2014 Global Citizenship and Volunteerism Survey

Global Fellows Program

Established in 2010, the Global Daniel J. Edelman Fellows program sends high-potential Edelman employees abroad for up to 12 months to gain firsthand experience working in different markets. The program advances a global culture and transfers knowledge across regions, while affording Edelman people the opportunity to gain valuable experience that benefits our firm, our clients and themselves. Fellows immerse themselves in the local business environment and challenges, while playing significant roles with clients. They also work with local teams to better leverage the company's worldwide network. When fellows return to their home office or transfer elsewhere, they are matched with one of our key global clients. As of the end of fiscal year 2014, all our previous fellows are working on multi-international accounts as truly global employees.

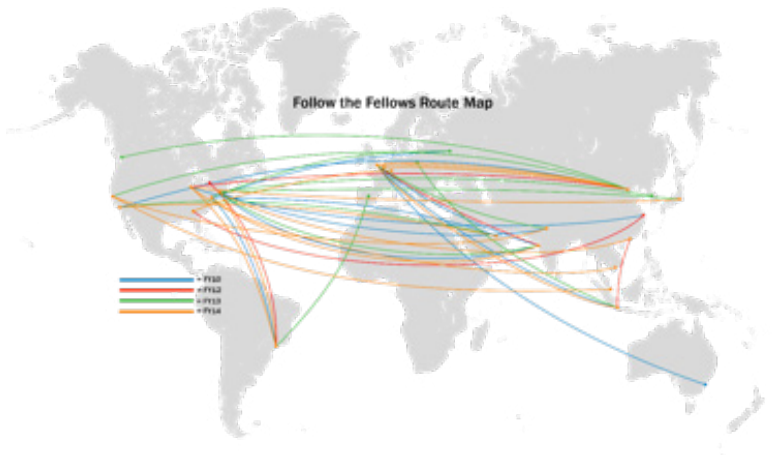
In 2014, assignments involved many markets, from London to Beijing, San Francisco to Mumbai, Sao Paulo to Tokyo, and the 14 selected fellows likewise represented a panorama of diverse offices. In 2015, the program will include developing and emerging markets to further build on our global mobility and cross-cultural learning. For more information, follow the Fellows Blog on our website.

Showing Up Differently through Global Fellowships

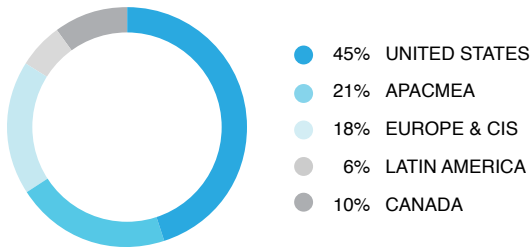
Imagine spending a year working in Frankfurt. Or Dubai. Or London. The Global Daniel J. Edelman Fellows program makes it happen. Edelman employees can relocate for up to 12 months to gain valuable experience that benefits their growth, while supporting our firm and our clients. Last year, 14 selected Fellows took their talents to new assignments in Edelman offices around the world for an unforgettable experience of learning and development.

Global Mobility

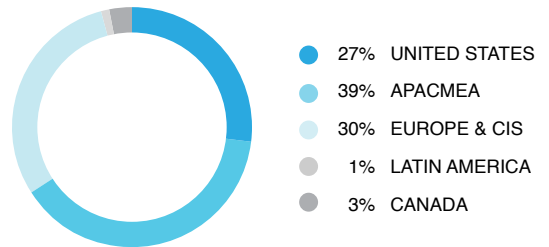
Our global mobility program is built on the commitment to our evolving global needs and the ability to mobilize our top talent to regions of the world where we need their skills most. At any given time, hundreds of employees are deployed to work on long- and short-term assignments to achieve optimal business results. The number of employees we move globally continues to grow each day. There are employees coming from emerging and developing markets as well as going to these markets, with targeted goals to both develop their skills as well as the business. We have seen a significant uptick in the employees that are coming from developed markets, or “Home Regions,” and going to emerging markets or “Host Regions.”



Placed Employees Home Region



Placed Employees Host Region



Learning and Development

Building a workplace where people flourish and good ideas prosper begins with the first touchpoint and extends throughout our employees' careers. Edelman employees have access to extensive learning modules and knowledge resources that not only build skills and expertise, but also expose them to the various career paths available and the competencies required to get there. Several developments and milestones during fiscal year 2014 position us to deliver even better learning and development programs going forward.

- **Better Tracking** – During fiscal year 2014, employees completed approximately 60,000 training hours globally, which we monitored through a new system that allowed us to track and report on training hours through the Edelman Learning Institute (ELI). This will allow for more in-depth reporting in fiscal year 2015, reinforcing our commitment to provide 24 hours of training per employee.
- **Digital Training** – During the year, 2,087 people completed Digital Edelman across the network, helping to fulfill our goal to include digital thinking in all client business. Next year, we will focus on training Edelman executives to better compete in the marketplace by thinking digitally.
- **Cross Practice Collaboration** – We created three modules for each of our practices (Health, Consumer, Corporate, Business + Social Purpose, Crisis and Risk, Public Affairs and Technology), for a total of 21 modules. These new modules educate employees on offerings within each of the practices to promote stronger collaboration in the coming years.
- **New Training** – During the first quarter of fiscal year 2015, we will focus on bringing research, media and workforce harassment avoidance training to employees. In fiscal year 2015, we will release an online citizenship training module so all employees throughout the globe will have the opportunity to learn more about our citizenship efforts.

Leadership Academy

Edelman’s Leadership Academy is a three-day professional development retreat that has been an Edelman tradition since 1998. Made up of leading Edelman professionals from around the world, our Leadership Academy provides an invaluable environment in which participants exchange knowledge, interact with and learn from Edelman’s global executive community and embrace the firm’s strategic vision so they can guide and inspire their teams to success.

In keeping with Edelman’s vision to forge a unique path forward in a changing communications landscape, participants focused on the convergence of creative, paid media, research and digital—and the implications for Edelman and our clients. The curriculum included 22 sessions, seven interactive workshops, peer-to-peer discussions and presentations from six workstreams on their solutions to some of the firm’s current challenges. This year’s class also partnered with New York Parks Foundation to clean up and rebuild a beach devastated by Hurricane Sandy in 2012.



I think the networking is some of the best I have ever done at Edelman. I met so many new people doing very interesting things here that I left quite inspired. Further, the speakers were all top notch.

Academy Attendee, 2014



Leadership Academy] made me realize what a fantastic, smart company I work for and the immense opportunities for learning and growing.

Academy Attendee, 2014

The 2014 Edelman Leadership Academy was held at our New York City office, with 70 participants representing all our global Edelman offices. Unique this year, more than 75 percent of the participants attended for the second year in a row

Career Pathing Program

Edelman's career pathing and development planning programs allow the firm to identify the company's future leaders, find developmental opportunities for employees and match internal talent with business needs around our network.

Career pathing is our commitment to the firm's long-term strategic view and we apply an objective process to identify future leaders. A sophisticated software tool tracks development needs and readiness to ensure our client service remains strong when we undergo leadership changes. The system also allows us to address shortages in talent and developmental positions. Meetings are also held quarterly with our regional CEOs and human resources leaders to identify talent needs and opportunities for employee movement around the Edelman matrix. And all review-eligible, global employees receive performance reviews to provide employees with regular opportunities to assess their career direction and receive valuable feedback and direction.

EdelmanNEXT, our career pathing model that emphasizes a lattice vs. ladder-approach to career management, helps retain our best and brightest by encouraging growth and movement within the firm, while balancing our business needs. [EdelmanNEXT](#) allows valued employees to explore interests, capitalize on and cultivate talents and ultimately reinvent their careers at Edelman in a way that benefits them as well as the company. During the year, 7 percent of U.S. staff transferred within the firm.

To this end, we launched a Global Practice Education Initiative via Edelman Learning Institute featuring online curriculum that introduces employees to the key tenets that make each of our eight global practices unique. This not only shares best practices, but also allows employees to explore new practices of interest.

Benefits, Health & Wellness

In keeping with our founder's belief that health and wellness are critical to a happy and productive life, each of our offices offers locally competitive and tailored benefits to meet the specific needs of our employees, their families and their communities. The following list is not comprehensive, but provides a sample of the offerings that help make Edelman an employer of choice. While benefits may vary slightly from region to region, a full description of Edelman US employee benefits can be found on our [Employee Benefits](#) page as an example of the kinds of benefits we offer.

Companywide HIV/AIDS Policy

Edelman has a global HIV/AIDS workplace policy that outlines guidelines for maintaining a work environment that responds to HIV/AIDS issues in a respectful and educational manner. Guidelines cover non-discrimination, confidentiality and non-disclosure, work environment, education and treatment.

Tobacco Cessation

Since 2007, Edelman has offered a comprehensive tobacco cessation program at no cost to employees. The program includes a US\$2,000 bonus to any employee globally who voluntarily stops using tobacco for a period of six months. Edelman's U.S. "Tobacco-free Workplace Policy" also offers counseling assistance, which pairs each participant with a health educator who provides weekly check-ins and provides resources on tobacco cessation and behavior change.

CEO Cancer Gold Standard™

In the U.S., Edelman is accredited with the CEO Cancer Gold Standard, an initiative of the CEO Roundtable on Cancer focused on cancer prevention, early detection and access to quality care. To earn this distinction, a company must satisfy a set of rigorous health-and-wellness requirements in five areas: tobacco use, diet and nutrition, physical activity, prevention, screening and early detection and cancer clinical trials.





Our Clients

Today, the most successful organizations are driven by purpose as much as by profit. Leading brands and corporations are transforming how they operate, shaping public engagement and smart public policy in a complex global environment. At Edelman, we are honored—and humbled—by the opportunity to support many of the world’s leading organizations on these revolutionary citizenship journeys as they work to create powerful societal change. We are inspired by their willingness to step into uncharted territory, to earn the license to lead and to push for both commercial success and social benefit.

We Work With Clients to Address Global Challenges

Our aim is to deliver to clients a “one Edelman” experience around the world, regardless of geography. At the same time, we work to maintain deep local insight and relevance in the communities we serve. Wherever we are in the world—on six continents, 31 countries, 65 offices and countless local neighborhoods—our clients expect a more diversely skilled employee base and a richness of experience. In every engagement we:

- Keep clients at the center of everything we do
- Demonstrate by our actions that Edelman is a leader in global citizenship, and that we continually strive to earn a license to lead in our operations and by helping clients shift toward broader societal change
- Work to deliver on our public commitments

In FY14 we worked with clients around the world to bring value to the communities in which we work and live. Examples include:

ChildFund Australia / Edelman Sydney

Client: ChildFund Australia

Our charge: Edelman was tasked to help ChildFund raise awareness about gender-based violence in Papua New Guinea (PNG) via a new research report it had developed, with the objective to drive donations to fund new programs in PNG.

Our response: Edelman developed a robust, targeted media relations campaign, working with ChildFund to develop a range of story angles targeted at social affairs, foreign affairs and women’s lifestyle news media. At the time, there was significant interest in the region, due to the new asylum seeker policy proposed by the Australian government. This helped drive further interest in PNG, and raise further awareness about major systemic issues around violence against women in the region. The team worked on analyzing the report findings, identifying media angles, working in collaboration with ChildFund on media materials, opinion editorials, while also providing strategic counsel on video and social media content. The campaign results led to over 200 pieces of local and global coverage including an interview on ABC News Breakfast with ChildFund Australia CEO Nigel Spence; news coverage in Australia’s major metropolitan newspapers such as The Age and The Sydney Morning Herald, as well as feature online coverage in The Guardian and news.com.au. This has helped deliver tangible objectives, with a significant uplift in donations attributed to online news stories, in particular SBS News Online.

We Work With Clients to Address Global Challenges

Samsung – Solve for Tomorrow / Edelman Hong Kong

Client: Samsung

Our charge: Edelman partnered with Samsung to roll out its global CSR program, Solve for Tomorrow (S4T), in Hong Kong. S4T is a first of its kind movement, where participants identify ways to use consumer technology to drive environmental change. Research indicated that people see the need to address environmental issues, but don't think individuals can make a difference. However, over 75 percent of adults in Hong Kong believe people under the age of 29 have the bright ideas to solve HK's environmental issues. Therefore, Samsung set out to not just incentivize, but to inspire and enable young people to do just that.

Our response: The Edelman Hong Kong team developed a competition in which Samsung's technology, people, and knowledge were enablers for action. The Solve for Tomorrow (S4T) campaign was a three-round competition that allowed students in Hong Kong to submit video, audio and visual ideas for how to use technology to make the city a greener, smarter place. In order to change not just public perception but actual behavior, the campaign had to go beyond raising awareness and providing incentives. It had to cut through the noise with a creative platform that would capture the public's imagination, and motivate all audiences. The result was a fluid, integrated campaign that drove both awareness and action around S4T as a social movement, generating over 25M impressions. Samsung received submissions from over 1,500 students from more than 250 schools in Hong Kong, and more than 90,000 people submitted votes for their favorite ideas.

We Work With Clients to Address Global Challenges

Kraft Hockeyville Campaign / Edelman Toronto

Client: Kraft

Our charge: Edelman Toronto has been working on Kraft Hockeyville, Kraft Canada’s signature community investment program, since 2013 to increase sales by driving public excitement around the program. After seven years, and following a one-year hiatus, Kraft Hockeyville was in need of a refresh. Edelman was charged with kick-starting the long-standing program to spotlight a vital issue and match Kraft’s largest investment to-date by making the 2013/14 season its biggest one yet.

Our response: To differentiate Kraft Hockeyville 2014 from previous iterations of the program, which had focused on communities themselves, the 2014 campaign focused on the key insight that without repairs and funding, Canada risks losing many of its local arenas. This insight was infused in all aspects of the campaign, leading to a refreshed program narrative. With a focus on the story of Victoria Rink in Montreal—the first indoor rink in the world and the birthplace of organized hockey—which, due to neglect and lack of funding, was turned into a parking lot in 1925, Edelman re-launched Kraft Hockeyville in a unique, impactful way. The program kicked off with a variety of activations aimed at increasing mass awareness, driving national media coverage and engaging consumers through an interactive launch event, national media tours with former National Hockey League (NHL) players Wendel Clark and Patrice Brisebois and a multi-channel, multi-phase campaign featuring local media relations and social media activities.

Plug in BC ‘Emotive’ Campaign / Edelman Vancouver

Client: Plug in BC

Our charge: Edelman Vancouver worked with Vancouver-based Plug in BC, a collaborative of public and non-profit organizations, to help develop a campaign to raise awareness of electric vehicles (EVs) in British Columbia. Edelman’s challenge was to develop an awareness campaign by conveying the fun and “emotional experience” of driving an EV.

Our response: The top search insight was ‘EVs are fun to drive.’ It’s the emotional experience of driving an EV that plays a significant role in motivating someone to research and ultimately buy one. Focusing on this insight, Edelman developed the ‘Emotive’ brand for the campaign to highlight the visceral feelings when one is behind the wheel of an EV. Edelman’s work on the integrated campaign included strategy and execution on microsite, Facebook, “EV Travel Adventure” Facebook contest, digital paid promotion, video, print collateral materials, and tools for ambassador training. We also provided strategy, planning, design for swag, and implementation support for Emotive’s booth at the Vancouver Jazz Festival.

We Work With Clients to Address Global Challenges

Unilever Project Sunlight / Edelman London

Client: Unilever

Our charge: In November 2010 Unilever CEO Paul Polman announced the Unilever Sustainable Living Plan, committing the company by 2020 to improving the health and wellbeing of 1 billion people, doubling its revenues without raising its consumption of natural resources, and enhancing the livelihoods of millions around the globe. Edelman worked with Unilever to move this plan's progress beyond the company's own operational practices and create a platform focused on changing consumer behaviors through participation in easy to understand, desirable and rewarding activities.

Our response: Edelman worked with Unilever and the interagency team to develop its sustainable living platform: Project Sunlight. The platform's feature film, "Why Bring a Child Into this World?" sparked conversation on social media and was intended to engage citizens to join Project Sunlight and become champions of sustainable living in their personal lives. Edelman also released results of a study from Edelman Berland proving that children are key to motivating adults to adopt more sustainable lifestyles and a powerful influence on parents changing their behaviors. Project Sunlight was launched in five countries, including Brazil, India, Indonesia, the UK and the U.S. To date more than 136 million Acts of Sunlight have been contributed by people, showing that every single action can make a real difference toward creating a #brightfuture.

We Work With Clients to Address Global Challenges

GlaxoSmith Kline / Edelman Turkey

Client: GlaxoSmithKline Turkey

Our charge: As one of the leading healthcare solutions brands, GlaxoSmithKline plans to create awareness on unhealthy habits and prevent youth from developing those habits through the newly launched CSR campaign, “I Can’t Get Addicted.” Developed by GSK Turkey in partnership with the prominent local NGO, TOG (Community Volunteers Foundation), the campaign involves a variety of trainings on preventing youth from developing unhealthy addictions ranging from smoking to excessive internet use. As the communication partner for the campaign, Edelman Turkey was charged with amplifying the media strategy through a focus on the dangers of unhealthy addictions, particularly tobacco addiction.

Our response: Edelman Turkey worked to develop a media strategy and manage the campaign’s media relations in order to expand the project’s reach to larger audiences. The team organized a press meeting for the launch, prepared messaging, including the messages shared by the VP and GM of GSK Turkey and Caucasia Region, and prepared content and advertorials for leading media outlets. “I Can’t Get Addicted” has gained prevalence through outdoor events that took place in 20 different cities on ‘World No Tobacco Day’, for which Edelman was in charge of the preparation and distribution of local press releases. In the coming phases of the project, Edelman Turkey will coordinate meetings in which opinion leaders and GSK representatives will come together to discuss the success story of the project. By 2016, the project aims to reach more than 120 thousand young people in 45 cities.

We Work With Clients to Address Global Challenges

Doctors without Borders / Edelman Significa Brazil

Client: Doctors without Borders/Médecins Sans Frontières (MSF)

Our charge: Edelman Brazil was charged with engaging Doctors without Borders' audience through the use of communication to express the brand's attributes and position it as a humanitarian organization.

Our response: Edelman Significa reviewed the brand's positioning in Brazil, refreshed their vision, mission and values, and developed a corporate Brand Book. "An effective communication starts with a clear identity and takes into consideration what is relevant to the audience" says Renata Guimarães, leader of Branding at Edelman Significa. Over a period of 3 months, the agency made an assessment of the organization both in Brazil and globally and analyzed results of recent Brand Equity research. The team delivered a book with the Brand Guidelines, and provided counsel the organization on the use of writing, tone of voice and photography to reinforce the organization's brand differentiation.

The Home Depot / Edelman Mexico City

Client: The Home Depot

Our charge: The Home Depot Mexico's fundraising campaign, "Haz Más por los Demás" has been carried out for more than 6 years, raising money for local associations throughout the country to support causes like health, education and children's rights. In 2013 the lack of trust that Mexican citizens had in such campaigns began to affect fundraising efforts so Edelman Mexico worked with the Home Depot to develop a campaign focused on increasing awareness and donations.

Our response: Edelman Mexico developed a media and public relations campaign that engaged local NGO's and media, while providing contributors with information about the associations that would receive the donations, which included foster homes and health organizations, among others. Thanks to this campaign, "Haz Más por los Demás" achieved high levels of awareness, a historic level of donations, and increased trust in the cause.

Professional Integrity: Governance and Ethics

Our professional integrity, innovation in markets, services and thinking, and global policies provide a strong foundation for our quality commitment to client service. We have a responsibility to conduct ourselves individually and collectively in ways that advance citizenship in all our interactions. Within Edelman, with our suppliers, partners, clients, in our communities, our industry and our world, we apply the [highest ethical standards](#) to live our values. We maintain strong governance with a focus on achieving sustainable outcomes for the company.



Our clients care deeply. And when our values match theirs, we have a better partnership.

Lisa Sepulveda, president of Global Client Management at Edelman

Ethically – It's the Way We Do Business

Reputation is our most valuable asset, and enforcing strong ethics policies is key to maintaining it. We are committed to giving our employees the tools to guide the right behaviors, including a code of ethics and business conduct, a day-to-day situation guide and an ethics help line. Since 2007, Edelman has had a full-time compliance and ethics function under the direction of a dedicated global compliance officer. Some of our policies, guidance documents and other resources include:

Code of Ethics and Business Conduct. The Edelman Code of Ethics and Business Conduct outlines our ethical responsibilities and addresses common compliance and ethics issues facing global businesses today. When joining the company, all employees, officers and directors throughout the Edelman family of companies worldwide acknowledge in writing their responsibility for understanding and adhering to the code. To help address situations that might arise, the code is supplemented by the Day-to-Day Situation Guide, which addresses issues specific to our industry. Both documents are available on our website.



Our citizenship reputation is a market differentiator for us here in Vietnam. As a country, we face a lot of environmental and social problems. If Edelman can help address these in some way, this is very important, for our society and for our business.

Bui Ngoc Anh, Managing Director, Vietnam

Professional Integrity: Governance and Ethics

Code of Ethics for Financial Management (CEFM). Edelman maintains a code of ethics for financial management that focuses on the accuracy and integrity of our financial and operational reporting. The CEFM is signed annually by the individuals who are responsible for or have influence over financial or operational reporting or projections.

Code of Ethics for Suppliers and Service Providers. In January 2012, Edelman published its first supplier code of ethics, designed to mitigate risk associated with third-party business relationships, such as with subcontractors, freelancers, suppliers and others. The code communicates Edelman's expectations to ensure a consistent commitment to quality, compliance, the environment, human rights, ethical business and public relations practices and other issues.

Human Rights Policy. Respecting human rights is an essential part of how we do business. As a signatory of the [United Nations \(UN\) Global Compact](#), Edelman supports internationally accepted principles regarding human rights, labor standards, the environment and anti-corruption, including the [UN Declaration on Human Rights](#) and core International Labor Organization conventions, and we have committed to this support with a human rights policy. In developing our policy, we engaged a number of governmental and non-governmental organizations, including BSR, UN Global Compact and International Business Leader's Forum. We sought their guidance and included elements of their feedback in developing our policy.

Training and Communication. All employees complete an introductory compliance course when joining the firm. An additional anti-corruption training program is required for all VPs and above, as well as all employees in the Financial Group. As of September 30, 2014, 80 percent of employees had completed Introduction to Compliance, and 91 percent of employees level 4+ had completed Anti-Corruption Training.

Reporting Concerns

All DJE employees are expected to act responsibly to help establish a comfortable working environment free from harassment and discrimination. All employees are encouraged to raise questions directly with human resources or management. Employees also have alternative means for communicating their questions, concerns, complaints or allegations made in good faith without fear of retaliation or reprisals through the global compliance officer, the Office of the General Counsel and the Listen-Up Helpline, a 24-hour, confidential and – if desired – anonymous reporting service available via phone or web submission. All complaints will be reviewed and investigated as appropriate.



Integrity, respect and citizenship are not just aspirations articulated by Edelman's stated corporate values in our Code of Ethics. Rather, they are tangible and actionable imperatives, as evidenced by our ongoing citizenship efforts and our global compliance and ethics program.

Randy Corley, Global Compliance Officer

Professional Integrity: Governance and Ethics

Global Ethics Committee

Doing business in a way that maintains the reputation of our firm and our industry is very important to our employees. In fiscal year 2013, we established an Ethics Committee to make sure Edelman employees around the world have a resource when they need advice in determining whether specific situations are consistent with our values. Composed of senior-level operations people from each Edelman region, along with members of Digital, Legal, Compliance and Citizenship, the committee meets quarterly and also explores issues as they arise to provide counsel to employees and teams. Inquiries may include, as an example, issues such as evaluation of how potential client opportunities may align with Edelman's values and ethics.



Drawing on insights from colleagues around the world, across legal, HR, and all of the Edelman practices, our Ethics Committee offers a 'safe space' for candid evaluation of potential clients and business solutions. Its recommendations help our most senior global leadership; individual country managers and major client leaders.

Stephen Lock, CEO Indonesia

Developing Global Best Practices in Anti-Corruption

As a member of the World Economic Forum Partnering Against Corruption Initiative, Edelman is working with other companies to strengthen global anti-corruption practices. Our chief compliance officer continues to play a role in the initiative, and in doing so helps to ensure we stay abreast of emerging global corruption risks facing our industry and strategies to address them.

For information about other multi-stakeholder collaborations in which we participate, see [Partnerships](#).

Innovation in Markets, Services and Thinking

For more than 60 years, we have been building a company that gets stronger with each generation. Drawing on our core values, we have continuously invested in our people, in knowledge development and innovation and—above all—in client excellence and quality.

Our Quality Commitment to Clients: Client Satisfaction

Quality is a key Edelman value and an important element of our citizenship. Integrated into everything we do—whether working with clients, communities or colleagues—quality is embedded in our decisions, actions and behaviors, and reflected in our commitment to excellence and ethics. Each of us at Edelman is accountable for quality in our performance, thinking, service, people and relationships. The [Edelman Q Program](#) ensures excellence across geographies and cultures. Our company-wide Q scores are published [here](#).

Showing Up Differently in Quality

Together with our clients, we will be partners in dynamic, creative relationships. We will thoughtfully and responsibly identify their objectives and assemble the right mix of skills and resources to meet them. We will value their perspective and anticipate their needs. With intelligence and ingenuity, timeliness and accuracy, we will deliver informed analysis, strategic thinking, effective writing, breakthrough creative, excellent execution and sound measurement. We will be committed to the smart financial management of their businesses. We will exceed their expectations every day.

Innovation in Markets, Services and Thinking

Preserving Business Continuity

As a global business, we must be prepared to maintain our ability to serve clients even in the face of external events that could disrupt normal business operations. Because natural disasters and other events happen outside our control, Edelman has a Business Continuity Team in each office. To date over 400 core team members from every Edelman office have been trained in the [Business Continuity Program](#). We continue to train globally through online modules available on ELI as well as quarterly status calls.

Safeguarding Privacy for Our Clients and Our Business: Data Protection and Information Security

With a client portfolio that spans most industries and crosses international borders, Edelman must maintain a robust data security program to ensure the confidentiality, integrity and availability of client data. Edelman clients expect that when they share sensitive information about their business, we will maintain that data with the utmost care—and we do. The information we hold is a critical business asset. Every one of us at Edelman has a duty to protect these assets. With respect to employee personal data, Edelman has self-certified under the U.S.-EU Safe Harbor Framework since 2002.

Our [information security program](#), established in fiscal year 2010, safeguards information, monitors and assesses cyber risks to the organization and aligns with regulatory and contractual requirements by:

- Establishing secure operating guidelines for Edelman staff, key business systems and IT infrastructure
- Maintaining an ongoing information security awareness program to educate Edelman employees about policy, cyber threats and data stewardship
- Delivering services to support key business initiatives that balance security and productivity
- Regularly evaluating and testing the security posture of Edelman's network and systems
- Developing an effective incident response program to quickly mitigate any information security events

As part of our compliance with privacy requirements, we complete a verification step that requires periodic evaluation of privacy controls and procedures to ensure commitments have been implemented appropriately. Given our leadership position in the field, the continuing growth in our business and ongoing evolution of external privacy regulation, in 2013 we implemented a formal, comprehensive risk assessment process related to the gathering, transfer and processing of personal information. In addition to focusing on employee information, the risk analysis included personal information and controls in client engagements, IT and our websites, in addition to the human resources functions.

This privacy risk assessment initiative was conducted as part of our own ongoing internal self-assessment process. Our chief privacy officer used the results to establish direction and guidance on future initiatives. We will also continue to closely monitor the ongoing evolution of the privacy regulatory framework, to ensure we continue to meet the data protection needs of Edelman and our clients and maintain our position as a good global citizen and a thought leader in the privacy space.

Our account teams have experience designing and implementing programs that involve the collection and use of individuals' personal information, such as through social media channels. We continue to emphasize the importance of our employees recognizing the situations when personal information is being collected from individuals to ensure that Edelman and/or our clients take proper steps in handling, processing and protecting personal information. We provide resources to make sure our employees have help making sure they appropriately address privacy requirements.

Creating Ethical Supply Chain Policies

Providing quality client service extends to our supply chain. We established a Supplier Code of Conduct to hold our suppliers to the same ethical standards under which we operate, and which our clients expect of us.

Supplier Ethical Data Exchange (Sedex)

In 2012, we increased our commitment to monitoring ethical standards in our supply chain by joining [Sedex](#) as an AB (Supplier and Purchaser) member. Sedex is a global nonprofit membership organization dedicated to improving responsible and ethical business practices in global supply chains. During fiscal year 2014, we registered each of our offices and provided training to help them complete site-specific questionnaires. An Edelman employee in each office has completed this training. This allows our local offices to participate in the Sedex online platform where appropriate, which in turn enables us to self-report our labor, environmental, health and safety and business integrity practices, and to assess business partners and suppliers against the same standards.

Supplier Diversity

Diverse backgrounds and perspectives strengthen our projects and our business and it is important that we source supplies and services from diverse organizations, including minority-owned, woman-owned, veteran-owned, and disabled veteran-owned enterprises.

During fiscal year 2014, we began a two-phase process toward an Edelman supplier diversity and procurement strategy for global implementation in 2015. In Phase 1 (2014), we conducted research with stakeholders and our own research about category spending, sought best practices at conferences and established a cross-functional working group. Next year, during Phase 2, we will focus on implementation, launching a supplier portal, policies and practices to ensure a fair and objective identification and selection process, a small business subcontracting plan and vendor communications to inform our business partners.



Our Communities

At Edelman, our commitment to global citizenship means we are part of the world community. It means giving back through philanthropy, pro bono services, volunteerism and managing greenhouse gas emissions in the communities in which we operate. It means helping our employees do even more for the causes and people they care about through community investment grants. It means improving the environmental footprint of our operations. And it means honoring a company that is firmly rooted in more than six decades of ethical governance and leadership and that will be strong and thriving for generations to come. In every region where we operate, we work to make the world a better place by showing up differently. We share our unique professional talents and skills, our passion, our time and our resources. We are proud of our tradition of giving back—to the community, to the environment, to our clients and partners—and we are humbled by the generosity of our people. In fact, Edelman’s commitment to our communities is visible through the pro bono and volunteer work of our employees, participation on nonprofit boards and committees or grants to charitable organizations.

Giving Back Takes Many Forms: Volunteerism and Philanthropy

This year, for the first time, we are reporting on the ways in which we work to build strong and healthy communities in conjunction with progress in our environmental stewardship and our responsible partnerships. This not only reflects the continued refinement of our citizenship approach, but the interrelation of these concepts, which work together to support thriving communities wherever we are in the world—six continents, 31 countries, 65 offices and countless neighborhoods.



Our employees have been involved with community service and causes since the day my father founded the firm.

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

Pro Bono Volunteerism

At Edelman, we recognize that companies have the opportunity to leverage their size and skills to make meaningful impacts on local communities by creating valuable dual impact for both business and society. Pro bono volunteerism projects leverage the unique expertise and skill sets that Edelman employees use in their day-to-day jobs. By engaging in pro bono projects, Edelman provides strategic counsel to NGOs or industry associations free of charge, and supports positive social change.

During fiscal year 2014, Edelman employees provided over 13,000 hours of pro bono services valued at over US \$2 Million.



Pro bono work provides societal good and business benefit. Internally, it builds community spirit, allows people to do interesting work, learn new skills and meet other people outside their regular teams.

Eve Keene, Chief of Staff, Edelman Europe

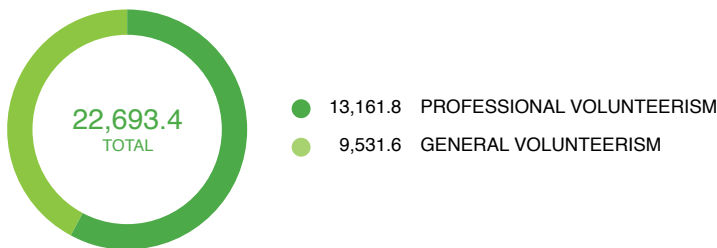
Giving Back Takes Many Forms: Volunteerism and Philanthropy

General Volunteerism

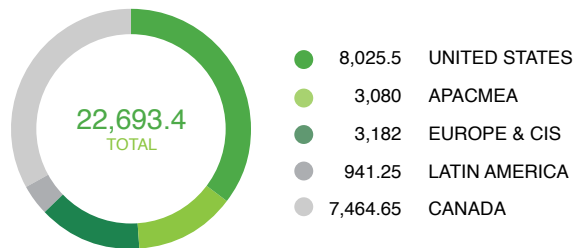
Our employees are passionate, community-oriented individuals who support countless organizations within the communities in which we operate. General volunteerism includes any project that helps the community, but does not leverage an employee’s professional skills as described in the employee’s official job description.

During fiscal year 2014, Edelman employees provided over 9,500 hours of general volunteerism valued at over \$200,000.

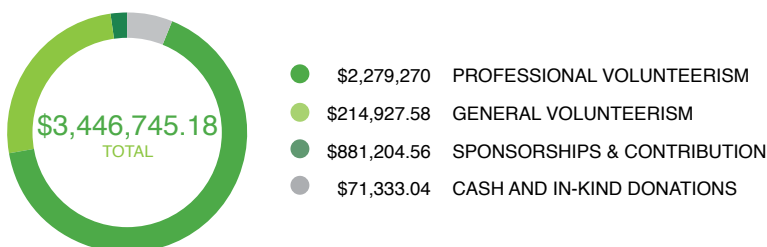
Volunteerism Hours by Type



Volunteerism Hours by Region



Total Giving



Giving Back Takes Many Forms: Volunteerism and Philanthropy

Board Engagement

Many of our employees, particularly those at the senior leadership level, serve on the boards of the nonprofit organizations with which they are involved. These individuals offer their time and professional talent to further the missions of the organizations they serve, allowing them to make an even greater impact on society.

Showing Up Differently Through More Paid Time Off for Volunteerism

We know that our employees are deeply passionate about giving back to their communities and supporting the causes and organizations that matter to them. Developed from this insight and scheduled for implementation in fiscal year 2015, Edelman's new pro bono work and volunteerism policy provides each employee with eight hours of paid time off to participate in skills-based or general volunteerism, an increase from the four hours provided previously. The new policy also encourages offices to create active Citizenship Teams that facilitate strategic pro bono partnerships and general volunteerism projects.

Focusing on the power of collective impact, the policy gives every Edelman office an allocated number of hours (based on its head count multiplied by eight hours/FTE) to work in support of NGOs and non-profits. Offices are expected to allocate approximately 70 percent of these hours to pro bono volunteerism and 30 percent to general volunteerism.

The implementation of this policy will provide greater opportunities for our employees to make a difference in their communities and enable us to report on our volunteerism contributions and community impact using the latest global reporting frameworks.

Giving Back Takes Many Forms: Volunteerism and Philanthropy

EDELMAN VOLUNTEERISM POLICY



Edelman’s new pro bono/volunteerism policy allows each office 8 hours per employee per year for volunteerism/pro bono projects. All projects will be chosen by the local managing director, with the assistance of a Citizenship Team.

Professional/Pro Bono

70% of Total Time

Projects that utilize your professional skills to assist non-profit organizations. Examples: Creating a website, media strategy, or operating budget.

General

30% of Total Time

Hands-on projects that assist your local community but do not use professional skills. Examples: building a house, serving food, planting trees, or mentoring students.

Giving Back Takes Many Forms: Volunteerism and Philanthropy



The importance of community engagement and pro bono work – to our people and to those organizations and causes that might not otherwise be able to engage our services – cannot be overstated. Because these projects align with our best skills, collective values and shared passions, they inspire us and give rise to creative ideas and meaningful solutions that rival our best fee-generating work and benefit the broader society.

Robin Callif, U.S. Chief of Staff

Meeting our Goals in FY15

We recognize that we did not meet all of our volunteerism and pro bono goals in FY15. We believe that our updated Volunteerism & Pro Bono Policy, instituted in FY15 will provide our employees the tools they need to complete and accurately report their annual volunteerism goals. Because this policy has been approved by our Executive Committee, all employees understand that they are both allowed and encouraged to use their 8 hours paid time off annually to give back to their communities.

Community Investment Grants

Two years ago, we launched our first Community Investment Grant program to further support employee contributions to organizations that matter most to them. The program gives Edelman employees the opportunity to receive up to US\$2,500 of funding for organizations with which they are engaged as board members or volunteers. In fiscal year 2011—the program’s inaugural year—we awarded approximately US\$150,000 to employees across all regions for the organizations they support. Since then, the Edelman Community Investment Grant program has awarded more than US\$500,000 to nonprofit organizations around the world in a number of categories:

- Animal health and welfare
- Community development
- Culture/arts
- Education
- Environment
- Health
- Hunger and poverty
- Social services and youth

To read how our employees have used Community Investment Grants to better their local communities, see our [Citizenship Conversations](#) page.

Giving Back Takes Many Forms: Volunteerism and Philanthropy

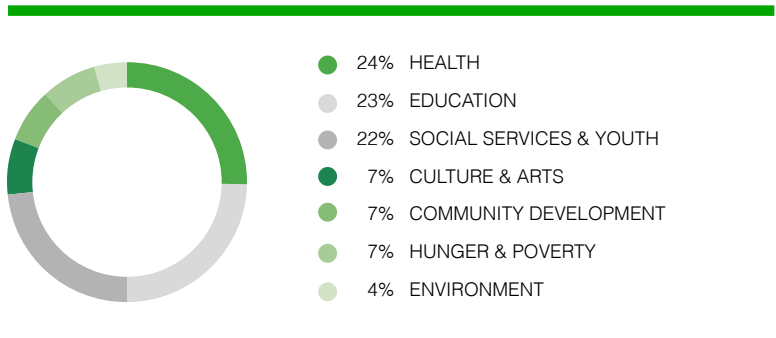
Showing Up Differently through Improved Community Investment Grants

In 2014, our Community Investment Grant Program provided more grants than ever before—and in more parts of the world—because we made it more flexible and accessible for Edelman employees. Now, employees can apply for a grant after they have been employed with us for three months. In addition, the program requires that employees be actively involved in the cause of their choice, going above just providing donations.

Community Investment Grant Program 2011-2014

FISCAL YEAR	DONATIONS	ORGANIZATIONS
2011	\$146,900	61
2012	\$143,650	64
2013	\$146,250	117
2014	\$148,250	121
Total	\$585,050	363

Community Investment Grant Program



Responsible Partnerships

Collaborating with partners that hold similar values, goals and pursuits extends our citizenship beyond our own doors and represents one more way we Show Up Differently. By working together, we can accomplish more than any of us can working alone. Some of the organizations with which we collaborate are:

- A Billion + Change
- Clinton Global Initiative
- Committee Encouraging Corporate Philanthropy
- Global Reporting Initiative
- International Integrated Reporting Council
- Partnering Against Corruption Initiative
- Professional Services Sustainability Roundtable
- Sustainability Accounting Standards Board (SASB)
- Sustainable Purchasing Leadership Council (SPLC)
- UN Food Security and Sustainable Agriculture
- United Nations World Food Programme
- Veterans Programs/Illinois Joining Forces

For more information about our work with these organizations, please visit our [FY 13 Citizenship Report](#).



Forging partnerships is becoming a very important aspect of our business and also an important part of corporate trust.

**Tony Tao, Managing Director,
Shanghai and Guangzhou, China**

Showing Up Differently in the Professional Services Industry

New in fiscal year 2014 is our participation in the Boston College Center for Corporate Citizenship Professional Services Sustainability Roundtable. Founded in 2014 to provide members from the professional services industry, including public relations, with a collective voice about our role related to corporate citizenship, the roundtable allows Edelman and other members to exchange ideas and best practices through in-person meetings, blogs, webinars, and conference presentations.

John Edelman, our Managing Director, Global Engagement & Corporate Responsibility, represents the firm.

Selected Pro Bono and General Volunteerism Projects

In FY14 Edelman offices around the world contributed to their local communities through various general and professional volunteer projects, including:

ASIA, PACIFIC, MIDDLE EAST AND AFRICA (APACMEA)

Pro Bono Volunteerism:



Mekong Club / Edelman Hong Kong

Edelman Hong Kong provided pro bono support to The Mekong Club, in its movement against slavery in the Mekong region and efforts to educate the public about the prevalence, brutality and consequences of human slavery. Edelman provided strategic PR counsel and press room support to The Mekong Club and has re-launched The Mekong Club website, providing concept, creation and implementation.

General Volunteerism:



Joy of Giving Drive / Edelman Delhi

The Delhi Citizenship team celebrated India's 68th Independence Day by giving back to the community. The team spent an afternoon at the Ummeed Aman Ghar, a shelter home facility for street children that provides them with preventive, promotional and curative physical and mental health care. The team spent the afternoon with the children, treating them to a fun afternoon with lunch, music and dancing. Additionally, the Delhi office planned a BYOL (Bring Your Own Lunch) drive where all employees were encouraged to bring their own lunch to work, allowing the funds and resources from the usual office lunch to be used instead to plan a party for the 125 children at the Ummeed Aman Ghar shelter.

CANADA

The Little Give / Edelman Toronto



In the fall of 2013, Edelman Toronto supported nine Toronto charities for its annual Little Give. The Little Give dedicates a little bit of seed money and a whole lot of time and energy to non-profit organizations across the community. More than 100 employees spent 48 hours working on various asks from the following charities: Sistering, Homes First, Margaret’s, Furniture Bank, Toronto Community Hostel, Blessings in a Backpack, The Children’s Book Bank, Dress for Success Toronto, The Shoebox Project. Each of the charities received an amazing contribution from their Edelman teams. Stories of note: The Homes First team developed key messages and a variety of media materials, an all-new sponsorship package and was able to solicit tie donations from celebrities such as Charlize Theron and Reese Witherspoon, which were auctioned at Homes First’s annual “Tie One On” fundraiser! Dress for Success Toronto got a huge leg up from their Edelman team - not only did the team create a CRM database that replaced a software program that carried a US\$30,000 a year price tag – they got their hands dirty too, renovating the Dress for Success Boutique and giving it a makeover worthy of reality TV. The team for Furniture Bank went on an all-out charity blitz that saw them hit the streets with their “Stuff the Couch” campaign, collecting change to raise over US\$3,000! On top of raising funds with their cheeky campaign, the team also secured an Edelman Community Investment Grant for US\$2,000.

The Little Give / Edelman Vancouver



Some gave with brawn, some gave with their brain, but everyone gave it their all during Edelman Vancouver’s 7th annual Little Give. Focused on increasing staff engagement while spreading talent to local, deserving causes, the three Vancouver teams were asked to create team names, logos, slogans and a social scavenger hunt in preparation for the 48 hours of giving. Team “Givezilla” worked at the West Side Family Place to breathe new life into a community icon which has been providing a safe place for young families, newcomers and students since 1973. 8 gallons of paint and 80 pounds of yard waste later, the team helped accomplish in 2 days what the organization had been wanting to do for 2 years. Team “Givvey Up” worked with HomeStart foundation to deliver furniture to families who can’t afford to furnish their homes. A creative team also took charge of designing and producing decals for the delivery truck to make it more friendly, modern and recognizable. On day 2, the team organized a summer sale event that raised over US\$1,700. The “Natural Born Givers” used their 48 hours to complete five big jobs for the Neighbourhood Housing Society, from revamping the courtyard and building new tenant “starter kits,” to organizing the inaugural Community Kitchen Celebration in an effort to make the organization’s residents excited and proud of their home.

EUROPE & COMMONWEALTH OF INDEPENDENT STATES (CIS)

Pro Bono Volunteerism:



No One Fights Alone / Edelman Stockholm

No One Fights Alone was founded in 2012 by Junior D’Oliviera, who died of Acute Leukemia Myeloid, with the mission of encouraging more people to become organ donors with Tobias Registry. In honor of Junior, who passed away in December 2012, No One Fights Alone planned an event to inspire more community members to become donors. Edelman Stockholm helped the organization define their identity and image as well as identify short and long term goals. The Edelman team held workshops to develop a messaging platform, goals and a brand identity, which the team then used in their media relations efforts for the event.

General Volunteerism:



Meals for Kids / Edelman Frankfurt

Wanting to raise money for a local association that helps children in need, Edelman Frankfurt partnered with “Hilfe für krebskranke Kinder Frankfurt e. V.,” an organization that supports children with cancer and funds cancer research, to host a charity lunch party titled “Meals for Kids”. Edelman team members participated by donating food and preparing a delicious buffet and barbecue which was served to their colleagues and neighbors in surrounding offices for a minimum donation of 5 Euros. In addition to their donation, guests were also encouraged to write cheerful notes for the sick children which were delivered to Hilfe für krebskranke Kinder Frankfurt e. V. along with a donation of 1000.-€.

LATAM

Pro Bono Volunteerism:



UNAS / Edelman Significa Brazil

União de Núcleos, Associações dos Moradores de Heliópolis e Região (UNAS) is a local organization that has been contributing to the integral development of the inhabitants of the district of Heliopolis and surrounding areas in São Paulo for over 30 years. Edelman Significa first partnered with UNAS in 2012 to develop a comprehensive communication strategy that included the identification of key stakeholders and communication goals as well as the creation of messaging and communication materials. The partnership continued in fiscal year 2014 as Edelman worked with the organization to implement the plan through workshops on media relations, digital, creativity and fundraising strategy for the UNAS team. The São Paulo based NGO also presented opportunities for the Edelman Significa team to take part as volunteers. To celebrate Children’s Day, a toys donation campaign was held and, during Christmas season, employees organized gifts bags for 138 children, including clothes, shoes, toys and treats, and participated in a special party at the organization.

LATAM

General Volunteerism:



Camillus House / Edelman Miami

Camillus House is a local non-profit charity founded more than 54 years ago with a goal of eliminating chronic homelessness in Miami. As part of the Edelman in Miami team’s Global Citizenship ongoing support and engagement with Camillus House, more than half of the office spent two half days volunteering at its facilities in December 2013 during the organization’s largest food drive of the year. Team members helped collect and sort food, toys and clothing for donation relief efforts in Haiti. Additionally, colleagues served meals for Camillus House clients and guests as part of the holiday season initiatives.

USA

Pro Bono Volunteerism:



9/11 Memorial Museum / Edelman New York

Edelman New York supported the National September 11 Memorial Museum around its May 2014 opening. The 9/11 Memorial Museum is built directly within the foundations of the original Twin Towers and is filled with artifacts and special remembrances of each person who was lost. The Edelman team worked closely with Museum staff on a pro bono basis to share information, content and compelling stories about the Museum, its artifacts and Foundation’s mission to global media. Additionally, the Edelman team developed broadcast-ready file footage that ran on local, national and international broadcast stations and facilitated a press preview attended by over 75 global media outlets prior to the Memorial’s official opening. Edelman is proud to have supported the 9/11 Memorial Museum in highlighting the importance of sharing the story that will impact and educate generations to come. Edelman also supported the opening of the 9/11 Memorial in 2011 (the 10th anniversary of the attacks).

USA

Pro Bono Volunteerism:



Veterans as Strategic Assets / Edelman Chicago

Our firm was founded 62 years ago by Dan Edelman, a World War II veteran who applied the experience and knowledge he gained from his military service to establish what is now the largest private public relations firm in the world. Inspired by the legacy of our founder, Edelman has become actively involved in supporting veterans of the United States Armed Forces as they make the transition from soldier back to civilian. Beginning in FY14, Edelman Chicago began a pro bono partnership with Veterans as Strategic Assets (VSA), a consortium of Illinois universities and colleges, businesses and community partners, founded by the Education, Employment and Job Training working groups of Illinois Joining Forces. Through relationships, conversations and a series of events, VSA seeks to dispel hiring-related myths about veterans and relate the ways that the modern armed services provide training that can be translated to rewarding careers in civilian life.

General Volunteerism:



Treehouse / Edelman Seattle

Edelman Seattle has become an ongoing partner to Treehouse, a local nonprofit organization that supports foster youth in and around the Seattle community. During the 2014 holiday season, Edelman held a holiday gift drive for Treehouse and employees donated thousands of dollars' worth of toys, supplies, and cash donations. Edelman also hosted a day at Treehouse's Holiday Carousel, a fundraiser at the Carousel in Westlake Park in downtown Seattle. Members of the Edelman Seattle team volunteered to run the carousel, greet visitors and spread the word about Treehouse. Beyond volunteering time and providing donations, Edelman Seattle has taken on an ongoing pro bono role with the organization, donating time and professional skills to the Treehouse Marketing Committee.

Sustainability

With 65 offices and more than 5,000 employees around the world, our operations carry an environmental impact. We have been working to quantify that impact and identify both short- and long-term strategies to minimize our footprint and promote responsible use of the world's shared, limited resources. We track and report our carbon emissions on a monthly basis, along with our efforts toward greater energy efficiency and reduced emissions by limiting air travel where possible and making other changes to how we operate our offices. As a services firm, we also track our procurement and use of paper and our responsible disposal of older electronics.

Our Sustainability Goals

- Reduce hub offices' annual greenhouse gas (GHG) emissions per employee (full-time equivalent, or FTE) by 5 percent by end of fiscal year 2015 against fiscal year 2011 levels. Our hub offices are Chicago, New York, Washington DC, London, San Francisco, and Silicon Valley.
- Use double-sided copying and copy paper with 50 percent recycled content in all offices.
- To help reduce business travel, use high-definition videoconferencing for at least 10 percent of office hours each month in each of the 20 offices equipped with the technology. Encouraging conference calls instead of business travel, when possible.
- Collect and responsibly dispose of electronic waste globally.
- Build more robust green teams in each office.
- Improve lighting energy efficiency and conduct lighting audits in the 10 offices with the highest GHG emissions.

It has been estimated that the energy efficiency lighting retrofit pilot program in our Chicago office will provide energy savings equal to 18 cars removed, 38 trees planted, and a 193,990 pound reduction in CO2. In FY15 we hope to implement this retrofit in our other markets.



Two years since the announcement of our hub offices' carbon reduction target—and with two additional offices joining the hubs' efforts since then—we continue to work toward even more systematic management of Edelman's environmental impact as a whole. In fiscal year 2014, we also published our [position on climate change](#).

Because our business continues to grow rapidly in many parts of the world, we measure absolute carbon emissions and track our progress based on carbon intensity per full-time equivalent (FTE) employee. This allows us to measure and report data that has been normalized by a common variable—in this case, FTE. During fiscal year 2013¹, our absolute emissions increased over the 2011 baseline, as might be expected of a growing company, but the carbon intensity per FTE decreased by 7 percent over that same period, reflecting increased awareness of our environmental goals and efforts in some of our largest offices toward greater energy efficiency.

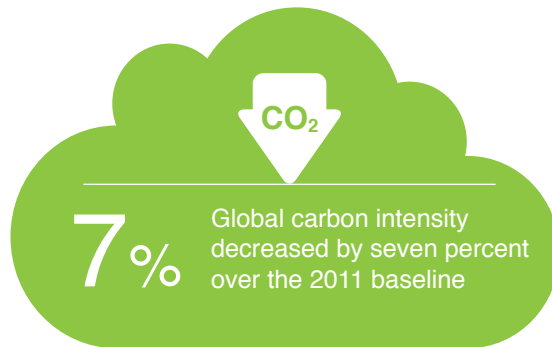
1. This report includes our fiscal year 2013 carbon inventory and material use data because there is a one-year gap for environmental data reporting due to the timing of our publication and our use of the fiscal year instead of the calendar year. Global carbon intensity decreased by seven percent over the 2011 baseline

Sustainability

MEASUREMENT	PERFORMANCE		OFFICES INCLUDED
Global carbon emissions	18,614 tCO ₂ e	24 percent higher than 2011 baseline	53 offices in five operating regions
Carbon intensity per FTE	3.7 tCO ₂ e/FTE	7 percent lower than 2011 baseline	53 offices in five operating regions

The fiscal year 2013 footprint follows the same emissions profile as previous years, with emissions from business air travel accounting for the most significant portion (74 percent) of Edelman’s global carbon impact, followed by that of purchased electricity use (22 percent) and mobile fuel combustion (2 percent). This is typical of an international services firm. Our growing business in the U.S. continues to contribute 69 percent of our global emissions, with offices in the Europe, Middle East and Africa region and Asia Pacific also representing significant shares.

The absolute emissions increase was largely due to business air travel (Scope 3), which increased by 14 percent from the 2011 baseline. The increase in emissions from flights is attributable both to business growth and a 24 percent increase in the number of full-time equivalent employees. With a 14 percent increase in office space and 24 percent increase in the number of full-time employees around the world, absolute emissions from purchased electricity use (Scope 2) increased by 19 percent from the base year. Efforts rolled out globally to decrease paper use and adopt office paper with higher recycled content resulted in a 26 percent absolute emissions decrease against emissions from the same source in fiscal year 2011.



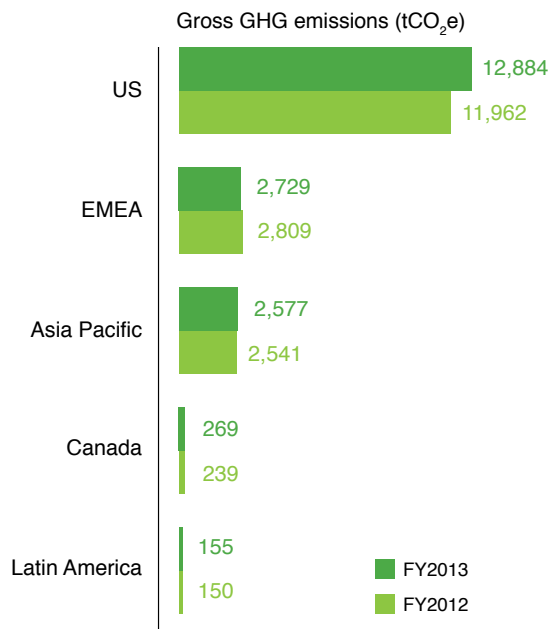
Overall Emissions by Scope and Carbon Intensity (FY2011-FY2013)

Overall Emissions by Scope and Carbon Intensity (FY2011-FY2013)

EMISSION SOURCE (tCO ₂ e)	FY2013	% OF TOTAL	FY2012	% OF TOTAL	FY2011 (base year)	% OF TOTAL	% CHANGE TOTAL FY2013 VS FY2012	% CHANGE FY2012 VS FY2011 (base year)
Scope 1 (Direct emissions)								
Mobile fuel combustion	332	1.8%	297	1.7%	191	1.2%	11.4%	73%
Stationary fuel combustion	71	0.4%	67	0.4%	97	0.6%	5.5%	-27%
Gross Scope 1 emissions	402		364		289		10.4%	39%
Scope 2 (Energy indirect emissions)								
Purchased electricity consumption	4,123	22.2%	3,989	22.5%	3,473	21.4%	3.4%	19%
Gross Scope 2 emissions	4,123		3,989		3,473		3.4%	19%
Scope 3 (Other indirect emissions)								
Staff business air travel	13,836	74.3%	13,044	73.7%	12,135	74.7%	6.1%	14%
Office copy paper use	253	1.4%	304	1.7%	341	2.1%	-16.8%	-26%
Gross Scope 3 emissions	14,089		13,347		12,476		5.6%	13%
Total Gross Emissions	18,614		17,701		16,237		5.2%	15%
Full-time Equivalent (FTE)	4,971		4,488		4,015		10.8%	24%
Carbon Intensity per FTE	3.74		3.94		4.04		-5.1%	-7%

Note: Values may not add up to 100 percent due to rounding.

Global Emissions by Region (FY2011-FRY2013)

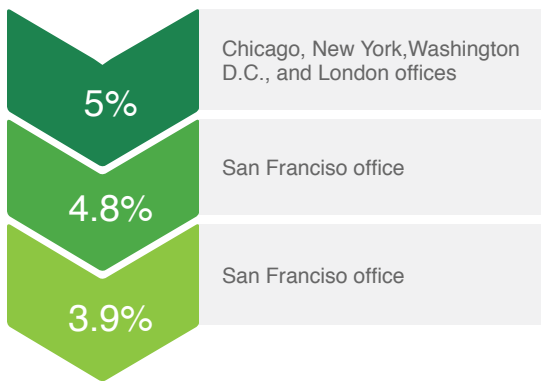


Sustainability

Progress Toward Our Targets

Since fiscal year 2011, four of our hub offices have committed to a 5 percent carbon-intensity target by the end of fiscal year 2015, based on fiscal year 2011 levels. Starting in fiscal year 2013, two additional offices, San Francisco and Silicon Valley, made new commitments to helping Edelman reduce its global footprint, taking on carbon intensity reduction targets per FTE of 4.8 percent (San Francisco) and 4 percent (Silicon Valley), respectively, against fiscal year 2011 levels.

Hub office carbon intensity reduction targets per FTE by the end of fiscal year 2015, against fiscal year 2011 levels:



By the end of fiscal year 2013, half of the hub offices—New York, London and Silicon Valley—were on track to meeting their reduction targets.

- The London and Silicon Valley offices have reduced their carbon intensity (expressed as tCO₂e per FTE) from baseline by 13 percent and 2 percent, respectively
- The New York office has recorded a 0.4 percent intensity increase, but is still on its way to meeting its targets.
- The other three hubs, Chicago, San Francisco and Washington D.C., recorded increases in carbon intensity of 15 percent, 41 percent and 4 percent, respectively, from base year levels. All three of these offices underwent major expansion, however, with San Francisco’s digital business growth contributing to a sizable increase in air travel emissions.

While we are proud of the seven percent decrease in emissions intensity, we realize we need to do more to address our total global emissions. We plan to do this by rolling out a comprehensive and cross-functional employee engagement working group to educate and inform employees around sustainable practices and researching recycling programs, technological interventions, and other ideas through which we can implement a more sustainable workplace.

Sustainability

Encouraging Virtual Meetings

As part of Edelman's five global environmental goals, each of the 20 offices equipped with high-definition Polycom videoconferencing units are urged to achieve at least a 10 percent videoconferencing usage rate.

- In fiscal year 2013, the New York office achieved a 12 percent videoconference utilization rate (expressed as a percentage of office hours) for the first time.
- The Bangalore, Mumbai and New Delhi offices recorded usage rates of 10 to 30 percent in fiscal year 2013, adopting videoconferencing for recruiting and other human resources activities.
- With additional high-definition endpoints installed in Austin, Houston and São Paulo—and other desktop virtual meeting technologies implemented—more Edelman offices should be able to promote virtual meetings as a means of increasing meeting efficiency and reducing air travel.

Tracking Environmental Performance

Conceived in fiscal year 2013 and fully implemented in fiscal year 2014, the Global Citizenship Dashboard helps our global offices to more consistently track and report their performance on social and environmental indicators. The dashboard was first released to the 53 largest Edelman offices at the end of fiscal year 2013. This initial release offered an overview and global benchmark of office performance:

- 45 percent reported environmental data on time.
- 21 percent met the target of purchasing office paper with at least 50 percent post-consumer recycled content.
- 19 percent with high-definition videoconferencing units met the 10 percent usage rate target.
- 87 percent of all U.S. and Canada offices with access to the CloudBlue service have safely disposed of electronic products with the e-Stewards® Certified Recycler.

Since its conception, the Global Citizenship Dashboard was modified to include the indicator regarding setting all network printers to print double-sided by default. In FY15 we expect to improve these results through the designation of regional citizenship leads and the implementation of our Citizenship Score (C-Score), allowing offices to better track and manage their environmental impact.

Meeting our Goals in FY15

We recognize that we did not meet all of our environmental goals in FY14. As our citizenship journey evolves, we are learning the most effective ways to set goals and engage our global staff to reach these goals. We believe that the institution of our C-Score and Regional Citizenship Leads in FY15 will reinforce local environmental accountability and provide local offices access to the tools they need to meet their goals. We have also activated a global employee education initiative in all offices focused on operating more sustainably using recycling, technology, and other efforts.

Sustainability

Responsibly Disposing of Electronics

Since 2009, Edelman has been committed to the responsible disposal of electronics. Our collaboration with CloudBlue began with selected offices recycling or otherwise responsibly disposing of older computers, phones and other electronics via the e-Stewards® Certified Recycler. The collaboration was extended to cover all offices in the U.S. and Canada in fiscal year 2013, and was rolled out to all global offices in fiscal year 2014, allowing Edelman to comply with the European Union Waste Electrical and Electronic Equipment Directive well ahead of the 2016 deadline.

During fiscal year 2013, CloudBlue collected 2,224 electronic items weighing more than eight metric tons (18,138 pounds) from 18 offices. The items recovered were worth an estimated US\$27,370. Their recovery delivered energy savings sufficient to power 147 households for a year, according to U.S. Environmental Protection Agency estimates.

Public Transportation

In fiscal year 2013, 26.5 percent of U.S. employees participated in Wage Works, the U.S. pre-tax public transport voucher system. Edelman re-engages employees each year to encourage the use of public transport via WageWorks to help reduce emissions of employee commuting.

Green Data Centers

When our IT servers need to be updated, we purchase the most energy efficient servers we can. Likewise, when we need to change or expand our data center services, we review our IT providers' energy performance. However, truly green energy centers are not yet available to us. We recognize that stakeholders ask services firms to report on the environmental performance of their data centers and we look forward to being able to provide a more detailed accounting in the future.

Sustainability

Sustainability: Next Steps

Through our [Supplier Code of Ethics](#) and [global environmental policy](#)—which outlines our beliefs, approach and actions toward environmental responsibility—Edelman encourages our suppliers to consider the environmental impacts of goods and services in their business dealings with us. Such impacts include but are not limited to minimizing their carbon footprint through efficient travel and energy efficiency, waste recycling and responsible wastewater and solid waste disposal. Together, Edelman’s Supplier Code of Ethics and environmental policy promote environmental standards throughout every step of the business cycle. We are pleased that our office in the United Kingdom received [Carbon Trust accreditation](#) in fiscal year 2014.

Showing Up Differently in Purchasing

In fiscal year 2014, Edelman joined [the Sustainable Purchasing Leadership Council](#). The Council brings together suppliers, corporations, government, standards bodies and non-governmental organizations to drive social, environmental and economic sustainability through better procurement.

In fiscal year 2015 and beyond, we will also continue to track and report our volunteerism results and global emissions, working to engage all new offices in the reporting scope and improve data quality on an ongoing basis. In fiscal year 2015, this will evolve into a Citizenship Score (C-Score) using uniform metrics to evaluate progress over time in individual offices and for the company as a whole. We plan to submit a Carbon Disclosure Project (CDP) response as part of our fiscal year 2015 goals. For all our environmental activities, with the Global Citizenship Dashboard in place, we are better able to monitor monthly progress against our targets and to identify any locations that may be encountering difficulty on a timeframe that allows for early intervention. As we continue shifting away from our historically decentralized approach to an all-office, formalized team structure with regional citizenship leads and local citizenship contacts in every location, we will be better able to monitor and deliver progress against our targets and minimize the company’s carbon intensity.



Our Engagement and Reporting

Our citizenship journey is inextricably linked with that of our business as a whole. Each year, we aim to make sure our citizenship progress intersects with our business strategies, supporting our growth, creating opportunities for our people, and enhancing our ability to provide clients with exceptional and leading-edge service. We assess our citizenship approach each year to make sure we maintain this close alignment. In fiscal year 2014, we refined our previous four pillars (Our Clients, Our Communities, Our People, Our World) to three: Our People, Our Clients and Our Communities. Continued engagement and communications connect these three pillars to create an integrated whole. The information previously reported as part of Our World is now reported as part of Our Communities, reflecting the close relationship between our environmental performance and our role as a good neighbor in the communities where we live and work.

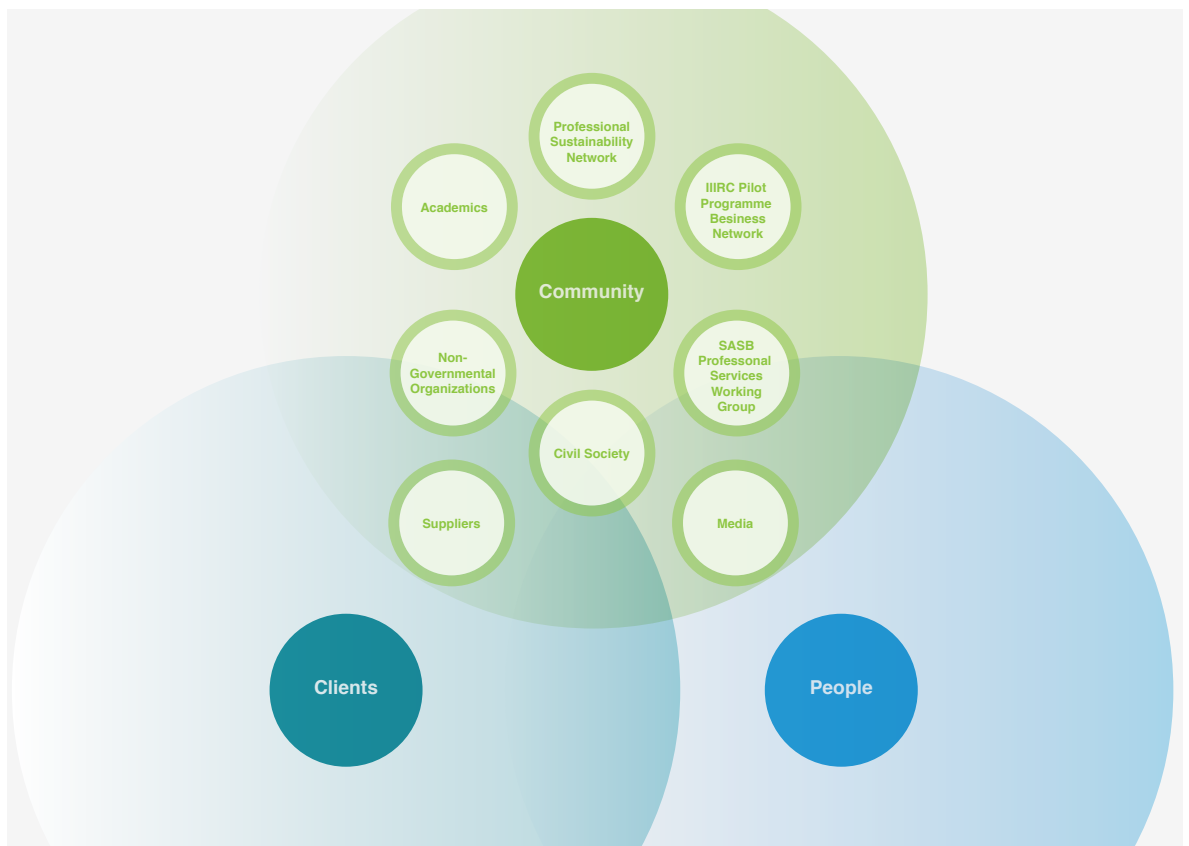
Stakeholder Engagement and Citizenship Topics

Our stakeholder engagement process and how we determine important corporate citizenship topics are inextricably linked. Our objectives for stakeholder engagement—influenced by our participation in the International Integrated Reporting Council’s (IIRC) Pilot Programme Business Network—are:

- Understand how stakeholders think about value and value creation
- Identify emerging or regional trends that have not yet captured global attention
- Identify important corporate citizenship topics

The three pillars of Edelman’s corporate values system—People, Clients and Community—are at the core of our dialogue with the global stakeholder community.

Global Stakeholder Community



Engagement with stakeholders occurs daily and is both structured—interviews, online surveys, questionnaires—and unstructured—conversations, meetings, social media. This dialogue deepens our insights into trends, perceptions about how we create value and the needs and expectations of society. In 2014, our structured engagement initiatives included our Global Citizenship Survey and interviews with representatives of non-governmental organizations, clients and academics.

What Our Stakeholders Say

EDELMAN CITIZENSHIP	TOPICS	REPRESENTATIVE COMMENT	ACTION TAKEN
General	Tracking and accountability	NGO: "Some of the companies producing reports are not cleaning their own home and need to look at their supply chain etc.; the ones that get credibility are the ones that have their own report card."	<p>Implemented the Global Citizenship Dashboard to track progress</p> <p>Began new workstreams to promote sustainability in our supply chain</p> <p>Continued Sedex involvement</p>
People	Citizenship as a differentiator for talent	Employee: "PR agencies are generally behind the curve in corporate responsibility. Edelman is ahead of most and certainly that was key to the selection!"	Commitment to achieve 24 hours of full time training per employee in FY15 (Approx. 120,000 hours total)
People	Work with meaning and purpose	Employee: "Showcasing that the company is ingrained in their community and lifting up those who are less fortunate adds a greater level of meaning to the work we do."	Promotion of a strong pro bono, volunteerism, community investment grant culture and practices in worldwide offices
People	Work with meaning and purpose	Employee: "I am passionate about supporting my community through volunteerism and philanthropy. I'm proud to work for an organization that supports that passion and has similar goals for helping the community."	<p>Revised pro bono and volunteerism policy for 2015</p> <p>Improved Community Investment Grant program to make it accessible to employees after only 3 months</p>
People	Skills development	Academic: "Now, pro bono work must be available to junior associates in areas that are interesting to them and build capabilities, work with clients and socialize; pro bono work is connected to what the person is excited about and how it can build their skills."	Revised pro bono and volunteerism policy for 2015
Clients	Business as driver for societal change	Academic: "Before there were closed door development meetings and goals meetings and now the public plays a more active role and is part of the agenda."	Actively promoting opportunities to support clients in advancing important societal change
Clients	Core values	Client: "[We are] interested in making sure that the people we do business with share the same standards of excellence in the way they operate internally and externally."	<p>Continued operation in keeping with Edelman's six values</p> <p>Quality tracking through Q scores</p> <p>Robust data privacy programs</p> <p>Training on anti-corruption, diversity and inclusion</p>

What Our Stakeholders Say

EDELMAN CITIZENSHIP	TOPICS	REPRESENTATIVE COMMENT	ACTION TAKEN
Clients	Transparency	NGO: "The way in which Edelman is clear about the impacts, positive and negative both, going beyond a checklist and the way that you can talk about desired outcome."	<p>Implemented the Global Citizenship Dashboard</p> <p>Published four annual global citizenship reports</p> <p>Continued online communications about our progress.</p>
Clients	Transparency	Client: "Companies now must be so much more transparent; the level of transparency that is expected is large and must be met otherwise the story will be told for you."	Published four annual global citizenship reports
Clients	Business continuity	Academic: "Companies must realize that it is tricky to see where the next environmental or ecological issues will erupt; businesses need to learn how to manage from a broader perspective to avoid surprise."	<p>Business Continuity is fully operational in all Edelman offices.</p> <p>Continued engagement in variety of global partnerships dedicated to sustainability, joined new initiatives</p>
Communities	Pro bono service	NGO: "Aligning philanthropy with service, so that companies are strategically investing all of their assets; time, treasure and talents makes sense."	Revised pro bono and volunteerism policy for 2015 to provide for 70 percent of volunteering time as pro bono service aligned with Edelman expertise
Communities	Pro bono service	NGO: "Additional pro-bono work or sharing of best practices and strategies with nonprofits by Edelman would be beneficial...."	Revised pro bono and volunteerism policy for 2015

Our Most Important Corporate Citizenship Topics

Just as we enhanced our stakeholder engagement process with knowledge gained from participation in the IIRC's [Pilot Programme Business Network](#), our approach to identifying important citizenship topics was similarly influenced. Our approach was adapted from Section 3D of the IIRC International Integrated Reporting Framework:

- Identifying relevant matters based on their value to affect value creation
- Evaluating the importance of relevant matters in terms of their known or potential effect on value creation
- Prioritizing the matters based on their relative importance
- Determining the information to disclose about material matters

We supplemented the IIRC approach with guidance provided by the Global Reporting Initiative (GRI) 3.1 Sustainability Reporting Guidelines and the Professional Services Exposure Draft published by the [Sustainability Accounting Standards Board](#). We also added a significant first step to the IIRC's approach—identify stakeholders relevant to Edelman, understand the interests of each stakeholder group including where they conflict, and assign a weight to the insights provided by each stakeholder. Differing points of view arise because each constituency views global and local corporate citizenship issues through a unique lens. This, in turn, provides a wide range of thoughts. For example, academics and suppliers may see the world differently just as clients and non-governmental organizations are not always in agreement. Ultimately, senior management must weight these various viewpoints and decide which ones matter the most to the development and execution of our business strategy. In direct terms, the thinking of Edelman people matters most. To this end, we validated the selection of the most important corporate citizenship topics through a series of video and teleconferences with Edelman people based in Europe, North America, South America and Asia-Pacific between May and September 2014.

Citizenship Topics Defined

EDELMAN PILLAR	CORPORATE CITIZENSHIP TOPICS	CITIZENSHIP ISSUE CONTENT / DEFINITION
People	Employee diversity and inclusion	There is an imperative to attract a diverse workforce—such as gender, race, ethnicity, disabilities, veterans—because a wide range of viewpoints, knowledge, skills and experience are required to ensure that our critical business objectives are achieved. .
People	Investing in our people	We invest in our people through compensation and benefits, on-boarding programs, workplace flexibility, career pathing, employee mobility, a commitment to employee health, safety and wellness, and education and talent development programs because highly motivated and fully engaged people are at the core of our ability to serve our clients..
Clients	Innovation in markets, services and thinking	Our ability to leverage institutional knowledge, market trends and advancements in technology to sustain competitive advantage.
Clients	Data protection and information security	Controls and processes to mitigate the risk of unauthorized access to confidential client, customer and employee information; safeguard the integrity and reliability of data and information; and ensure that critical business information and processes will be available despite serious incidents or disasters.
Clients	Professional integrity	Corporate governance and oversight including policies, standards and codes of conduct focused on ethics and competitive behavior; training programs for transparency and online behavior; and risk assessment and mitigation processes combine to support our ability to deal fairly with customers, suppliers and stakeholders.
Clients	Client satisfaction	Clients are at the center of everything we do and measures such as Q-scores, client testimonials, and case studies monitor our efforts to consistently exceed client expectations.
Communities	Environmental policies	Policies and procedures to mitigate the firm’s impact on the environment (e.g., double-sided copying, use of 50 percent recycled paper, e-waste disposal, etc.). Our policies guide our global operations, the design and delivery of services and the way we engage with our people.
Communities	Responsible partnerships	Our Supplier Code of Conduct, focus on supplier diversity and desire to associate with organizations that share our values ensures that our commitment to being a good corporate citizen is reflected in how we select and work with our suppliers and other business partners.
Communities	Volunteerism and philanthropy	In Edelman’s view, the role of the corporation in society requires us to support the communities where our people work and live thorough long-term initiatives including pro bono services, individual volunteerism and corporate philanthropy as well as immediate response such as disaster relief.

Edelman’s Most Important Corporate Citizenship Topics

The most important corporate citizenship topics for Edelman are shown in the matrix. These topics were identified through dialogue with internal and external stakeholders and are considered critical to Edelman’s success and significant to our stakeholder community. Topics are grouped around the three pillars—People, Clients and Community—that underpin Edelman’s approach to doing business.



Report Content and Boundary

The content of our fiscal year 2014 report was informed by our assessment of the most important topics, as described here. Data covers Edelman’s fiscal year 2014, which was July 1, 2013 through June 30, 2014, except for greenhouse gas emissions and other environmental data reporting, which is based on fiscal year 2013 (July 1, 2012 through June 30, 2013). Because our fiscal year is different from the calendar year, text references in this report that are specific to our fiscal year are preceded by “fiscal year.” Unless otherwise noted, data represents all Edelman offices and businesses wholly owned by DJE Holdings. It does not include joint ventures or subsidiaries in which Edelman has partial interest.

We report on our citizenship journey annually and track our progress year over year through the global citizenship dashboard and internal surveys. Please see the appendix for information about calculation methodologies applied to some data and for changes made since reporting our previous performance

Looking Ahead

We now live in an interdependent and networked world. Information flows freely and quickly. New stakeholders make their voices heard through new media. Consumers demand greater accountability and caring. And it is no longer enough to earn a license to operate; businesses now must pursue a license to lead. In fiscal year 2014, we advanced our own progress toward earning this license to lead by implementing a comprehensive dashboard that helps us to further operationalize our citizenship performance. We also identified strategies to continue driving our progress forward. In the coming years, we will identify additional performance indicators that measure our progress in key areas such as uptake of the supplier code of conduct in our value chain, the impact of our charitable contributions and pro bono services, better quantification of the relationships between financial and nonfinancial performance and the support we provide our clients in their own citizenship efforts—particularly as related to the ways in which they are working to show up differently through their contributions to society.

Our stakeholders will continue to be essential to our ability to Show Up Differently as we continue integrating citizenship into our business. We invite you to contact us at Citizenship@edelman.com with ideas, questions or concerns.

GRI Index

GRI	DESCRIPTION	REPORTED	LOCATION
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Strategy & Analysis

1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy	Fully	See "From Our CEO"
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Organization Profile

2.1	Name of the organization	Fully	Daniel J Edelman Holdings
2.2	Primary brands, products, and/or services	Fully	Edelman Berland (research), Edelman Deportivo (creative), Blue (advertising), BioScience Communications (medical communications) and agency Edelman Significa (Brazil)
2.3	Operational structure of the organization	Fully	See "Governance" Section of Report
2.4	Location of the organization's headquarters	Fully	Chicago & New York
2.5	Number of countries where the organization operates	Fully	65
2.6	Nature of ownership and legal form	Fully	Independently-owned
2.7	Markets served	Partially	65
2.8	Scale of the reporting organization	Partially	See "Who We Are"
2.9	Significant changes during the reporting period, regarding size, structure, or ownership	Fully	None
2.10	Awards received in the reporting period	Fully	See "Edelman Awards"

Report Profile

3.1	Reporting period for information provided	Fully	July 1, 2013 – June 30, 2014 (FY14)
3.2	Date of most recent previous report	Fully	October 1, 2013 (Reporting for FY13)
3.3	Reporting cycle	Fully	Annual
3.4	Contact point for questions regarding the report or its contents	Fully	John Edelman

Report Scope & Boundary

3.5	Process for defining report content	Fully	See "Our Report"
3.6	Boundary of the report	Fully	See "Our Report"
3.7	Specific limitations on the scope or boundary of the report	Fully	See "Our Report"
3.8	Basis for reporting on joint ventures, subsidiaries, etc.	Fully	See "Our Report"
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Fully	See "Our Report"
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	Fully	See "Our Report"
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	Fully	See "Our Report"

GRI Index

GRI	DESCRIPTION	REPORTED	LOCATION
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GRI Content Index

3.12	Table identifying the location of the Standard Disclosures in the report	Fully	See "Our Report"
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Governance, Commitments & Engagements

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	Fully	See "Governance and Ethics"
4.2	Indicate whether the chairperson of the highest governance body is also an executive officer	Fully	See "Governance and Ethics"
4.3	Number and gender of members of the highest governance body that are independent and/or non-executive members	Partially	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Fully	See "Governance and Ethics"
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance	Fully	See "Citizenship Dashboard"
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations	Fully	See "Partnerships"

Stakeholder Engagement

4.14	List of stakeholder groups engaged by the organization	Fully	See "Our Report"
4.15	Basis for identification and selection of stakeholders with whom to engage	Fully	See "Our Report"
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Fully	See "Our Report"

Economic Performance Indicators

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations, and other community investments, retained earnings, and payments to capital providers and governments	Partially	See "About Edelman"
EC4	Significant financial assistance received from government	Fully	See "About Edelman"
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Fully	See "Our Communities"

GRI Index

GRI	DESCRIPTION	NOTES
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Environmental Performance Indicators

EN1	Materials used by weight or volume	Fully	See "Sustainability"
EN2	Percentage of materials used that are recycled input materials	Partially	See "Sustainability"
EN3	Direct energy consumption by primary energy source	Fully	See "Sustainability"
EN4	Indirect energy consumption by primary source	Fully	See "Sustainability"
EN8	Total water withdrawal by source	Fully	See "Sustainability"
EN16	Total direct and indirect greenhouse gas emissions by weight	Fully	See "Sustainability"
EN17	Other relevant indirect greenhouse gas emissions by weight	Partially	See "Sustainability"
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Fully	See "Sustainability"

Social: Labor Practices & Decent Work

LA1	Total workforce by employment type, employment contract, and region, broken down by gender	Partially	See "Our People"
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Partially	See "Our People"
LA4	Percentage of employees covered by collective bargaining agreements	Fully	See "Our People"
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	See "Our People"
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Fully	See "Our People"
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Partially	See "Our People"

Social: Society

SO3	Employees trained in organization's anti-corruption policies	Partially	See "Our Clients"
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Appendix – GHG Emissions Reporting Methodology and Environmental Metrics

GHG Emissions Reporting Methodology

The greenhouse gas (GHG) emissions information was prepared in accordance with the World Resources Institute/World Business Council for Sustainability Development Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition. The GHG accounting and reporting standard are referred to as the GHG Protocol in this document.

Organizational Boundary and Reporting Period

The organizational boundary of the GHG inventory is determined based on operational control approach in accordance with the GHG Protocol. The inventory accounts for 100 percent of GHG emissions of business activities and operations in which Edelman has direct operational control and the full authority to introduce and implement its operating policies. The current GHG inventory thus accounts for the GHG emissions of Edelman’s operations for fiscal year 2013 (July 1, 2012 to June 30, 2013).

Edelman operates in more than 25 countries in five operation regions: the United States, Canada, Europe, the Middle East and Africa (EMEA), Asia Pacific and Latin America. GHG emissions from 53 local offices were reported for fiscal year 2012/13. Fourteen offices were excluded from the GHG inventory due to data limitations, or because their emissions were estimated to be insignificant to global GHG emissions.

Operational Boundary

The GHG emissions calculated include Scope 1, Scope 2 and Scope 3 emissions that were reported for operations within the defined organizational boundary.

OPERATIONAL BOUNDARIES	EMISSION SOURCE
Scope 1 Direct emissions	Mobile fuel combustion: Diesel and petrol fuel use
	Stationary fuel combustion: Natural gas, gas oil and heating oil fuel use
Scope 2 Energy Indirect GHG emissions	Purchased electricity consumption
Scope 3 Other Indirect GHG emissions	Staff business air travel
	Office copy paper use

Appendix – GHG Emissions Reporting Methodology and Environmental Metrics

GHG Quantification Methodology and Emissions Factors

All GHG emissions include three of the six greenhouse gases covered by the Kyoto Protocol—carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆) are omitted from our reporting because they are not a material source of GHGs for Edelman.

The GHG emissions are calculated by multiplying activity data with published emissions factor. GHG 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:

$$\text{Total GHG emissions (tCO}_2\text{e)} = \sum_{\text{sources}} (\text{Activity data} \times \text{Emission factor} \times \text{GWP})$$

GHG	GLOBAL WARMING POTENTIAL (GWP)	REFERENCE
Carbon Dioxide (CO₂)	1	Second Assessment Report published by
Methane (CH₄)	21	Intergovernmental Panel on Climate Change
Nitrous Oxide (N₂O)	310	

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

EMISSION SOURCE	SOURCE OF EMISSION FACTOR
Scope 1 – Global	GHG Protocol Emission Factors from Cross-Sector Tools, Version 1.3 (Aug 2012) GHG Conversion Factors for Company Reporting (Jul 2013)
Scope 2 – US	US Environmental Protection Agency eGRID2012
Scope 2 – UK	GHG Conversion Factors for Company Reporting (Jul 2013)
Scope 2 – Others	International Energy Agency CO2 Emissions from Fuel Combustion, CO2 emissions per kWh from electricity generation (revised Mar 2013)
Scope 3 – Air Travel Global	GHG Conversion Factors for Company Reporting (2012). In line with international good practice, a Radiative Forcing Index (RFI) multiplier of 1.9 is used to represent the impact of non-CO2 gases from aviation when calculating emissions from flights
Scope 3 – Paper-Global	Environmental Paper Network Paper Calculator Version 3.2

Appendix – GHG Emissions Reporting Methodology and Environmental Metrics

GHG emission data is reported in both absolute and normalized values. Full-time equivalent (FTE) as at fiscal year-end (i.e., June 30, 2013) is used to calculate carbon intensity (CO₂e/FTE). It covers permanent full-time and part-time employees only (interns, trainees, contractors and temporary employee are excluded).

Base Year GHG Emissions and Recalculation

The GHG emissions for fiscal year 2010/11 were set as the base year for comparing our emissions performance over time. The base year GHG emissions apply to Scope 1, Scope 2 and Scope 3 emissions associated with staff business air travel and office copy paper use.

In this report, base year GHG emissions were recalculated using updated emission factors and primary data-set to enable more comparable results over time.

Data Collection and Reporting Tools

Primary usage data is used to calculate GHG emissions through the application of relevant GHG emission factors. The primary data obtained from electricity bills, fuel and paper purchase record, and flight ticket information is collected via web based carbon data management software. A proxy built from average office electricity usage is applied to calculate GHG emissions only to cases where actual metering data is not available.

Edelman's business air travel data comes from a combination of internal booking receipts, data provided by external travel agent as part of the company's airline procurement process and flight itinerary records.

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 purchase. Raw data and emissions calculation tools are properly documented and archived for future reference.