



CHANGING TOMORROW'S STORY

FY15 Citizenship report



Welcome to our fifth annual citizenship report. As we have learned through our global citizenship program, corporate social responsibility is a journey with an ever-evolving landscape. Fiscal year 2015 marked an important point in our journey of Changing Tomorrow's Story by focusing on citizenship issues across our key stakeholders.

About Edelman

Edelman is a leading global communications marketing firm, with more than 5,500 employees in 65 cities worldwide. Edelman partners with many of the world's largest and emerging businesses and organizations, helping them evolve, promote and protect their brands and reputations.

About this report

We are a registered Organizational Stakeholder of GRI and support the mission of GRI to empower decision makers everywhere, through our sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy and world.



All amounts in this report are expressed in US Dollars.

CHANGING TOMORROW'S STORY

FY15 Citizenship report

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Richard Edelman
President and CEO of Edelman

WHAT DOES IT TAKE TO CHANGE AN ORGANIZATION?

We are pleased to share our progress against our citizenship goals. Over the past year we have introduced some new ideas which we believe help evolve our firm and reinforce our commitment to citizenship. These include introducing a new C-score as a way to track and measure the individual Citizenship achievements of each office, and launching new employee networking groups as part of our diversity strategy.

The world is vastly different today than it was when my father, Dan Edelman, founded this company in 1952. In today's world of unprecedented complexity, a business cannot stay successful simply by doing things the same way. As a result, we are changing our own story by evolving our firm and the category in which we operate from public relations to Communications Marketing. We believe that in today's environment, companies and their brands must earn, not demand, the attention of their audiences and that top-down, image-drive marketing must move to a model that is led by the earned mindset of communications.

Part of our evolution is a continued commitment to citizenship, which remains core to our culture as a firm. Over the more than 60-year history of the firm, our culture has evolved but we are still driven

by Dan's founding principles, including entrepreneurship, independence and that everyone is an account executive.

Our values are at the center of our culture. They act as principles for evaluating a course of action to reach a desired outcome. Over the past 12 months, we have undergone a process to review our current values to ensure that they are relevant to our future direction, create a client-centric culture and inspire great client work. As a result we captured our existing six values into three, easy to remember dynamic statements centered on excellence, curiosity and courage.

I am proud to lead a firm that has a continued commitment to citizenship and would like to thank all our employees for their passion in ensuring that Edelman can remain to be a force for good in the community.

I am proud to lead a firm that has a continued commitment to citizenship.

"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



John Edelman

Managing Director, Global Engagement
& Corporate Responsibility

WELCOME TO EDELMAN'S FIFTH GLOBAL CITIZENSHIP REPORT

We have embedded citizenship in our culture since my father founded the firm in 1952. Five years ago, we committed to take an even more robust citizenship journey. We formed a dedicated citizenship team, set aspirational goals and began the ongoing work of engaging our stakeholders in the journey. Along the way, our approach has evolved. We've refined our strategies in response to stakeholder input, in keeping with the results of our annual Global Trust Barometer and in step with the general expectations of society.

Today, I'm pleased to report that global citizenship is becoming increasingly aligned with our corporate strategy. We've achieved several key milestones, and we're integrating a citizenship mindset into everything we do. This has been an important goal since we began this work. I'm proud of everything Edelman individuals and teams have done around the world to get us to this point. They truly are helping us change tomorrow's story.

A few highlights from fiscal year 2015 (FY15):

METRICS AND RECOGNITION

C-Score

Every Edelman office contributed to a global Citizenship Score, or C-Score, of 8.2 of a possible 10, above and beyond our goal of reaching 8.0 in the first full year of the scoring process. By operationalizing citizenship through this tool, our offices are empowered to establish local goals, set priorities and monitor progress.

CDP

We completed our first CDP (formerly Carbon Disclosure Project) response in FY15 and submitted it in July 2015, providing three years of carbon data from Edelman's hub offices which comprise nearly two-thirds of our emissions.



Ecovadis

Edelman earned a silver designation in this external measurement of our citizenship approach and performance.

Carbon Trust Standard

Our London office was among the first businesses in the U.K. to get certified to this voluntary standard, which recognizes performance and commitment to reducing our carbon footprint.

From Our Corporate Responsibility Director



>32,000

HOURS VOLUNTEERED



>157,000

HOURS OF ONLINE AND
IN-PERSON TRAINING

ENGAGING OUR PEOPLE

Pro Bono

Building on our FY14 policy of providing paid time off for pro bono and volunteer service, 85% of our offices developed plans for local engagement in FY15, committing to 75 pro bono projects overall.

Community Service

Employees donated more than 32,000 hours to professional and general volunteer service. While this fell short of our ambitious goal to provide 40,000 hours, it represents a 41% increase over last year.

Training

Employees recorded over 157,000 hours of online and in-person training in FY15 – nearly 29 hours of training per employee.

Networking Groups

We launched a new affinity group, Edelman Equal, focused on LGBT employees and their allies, and committed to three more groups for FY16: African-American, Hispanic and veterans.

RESPONDING TO STAKEHOLDER INPUT

Sustainable Office Operations

Our annual global citizenship survey revealed that half of our employees felt the company was not doing enough to operate our offices sustainably. We convened an environmental working group that is developing and piloting recommendations related to employee commuting, recycling and green meetings, among others, in 24 offices.

Health and Well-Being

Employees told us that health and well-being is a priority, so we began a global initiative to determine which programs already exist across our network and make global policy recommendations for employee well-being.

Sustainable Purchasing

Feedback from our clients and other stakeholders has highlighted the importance of developing a sustainable purchasing strategy and supplier diversity policy. In FY14, we formed a working group to investigate options for addressing these issues. In FY15 we started to develop an action plan with a clear scope, objectives, requirements and potential solutions. We expect to start developing Phase 1 in the second half of FY16, with an initial focus on supplier diversity in the U.S.

LOOKING TOWARD TOMORROW

Since assuming this role five years ago, it has become even more apparent that citizenship is a must-do, not a nice-to-do. Back in 2010, the market was just beginning to signal that citizenship is an essential function. Today, it is core to our clients—and to our own business. Even so, we've learned that citizenship is about evolution, not revolution. We are most successful when we focus on a few priority initiatives, monitor them closely and report our progress transparently.

Moving forward, we want to build on our momentum. We will continue communicating with our offices around the world and collaborating with Edelman's human resources, finance, information technology and health & well-being teams to drive further performance. Our progress is incremental, and while we have begun changing tomorrow's story with all we have accomplished to date, we still have much more to do. I hope you will continue to be part of our journey.

John Edelman is
managing director of
global engagement
and corporate
responsibility

C-SCORE KPIS	ASSESSMENT	ADDITIONAL INFORMATION
Overall Citizenship Score	8.2/10	Some variation exists between the indicators tracked on our Citizenship Dashboard (and reflected in our global C-Score), and Edelman's global goals. These are slight differences, but where they exist, they are noted in the report.

Our People

Diversity and Inclusion





At least 50% of leadership positions (GCRMs, Global Practice Leaders and members of the Global Management Team and Executive Committee) are held by women by 2016.		44% of leadership positions globally held by women at close of FY15. An 11% increase since compared to the base year 2011 (33%).
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Learning and Development

At least 24 hours of training completed per full-time employee.		On average, Edelman recorded 29 learning hours per employee in FY15.
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Our Communities

Pro Bono and Volunteerism

Pro bono and volunteerism plans submitted for each office.		85% of offices (55/65) offices submitted an official written plan for pro bono and general volunteer projects for FY15 to the Global Citizenship team.
At least 8 hours of pro bono or general volunteerism completed per full-time employee.		A total of 32,013.4 hours were recorded in FY15, shy of the goal of 40,000 hours. 5.8 hours of pro bono or general volunteerism were recorded per full-time employee in FY15.
Over 80% of employees participate in volunteerism.		63% of employees participated in volunteer activities in FY15.
On-time regular reporting of volunteerism, updated quarterly.		77% of offices reported volunteer hours regularly and on time.

 Meeting Target
  Partially Meeting Target
  Not Meeting Target

Fiscal Year 2015 Citizenship Performance

C-SCORE KPIS	ASSESSMENT	ADDITIONAL INFORMATION
Environmental		
On-time regular reporting of GHG data, updated quarterly.	●	70% of offices provided timely GHG data.
Responding to CDP on our carbon data	●	Completed CDP response for first time. In addition, Edelman London earned Carbon Trust Standard certification in the U.K.
All regular paper purchases, (A4 or Letter) are of at least 50% recycled content.	●	91% of offices purchase paper that is at least 50% recycled content.
All network printers are set to double-sided printing default.	●	93% of offices have set printers to double-sided printing default.
E-waste is recycled through CloudBlue.	●	All offices have accounts with CloudBlue. 82% recycled e-waste in FY15.
Average monthly video conference usage rate equals at least 10% of total office hours (where PolyCom video conferencing software is available).	○	Only 12% (3/24) of offices with PolyCom video conferencing software met this target, yet we know that virtual meetings are happening much more frequently than this data suggests. We are reevaluating the best way to measure and track virtual meetings.
Energy efficiency improvement in offices where electricity bills are reported.	●	72% (29/40) of offices where electricity bills are reported achieved an increase in energy efficiency in FY15.
Our Clients		
Business Ethics Training		
At least 85% of FTE have completed Introduction to Compliance and Ethics.	●	92% of employees completed the Introduction to Compliance and Ethics training module.
85% of employees level 4+ and all levels of finance staff trained on Anti-Corruption.	●	93% of required employees completed the Anti-Corruption training module.

● Meeting Target ● Partially Meeting Target ○ Not Meeting Target



Our People

As a communications marketing leader, we tell stories for our clients. Stories that help our clients engage their stakeholders. Make complex data more digestible. Shine a light on good works. Throughout Edelman, our greatest story is our people—all 5,604 talented employees in offices large and small, across six continents. Every day, they help us change tomorrow's story through the innovative ideas they share, the work they do and the leadership they show. In turn, we help them change theirs.



GRI DISCLOSURE COVERED: G4-10



GRI ASPECTS COVERED: G4-LA9, G4-LA10, G4-LA12

We provide the **learning and development** opportunities our employees require to be their best in an ever-changing market. This creates a truly inclusive work culture that celebrates the contributions of all. By supporting employee **well-being**, we provide rich opportunities for our people to grow and make our company and the industry even better.



Why We Work at Edelman



Nearly **4 in 5** employees say volunteerism and global citizenship are important factors in choosing to work at Edelman. Throughout the year, we stepped up internal communications to let employees know the many ways they can get more involved in our citizenship work.



OUR APPROACH (G4-DMA)

Supporting Our People

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

MATERIAL ASPECTS

Learning and Development

- Providing employees with opportunities for training that enable career growth.

Diversity and Opportunity

- Fostering employee diversity and inclusion in the workplace.

Health and Well-Being

- Supporting the health and holistic well-being of Edelman people around the world.

OUR GOALS

- Achieve at least 50% of senior leadership positions held by women.
- Complete at least 24 hours of training per full-time employee.

Learning and Development

Globally, we maintain a state-of-the-art learning management system and develop new online and in-class training modules regularly. We encourage employees to attend outside seminars. We bring in guest speakers. And we have well-established global mobility and leadership and rewards programs. These formal learning programs are extremely valuable. But it's the daily, on-the-job experiences that really make Edelman special. In fact, we estimate that around 70% of what Edelman employees learn is on the job. That's why career development at Edelman is a rich combination of formal training and unique professional experiences.



The Inaugural Client Leadership Academy

New Paths to Growth

As we transition globally to being a leading communications marketing firm, we're able to offer an even wider array of learning options and career paths. New learning modules have been developed to give employees the resources they need to thrive in our evolving organization. In FY15, we launched 24 new practice modules as well as videos and other tools. A job rotation program introduced for junior-level employees during the year gives them broader exposure to the many functions and specialties that comprise Edelman, preparing our newest generation to make informed career path choices. Those career paths will enable growth for our employees and a broader offering to our clients.

Formal Training Hours

Employees completed an average of 29 hours of training per employee in FY15. This surpasses our goal of 24 hours per employee, and includes any learning that takes place outside the Edelman Learning Institute and the learning management system, such as classroom training and external seminars.



29 AVG

HOURS TRAINING PER EMPLOYEE COMPARED TO THE GOAL OF 24 PER FTE

Client Leadership Academy Evolves

Edelman's longstanding Leadership Academy has been updated to be even more client-centric than before. Participants now represent those who are client-facing and need specialized training and development to excel in global client relationship management. This year, 67 of Edelman's top client leaders from around the globe, nine newly appointed Global Fellows, 35 highly credible faculty members and several senior clients assembled to focus on this year's theme of delivering an exceptional client experience and developing the best client leaders in the industry.

OUR APPROACH (G4-DMA)

Learning and Development

Learning and development is dedicated to building knowledge and skills that drive growth for our employees and deliver results for our clients.

- **Edelman Learning Institute:** addresses personal and professional growth through a robust, global training and development learning management system that supports lifelong learning and builds meaningful careers.
- **Client Leadership Academy:** offers select client leaders globally the unique opportunity to participate in an intensive educational three-day program conducted by experts from both within and outside Edelman.
- **Global Fellows:** allows high-potential talent 12-month assignments to experience working in different markets and cultures.
- **Onboarding:** strategically assimilates colleagues over the course of a year.
- **Performance Assessments:** Evaluates skills, provides strategic goal development and career planning opportunities.
- **Mentor Programs:** Offer traditional partners, reverse mentors, executive peer and new parent pairings.

Global Fellows Reach Emerging Markets

Every year, selected employees work abroad for up to 12 months as Global Fellows, expanding their knowledge of different markets and cultures. In FY15, fellows worked in Beijing, London, UAE, Chicago, New York, San Francisco, Sao Paulo, Singapore, Mumbai, Frankfurt and Tokyo. At the beginning of FY16, the new group of Fellows were invited to attend Client Leadership Academy in August, and are being deployed to Stockholm, Paris, and Chicago and the Bay Area in the U.S., as well as to Shanghai, Johannesburg, Mumbai, and Sao Paulo—in keeping with our goal to include more developing and emerging markets, drive global mobility and foster cross-cultural learning. For more, [Follow the Fellows](#) on their travels.



The FY15 Global Fellows with Richard Edelman



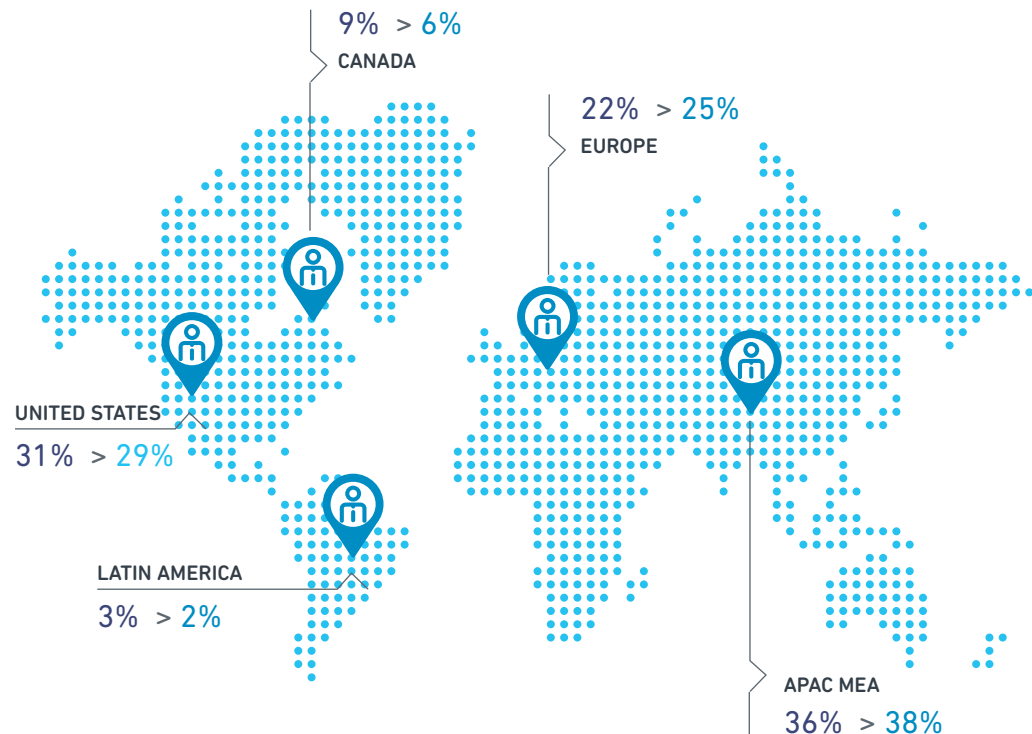
200+

EMPLOYEES RELOCATED FOR CAREER DEVELOPMENT OPPORTUNITIES

In FY15, over 200 employees relocated for career development opportunities. At any given time, Edelman is working with approximately 35 employees to help them with global mobility. This international program provides clients with a more holistic perspective while expanding our employees' horizons.



For more, see the [EdelmanNEXT career pathing model](#)



% PLACED INDIVIDUAL HOME REGIONS



% PLACE INDIVIDUALS HOST REGIONS

Diversity Makes Us Stronger



At Edelman, diversity in the workplace is more than race, gender, age, and other familiar attributes. It's diversity of thought, perspective and background. It includes the personal and professional experiences our employees bring to the job, the types of clients they have served, the places they have worked or traveled.

With this in mind, we re-evaluated and refocused our approach to diversity and inclusion in FY15, starting with our U.S. operations—the company's largest—and then expanding our efforts more globally. We began by benchmarking our diversity progress, reviewing metrics, and developing a Diversity Leadership Team representing many offices, backgrounds, and levels. The group serves as a sounding board and partner in executing the diversity and inclusion plan. We also refined our diversity and inclusion strategy and made sure it's directly tied to our business strategy.

In FY16, we plan to set aspirational goals related to hiring and retention.

Diversity and Inclusion Strategy

1

Create a diverse, inclusive, culturally aware environment that strengthens our business through diverse talent.

2

Establish a culturally inclusive workplace that allows employees to share their understanding and ideas, enhancing our knowledge transfer and thought leadership.

OUR APPROACH (G4-DMA)

Diversity

- Create and maintain an inclusive work environment that embraces diversity at every level of the organization, worldwide through:
 - Employee networks
 - Diversity and inclusion training and awareness raising that embeds diversity throughout our culture
 - Strong infrastructure, including a new diversity leadership and resource structure
- Use measurable goals and tracking



Empowering Employees for Business Success

Global employee affinity groups make the large Edelman world just a bit smaller. They bring together employees who share certain characteristics or perspectives for their own continued empowerment as well as for the benefit of our business. Going forward, some or all of these networks could also provide focus groups and expert advice for client work as well.

Global Women Executive Network (GWEN)

With more than 800 members globally, [GWEN](#) is an engaged group of employees who are committed to networking, mentoring, recruiting, collaborating and career planning for women at Edelman. First formed in FY12, GWEN was established to help the firm increase the number of women in the senior most leadership positions by creating a business environment and culture in which women are encouraged to lead and succeed. By changing policy, conducting outreach and raising awareness, GWEN has helped the firm increase women in senior leadership roles globally from 33 percent in FY12 to 44 percent in FY15.



Women's Leadership

Globally, 11% more women hold senior leadership positions (GCRMs, Global Practice Leaders and members of the Global Management Team and Executive Committee) at Edelman in FY15 (44%) than in FY12 (33%), our baseline year for tracking this growth.

International Women's Forum (IWF) Rewards Program

In FY15, Edelman introduced its partnership with IWF, an organization that has more than 6,000 members across six continents and represents 35 nations, and is committed to advancing female leadership globally. To align with Richard Edelman's goal to increase executive women leadership within the firm to 50% by 2016, Edelman has committed to serve as the Premier Sponsor for IWF's World Conferences. Through the partnership, Edelman encourages its rising talent to become engaged with the IWF training programs and conferences and has invited international delegates representing the five regions to participate.



44%

WOMEN HOLD SENIOR LEADERSHIP POSITIONS

Edelman Equal

In FY15, we began Edelman Equal, a global employee affinity group that advocates on behalf of lesbian, gay, bisexual and transgender (LGBT) employees, supports business objectives of our clients and builds community throughout our organization. Equal is another step in formalizing our commitment to inclusion in the workplace and moving our organization forward with a diverse and empowered employee base. The group is active in the U.K., U.S., Australia and Ireland and we expect to expand it to more countries this year. Read what [CEO Richard Edelman had to say](#) about our new affinity group.

Edelman's African-American employee network will launch later in FY16, followed by two additional affinity groups, one for Hispanic employees and one for veterans.

Breakdown of Employees per Region

	Female	Male	Total
APACMEA	881	459	1340
Canada	176	78	254
Europe & CIS	739	358	1097
LatAm	218	93	311
U.S.	1803	799	2602
Total	3817	1787	5604

Breakdown of Employees per Age Group

	Silent (Born before 1946)	Boomer (1946-1965)	Gen X (1966-1979)	Millennial (1980-1995)	Gen Z (Born after 1995)	Total
APACMEA	0	48	244	1047	1	1340
Canada	0	14	75	165	0	254
Europe & CIS	1	61	283	752	0	1097
LatAm	0	14	59	236	2	311
U.S.	6	182	688	1726	0	2602
Total	7	319	1349	3926	3	5604

Health and Well-Being



Life is stressful. Many people today need additional support to maintain a healthy work/life balance and lifestyle. In fact, 69% of Edelman employees globally ranked health and well-being as a priority for the company. Already, a number of Edelman programs support health and well-being – from our global programs for tobacco cessation and cancer prevention to local initiatives such as discounted gym memberships and rewarding volunteering opportunities.

In FY15, we took a further step. Edelman’s global citizenship group began collaborating with global human resources, the U.S. benefits and wellness group and other Edelman teams to evaluate how the company can best support employee well-being around the globe. In FY16, we will be:

- **Surveying Edelman benefits and wellness specialists globally to get a sense of what is already in place around the world.**
- **Working with Edelman’s wellness program supplier in the U.S. to assess the feasibility of expanding this program globally.**
- **Recommending a global policy for implementation during the next fiscal year.**
- **Developing recommendations for next steps in employee health and well-being.**

Global Corporate Challenge

In the U.K. and Italy, we piloted working with the Global Corporate Challenge. Eighteen teams (14 in the U.K. and 4 in Italy) of 7 employees each participated in a 100-day journey in which they are rewarded for their activity, their healthy choices, their spirit and collaboration. Feedback from the winning teams (‘The Eye’ in the U.K. and ‘The Italian Rockets’ in Italy) included: **“We have all definitely become more conscious about our lifestyle and throughout these 100 days, we have started to adapt new healthier and more active behaviors that we are determined to keep.”** We are looking into the possibility to include more markets in the new fiscal year.

Shaping Our Culture Together

In FY15 we continued to build our global culture working group that comprises 40 employees at various levels and a broad spectrum of roles from across 30 of our offices. The group contributed to the direction of the firm as we moved toward communications marketing by engaging in a process to refresh our company values and the associated behaviors we expect from one another. The goal: to ensure our culture and strategy are clearly aligned. This effort built on our rich heritage and resulted in refreshing and paring our values from six to three. Please see the **Our Clients** section for more detail on the refreshed values.

We also conducted our second global culture awards, which sought to celebrate our employees’ endeavors as they collaborate with one another across the firm to the benefit of our clients. Again, our culture working group played an integral role by acting as judges, reviewing the entries from around the world and deciding the winner, announced on Edelman Founders Day, October 1.

Global Citizenship Employee Survey

	Global	US	Canada	Europe	LATAM	APAC/MEA
Health & Well Being	69%	70%	71%	71%	59%	71%
Training & Development	51%	48%	58%	60%	55%	44%
Community Engagement	42%	42%	40%	35%	39%	49%

Which of the following citizenship issues do you think are most important for Edelman to address this year? (Edelman Citizenship Survey 2015, n=1,177)

OUR APPROACH (G4-DMA)

Health and Well-Being

- Create and maintain a work environment that values and promotes health and well-being through:
 - ▶ Safe workplace practices
 - ▶ Financial support for physical and emotional health
 - ▶ Flexible work schedules
 - ▶ Edelman Escape, family leave, and sabbaticals
 - ▶ Other locally relevant programs



Our Communities

Giving back is part of our culture—and always will be. For more than 60 years, Edelman has helped employees make the most of opportunities to strengthen the communities where they live and work. Through service and donations, our generous employees are helping to change tomorrow's story in local communities around the globe. At the same time, they support our environmental commitments, key to Edelman being a good neighbor in the markets where we do business, and globally.



GRI DISCLOSURES COVERED: G4-15, G4-16

Volunteerism

Pro Bono Support

Drawing on our professional expertise, Edelman individuals and teams help nonprofits with engagement strategies, websites, media relations and a host of other communications marketing needs. We encourage employees to devote about 70% of their volunteer time to pro bono support because it can deliver such lasting benefits to people and communities.

Hands-On Volunteerism

Whether serving food, building homes, digging wells, or tutoring children, Edelman employees actively support people and communities in need.

Board Engagement

Edelman employees participate on boards and leadership committees for a variety of nonprofit organizations, including charitable entities and professional associations.

Philanthropy

Financial Donations

Cash donations from individual employees and the company allow organizations to direct funds where they need them most.

Goods

Many Edelman offices hold drives to collect books, toys, household goods, school supplies, clothing, and other donations.



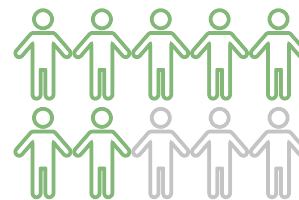
After earthquakes hit the country of Nepal, Edelman employees raised **\$25,000** through a microsite for the World Food Program USA – a donation that was matched dollar-for-dollar by the Daniel J. Edelman Family Foundation.

OUR GOALS

- Provide 8 hours of paid time per employee per year for pro bono and volunteerism service.
- Have more than 80% of employees participate in volunteerism.
- Deliver 40,000 hours of pro bono and general volunteerism to worthy causes.
- Submittal of pro bono and volunteerism plans by 100% of offices.
- Achieve on-time quarterly reporting of volunteerism in our offices.



A Volunteer Culture



70% of employees agree Edelman has created a culture where volunteerism and global citizenship are valued.





Better Tracking and Reporting

Volunteer time has traditionally been difficult to track, so we're addressing the problem in two ways:

1. We set up codes in our global billing system so employees can conveniently record pro bono time, volunteer hours, and board service as part of their regular weekly timesheets. The system allows us to easily query the records to track progress against our goal of 40,000 hours annually. In FY15, 65% of employees indicated they were aware they could track their volunteerism, an increase of 38% over FY14.
2. We are developing templates our offices can use to build their pro bono and volunteerism plans.

MATERIAL ASPECTS

Community Engagement

- Helping employees make the most of opportunities to give back to the communities where they live and work, through hands-on service and pro bono professional support



8 HRS

FOR EACH EMPLOYEE

Edelman's pro bono/volunteerism policy allows each employee 8 hours of paid time off per year to provide pro bono or volunteering services in their community.



41%

MORE TOTAL VOLUNTEERISM IN FY15

Nearly 80% of total volunteer hours were professional volunteerism, reflecting our emphasis on committing 70% of volunteer hours on professional volunteerism and 30% on general volunteerism.

Professional Volunteerism in FY15

Employees provided 25,477 hours of professional volunteerism (a 93% increase from FY14) valued at \$3,057,336.* These hours were provided through local office pro bono projects and participation on nonprofit boards by individual employees.

General Volunteerism in FY15

Employees provided more than 6,500 hours of general volunteerism valued at \$150,875.** While this represents a 31% decrease in general volunteerism hours from FY14, it aligns with our focus on increasing collective impact by emphasizing professional volunteerism where employees use their expertise to make a difference for nonprofit organizations.

Committing to Pro Bono Service

85% of offices participated in our pro bono policy in FY15, developing plans to support 75 pro bono projects, collectively, in FY15.



85% of offices participated in our pro bono policy in FY15.

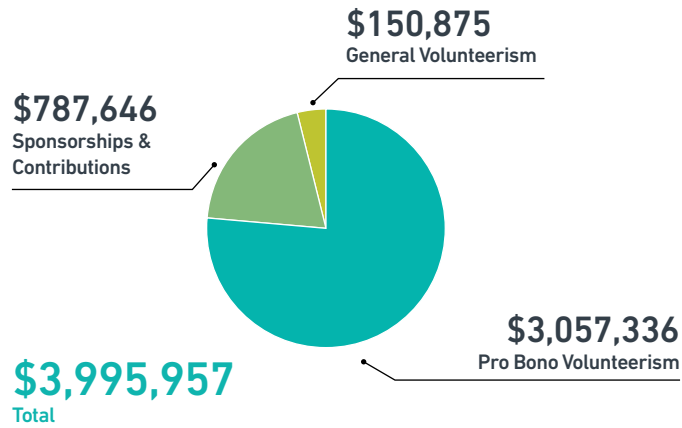


* The valuation of pro bono volunteerism is based on the Pro Bono Standards and Valuation Guidelines provided by [Taproot Foundation](#). These guidelines value each hour of pro bono volunteerism as \$120.

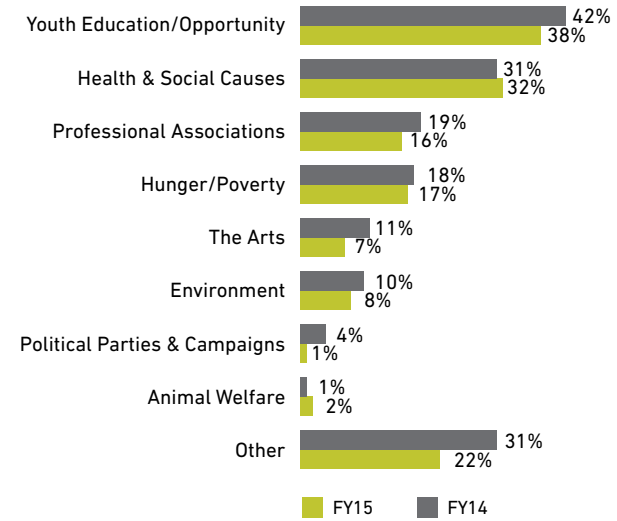
**The valuation of general volunteerism is based on the 2014 Bureau of Labor Statistics data which values each hour of general volunteerism at \$23.07.

Service on Nonprofit Boards

Total Giving



14% Serve On Boards



4%
serve on an auxiliary
or young
leaders board



Service on
Nonprofit
Boards

14%
of employees served
on a nonprofit board of
directors in FY15

Giving Back through Professional Volunteerism

In FY15 Edelman offices around the world contributed to their local communities through various professional volunteer projects, including:

APACMEA:



Special Olympics / Edelman Shanghai

In June 2015, Edelman Shanghai partnered with Special Olympics East Asia to provide pro bono PR services for its annual Unity Gala, Play Unified Sports event, and the 2015 Los Angeles Summer Games, thereby enhancing the reputation and impact of the Special Olympics in China and abroad. The Edelman team invited and managed 220 reporters from over 100 media outlets and arranged over 50 interviews to cover these events, resulting in 60+ TV & video clips, 2000+ searchable online coverage, and 300 million+ social impressions. First Lady Michelle Obama officially opened the Special Olympics World Summer Games in Los Angeles, welcoming 6500 athletes representing 165 countries, including a 94-athlete China delegation. She praised the athletes for their courage and determination, noting they were an example to the millions of people watching the Opening Ceremony in their living rooms.

EUROPE:



War Child / Edelman London

War Child provides life-changing support to the most vulnerable children whose families, communities and schools have been torn apart by war. For its recent War Child Help Campaign, Edelman UK led the media outreach, amplifying a digital film designed to drive signatures to a petition designed to drive change to the current approach to humanitarian aid at the Humanitarian Summit in May 2016. The Edelman UK team has also carried out media training and is hosting a Prism session, providing strategic consultancy support covering audience analysis, messaging house development, as well as brand personality and tone definition.

Giving Back through Professional Volunteerism

CANADA:



The Little Give // Edelman Canada

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. In FY15, Edelman's four Canadian offices participated in the Little Give in the following ways:

Toronto:

Edelman Toronto employees spent 48+ hours working with six charities on various projects, including: creating marketing and communication materials to raise awareness for Voices of Inspired Children Engaging Society, painting the entry steps and creating a private phone booth for kids at Youth Without Shelter, revamping the sponsorship strategy and coordinating meetings with major book publishers for Story Planet, creating integrated marketing materials and a content toolkit for Drum Artz, and securing \$15K in in-kind donations for the Toronto Symphony Orchestra for the Toronto Children's Concert Choir & Performing Arts Company.

Calgary

Edelman Calgary volunteered with the Calgary Drop-In & Rehab Centre (DI) – an organization committed to meeting the needs of homeless or at-risk individuals in a safe and respectful way. Over the span of 48 hours, the Edelman team learned about the DI and supported its communication needs. Beginning by touring the facility, sorting clothing, serving an Edelman-sponsored lunch and meeting with DI employees, the team then generated impactful and insightful communication recommendations, revamped the Drop-In Centre's newsletter and created a social media strategy for the organization.

Vancouver

The Vancouver office split into three teams, and each spent 48 hours working with a selected nonprofit organization. Team GiveZilla – "Giving the city by storm" – landscaped, painted, power washed, planted an herb garden, and painted a beautiful mural for the West Side Family Place. Team Givvy Up – "Turning houses into homes" – worked with HomeStart Foundation to sort furniture and make home deliveries to local families, in addition to designing and producing new decals for the organization's delivery trucks. Team Natural Born Givers ensured "Full stomachs and inspiring art" at the Neighbourhood Housing Society where they spruced up the stairways with a fresh coat of paint, created a courtyard 'oasis' for residents and built new resident "starter kits" containing cookware, dishes, and cleaning supplies.

Montreal:

Edelman Montreal employees split into two teams to support local nonprofit organizations over the span of 48 hours. One team worked with Sentier Urbain – a nonprofit that encourages the community to take action for a greener community – to work in the organization's gardens and provide communications marketing counsel. The second team worked as cooks and waiters at Robin de Bois – a local nonprofit restaurant run by volunteers that donates profits to local charities.

Giving Back through Professional Volunteerism

LATAM:



Edelman+ // Edelman Latin America

Employees from Edelman's five Latin American offices are working to improve education in Latin America through Edelman+ - an initiative that integrates Edelman's Citizenship efforts and the ability of Edelman employees to address the specific needs of its communities through branding projects, visual identity development, communication plans, fundraising plans, media relations, media trainings, digital consultancy and more. Through Edelman+, seven education nonprofit organizations will be supported over three years, including: CTC Digital, Enseña por Argentina, Enseña por Colombia, Enseña por Mexico, Pro Educacion, Teach for All, and US Mexico Foundation. In FY15, a total of 2,381 pro bono volunteer hours were dedicated to these organizations by 53 Edelman employees.

U.S.:



Change Direction // Edelman Chicago, Edelman Washington, D.C.

Teams from Edelman Chicago and Edelman Washington, D.C. partnered with pro bono client, Give an Hour, as the communications partner for The Campaign to Change Direction - a national awareness campaign aimed at changing the story about mental health in America by encouraging routine, well-rounded care for mental wellbeing and familiarizing Americans with the five signs of emotional suffering which include: withdrawal, agitation, hopelessness, decline in personal care, and change in personality.

The Edelman team provided pro bono support for brand and messaging development, communications strategy, media relations, and event support for a campaign launch that was attended by top government, business and nonprofit leaders and featured a keynote address by First Lady Michelle Obama. Through the campaign, individuals can pledge their commitments to changing the story about mental health in their own communities and contribute to the campaign's goal of reaching more than 30 million Americans over the next five years.



Grants for
158
Organizations

During FY15, the
Community Investment
Grant program grew by
30%.

Community Investment Grants

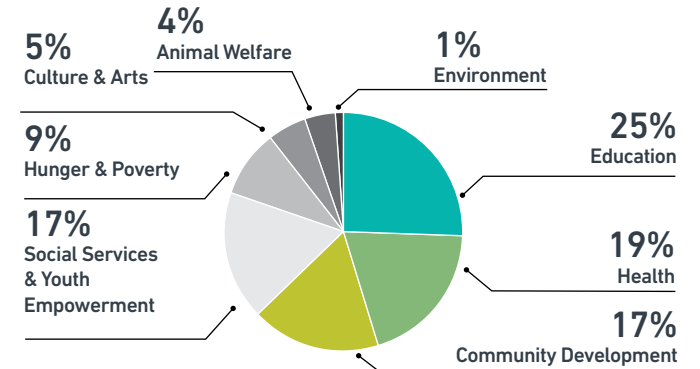
Volunteering isn't the only way Edelman gives back to local communities. Since FY11, our Community Investment Grant program has helped employees support the organizations they care about most. Edelman employees can get donations up to US\$2,500 for organizations they support through their board service or other volunteerism.



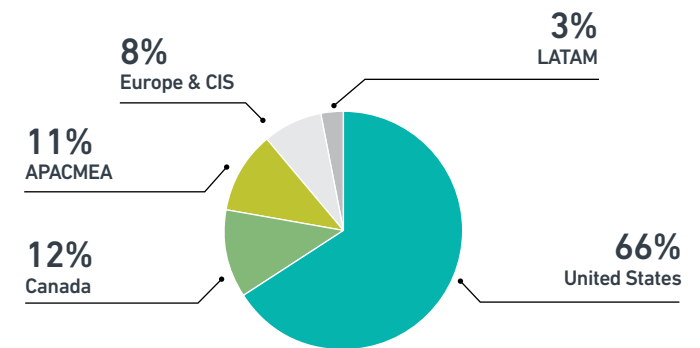
Community Investment Grant Program, FY11 to FY15

Fiscal Year	Donations	Organizations
2011	\$146,900	61
2012	\$143,650	64
2013	\$146,250	117
2014	\$148,250	121
2015	\$150,000	158
Total	\$735,050	521

Community Investment Grant Program



Community Investment Grants by Region



Changing Tomorrow's Story, One Community at a Time

Being a Good Neighbor

With more than 5,500 employees in 65 cities, we are proud to be one of the largest communications marketing firms in the world. With our size comes opportunity, but also responsibility. Responsibility to drive down our carbon footprint. To make smart decisions about travel. Office space. Lighting. Technology. Even office supplies and furnishings. It would be convenient to point out that we're a professional services firm, not a manufacturer. That we don't make products with environmental impacts. But our operations do have impacts—and we believe in being a good neighbor—so we'll continue reducing them as much as possible.

Our [climate change position](#) and environmental statement guide our environmental approach. To ensure our environmental policies and practices continue to reflect our commitments, we're taking a closer look at what's working and what else we can do. We anticipate focusing on business travel and employee commuting, making our office kitchen practices more sustainable and developing a green meeting policy for all offices.

Enhancing Our Environmental Policies and Practices

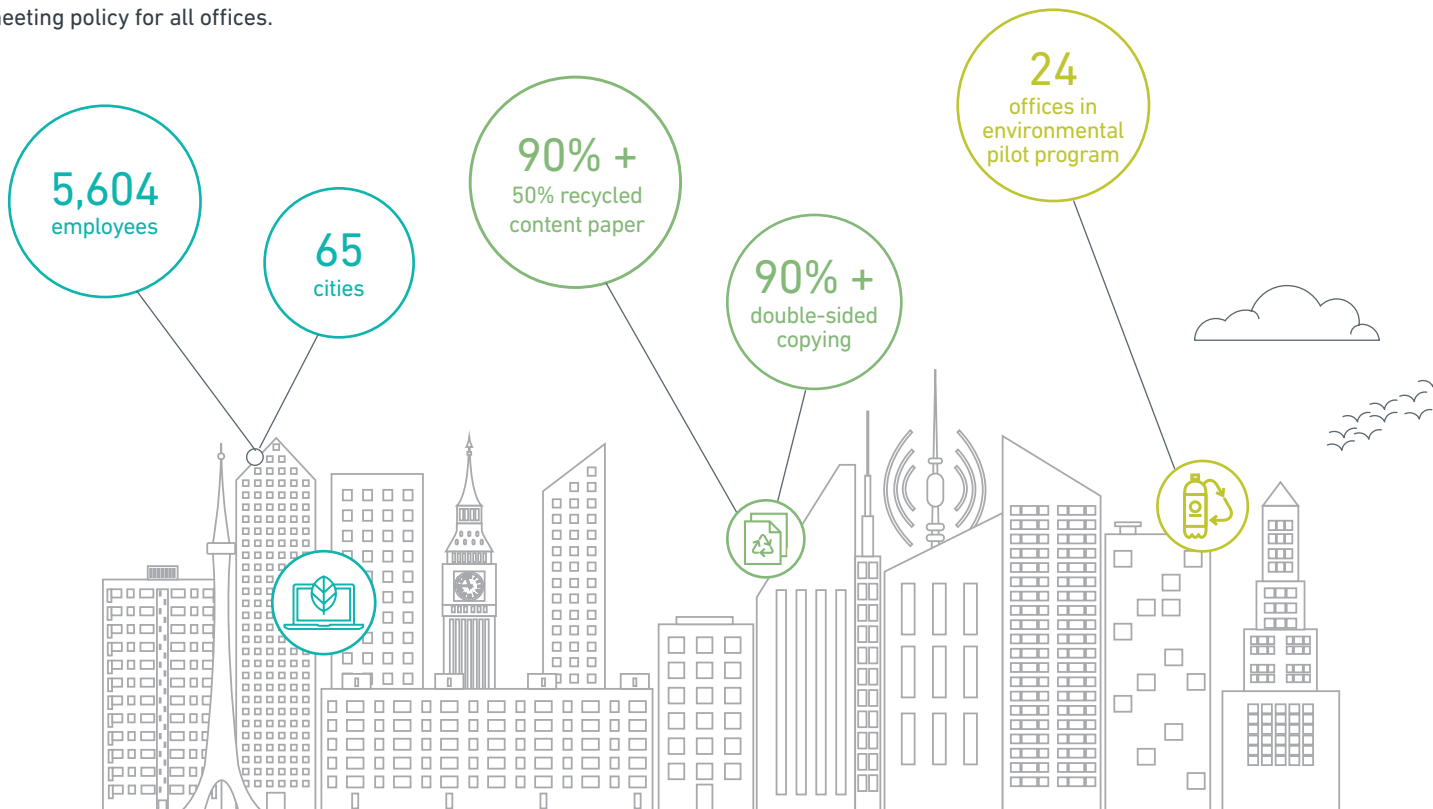
In this fifth year of our citizenship journey, we can report on real progress toward our environmental goals:

- All of Edelman offices participate in responsible e-waste recycling, with the help of CloudBlue, which is now available globally.
- Over 90% of our offices are aligned with our policies on double-sided copying and 50% recycled content paper.
- 24 offices are involved in a pilot program to apply environmental recommendations that can be rolled out across our organization in FY16 and beyond.
- Several offices including Seattle have composting initiatives and our hub office in Chicago has launched a composting pilot for food products, along with recycling for glass and plastic bottles and aluminum and tin cans.

OUR GOALS

- Reduce hub office* annual greenhouse gas (GHG) emissions per employee (full-time equivalent, or FTE) by 5% by end of FY15 against FY11 levels.
- Achieve **on-time**, quarterly reporting of GHG data from offices.
- Set all network printers to **double-sided** default in all offices.
- Purchase regular paper (A4 or Letter) with at least **50% recycled content**.
- Increase average **monthly videoconferencing** usage rate to 10% of office hours, and encourage conference calls instead of business travel, when possible.
- Collect and responsibly dispose of **electronic waste** globally through CloudBlue.
- 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.

* Our hub offices are Chicago, New York, Washington, D.C., London, San Francisco and Silicon Valley



Making Our Offices More Sustainable

Environmental Working Group Recommendations include



1. Develop and implement a global recycling program



2. Standardize employee commuting benefits globally



3. Install energy efficient lighting, where possible

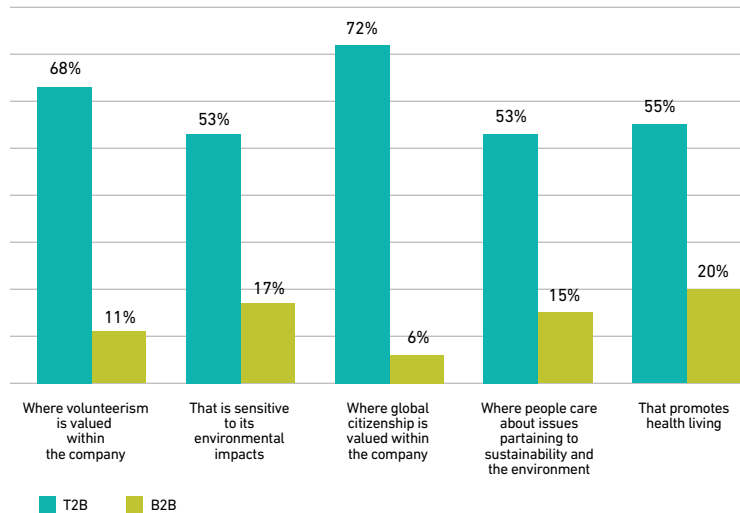


4. Standardize purchasing of recycled/reusable materials globally



5. Create a Green Meetings policy for all offices (e.g. use of reusable plates, compostable plates, etc.)

Edelman has created a culture...



Half of the employees who completed the most recent citizenship survey indicated we need to do more to operate our offices sustainably. We assembled an internal environmental working group to assess existing policies and practices and identify improvement priorities.

Doing Our Part to Address Climate Change

We have voluntarily tracked and reported our carbon footprint since FY12.

This report includes our FY14 (July 1, 2013 – June 30, 2014) carbon inventory and material use data. There is a one-year delay for environmental data reporting due to the timing of our publication and our fiscal year. Edelman works with several third parties for carbon data collection and management—[ResetCarbon](#), [Envizi Software](#), and [CloudBlue](#).



See also Appendix B for more information on our GHG Emissions Metrics

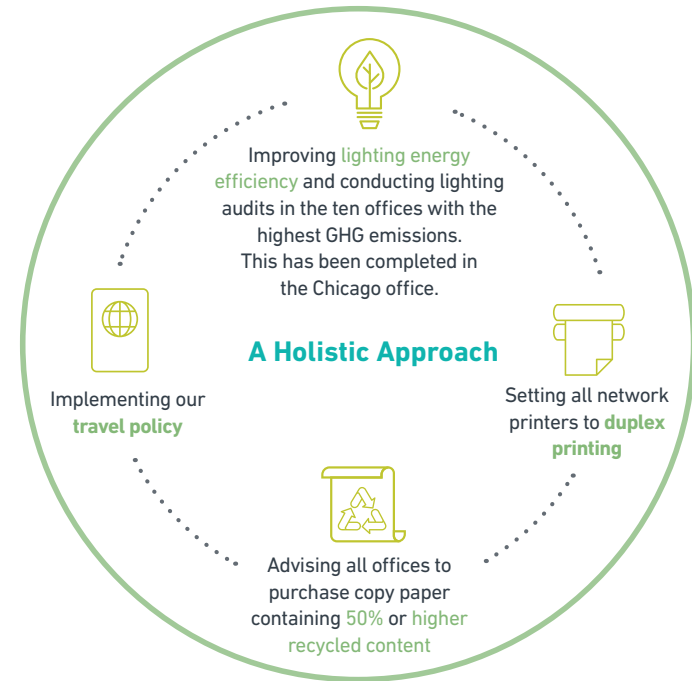
A Holistic Approach

While there is one more year until our hub offices reach their carbon reduction target, we continue to work toward a systematic management of the company's environmental impact as a whole. The current greenhouse gas (GHG) inventory accounts for the GHG emissions of Edelman's global operations for FY14. Edelman's global GHG emissions in FY14 were 17,533 mtCO₂e, accounting for the GHG emissions of 51 offices in five operating regions.

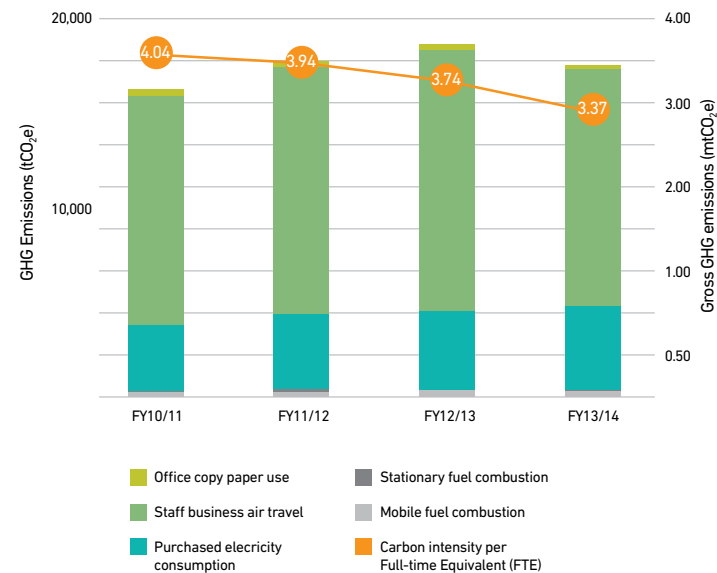
As shown in the charts below, our FY14 footprint follows a similar emissions profile as previous fiscal years, with emissions from business air travel accounting for the most significant proportion (72%) of Edelman's global carbon impact, typical of an international professional services firm.

The absolute emissions decrease was largely due to a reduction of 9% in business air travel emissions compared year over year. The emissions trend has been driven in part by our corporate air travel policy, which includes replacing short-haul flights with more environmentally friendly modes of transport. Efforts were also made globally to decrease paper use and adopt office paper with higher recycled content. This resulted in a 45% absolute emission decrease compared to the same source in our base year FY11.

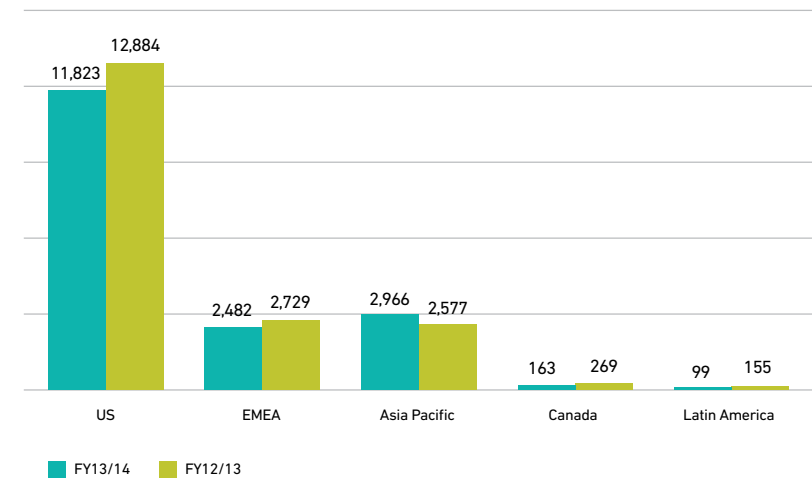
This is the third year in a row that our carbon intensity per full-time equivalent (FTE) employee has decreased, achieving a 10% reduction from FY13 and 17% reduction from the base year. These efforts can be attributed to reduction achievements to date at Edelman, including:



Total GHG Emission (tCO₂e) and Carbon Intensity (mtCO₂e/FTE) Trend



Emissions by Region (FY13/14 compared to FY12/13)



See also Appendix C for more information on our Global Emissions & Carbon Intensity

Progress Toward Our Targets

By the end of FY14, four of the six hub offices—Washington D.C., London, New York, and Chicago, had already exceeded their 5% reduction targets*. These and other offices are working to identify target areas and create reduction plans related to business air travel emissions, as well as electricity and paper consumption. Global policies also support emissions reduction. For instance, Edelman's global travel policy requires employees to use more environmentally friendly modes of transport (than air travel) when going to a destination that would take less than three hours by train or car.

Encouraging Virtual Meetings

To support Edelman's five global environmental goals and reduce business air travel emissions, a 10% videoconferencing usage rate was introduced to all offices equipped with high-definition Polycom videoconferencing units. This has increased video conferencing usage for four of the hub offices. We aim to further engage our other hub offices to encourage even more virtual meetings.

Responsibly Disposing of Electronics

During FY14, CloudBlue collected 5,059 electronic items weighing nearly 37 metric ton (37,678 pounds). The items recovered were worth an estimated U.S. \$35,808. Their recovery delivered energy savings sufficient to power 333 households for a year, according to U.S. Environmental Protection Agency estimates.



In FY15, In FY15, we completed our first response to CDP (formerly Carbon Disclosure Project). We expect to receive our rating from CDP in the first half of FY16.



As reported by offices in the FY15 Citizenship Score:

70%

OF ALL OFFICES REPORT THEIR ENVIRONMENTAL DATA ON TIME

91%

OF ALL OFFICES MET THE TARGETS OF PURCHASING OFFICE PAPER WITH AT LEAST 50% POST-CONSUMER RECYCLED CONTENTS

82%

OF ALL OFFICES HAVE SAFELY DISPOSED OF ELECTRONIC DEVICES THROUGH THE CLOUDBLUE E-STEWARDS® CERTIFIED RECYCLING SERVICE



* A target has been set for the six hub offices to reduce their annual greenhouse gas (GHG) emissions per employee (full-time equivalent, or FTE) by 5% by end of FY15 compared to FY11.

Edelman London Earns Carbon Trust Standard

In FY15, Edelman London became the first Edelman office worldwide—and one of the first qualifying U.K. businesses—to be awarded the [Carbon Trust Standard](#). The recognition reflects real progress on climate change through reduced carbon emissions and a commitment to keep reducing emissions and recertify every 2 years.

The London office uses fob-controlled printing and energy efficient lighting, and powers off monitors overnight. The Green Team continues to champion energy reduction and waste elimination, and is looking for new ways to further lower the office footprint.

Edelman U.K. also became one of the earliest qualifying businesses to submit their Energy Savings Opportunity Scheme (ESOS) audit to the Environment Agency—in compliance with Article 8 of the European Commission's Energy Efficiency Directive. The aim is to cut carbon emissions by requiring large businesses to identify energy reduction measures and make energy savings. Edelman U.K. undertook the survey during FY15 with the Carbon Trust, identifying energy-saving opportunities to further reduce environment impacts.



Responsible Partnerships

By working together we can accomplish more than we can by working alone. Some of the organization we are working with to change tomorrow's story include:

- Clinton Global Initiative
- Committee Encouraging Corporate Philanthropy
- Global Reporting Initiative
- International Integrated Reporting Council
- Partnering Against Corruption Initiative
- Points of Light (corporate service council)
- Boston College Center for Corporate Citizenship
- Sustainable Purchasing Leadership Council (SPLC)
- UN Food Security and Sustainable Agriculture
- United Nations World Food Programme
- Illinois Joining Forces
- The Bunker
- NSF International
- International Women's Forum





Our Clients

Our citizenship direction is clear: keep our own values at the center of everything we do to meet societal needs and the expectations of our clients. We know that our clients value citizenship in their own operations and among their suppliers. We're happy to share our progress.



GRI DISCLOSURES COVERED: G4-12,G4-56



GRI ASPECTS COVERED: G4-S04

Business Ethics

Our reputation for sound [business ethics](#) (doing the right thing) and [compliance](#) (doing the legal thing)—is embedded in over 60 years of heritage. Like all global multinationals, we operate in markets where positions on ethical business practices may differ from our own. We know the importance of making sure that Edelman employees have the know-how and support they need to address these challenging environments.

Training

An extensive Workplace Behavior Program, new in FY15, uses scenarios to help employees understand how to apply our policies in difficult situations. Of course, all employees must also sign Edelman's [Code of Ethics and Business Conduct](#) and complete an introductory compliance training program. During FY15, 92% of employees completed this training (above the 85% goal). Additional anti-corruption training is required for all vice presidents and above, and all employees in the Financial Group. 90% of required employees completed this training (above the 85% goal).

Data Security

We continually review and update our data privacy and information security practices to make sure we effectively safeguard personal and business data for our clients and for ourselves.

Risk Management

During the year, a coalition of senior leaders implemented a formalized system for enterprise risk management, whereby key risks and company-wide approaches to mitigating them are evaluated and documented, which is then operationalized through local market strategies.

Statement of Purpose

Even though there are differences in local markets, there are Edelman standards that are consistent across all markets and which are the foundation of how we operate. Among other key considerations, we take a global and informed approach to managing our portfolio, business strategy, and client engagements in a manner consistent with our shared values. We also respect our employees' rights to decline to work on projects that do not align with their personal beliefs.

OUR APPROACH (G4-DMA)

Supporting 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.

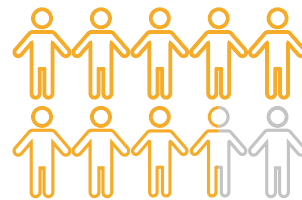
MATERIAL ASPECTS

Business Ethics

- Operating in keeping with our values and in compliance with all applicable laws.

OUR GOALS

- At least 85% of full-time employees complete compliance and ethics training.
- At least 85% of required employees (level 4+ and all levels of Finance) complete anti-corruption training.
- Achieve a global average C-score of 8 out of 10.



92% of full-time employees complete compliance and ethics training.



8.2 GLOBAL C-SCORE

ACHIEVED IN FY15

8.6 GLOBAL Q-SCORE

ACHIEVED IN FY15

Edelman C-Score

Our Citizenship Score, or C-Score, consolidates progress from every Edelman office on 14 social and environmental indicators, many of which are important to our clients. In FY15—the first full year we implemented the C-Score—we achieved a 8.2 out of 10.

Edelman Q-Score

The Edelman Q-Scores continue to reflect how clients are responding positively to their teams' commitment to delivering client service excellence. In FY15, we achieved a global Q of 8.6 (out of 10) with a 55% return rate. Those metrics, generated by our E2 Client Satisfaction Survey that asks every business partner to evaluate our work, have climbed continuously as client retention increases. Knowing our Q-scores new best practices to benefit all, and turns our challenges into strengths.

Building a Sustainable Supply Chain

Sustainable Purchasing

Building upon our SPLC membership from last year, we are using the SPLC Guidance for Leadership in Sustainable Purchasing Version 1.0 to develop sustainable purchasing policies.

Supplier Accountability

Since FY13, new Edelman subconsultants and vendors have been required to acknowledge and sign our [Code of Ethics for Suppliers and Service Providers](#).

Supplier Diversity

Just as a diverse workforce makes us a stronger organization, so does partnering with diverse suppliers. In FY15, we laid the groundwork for a supplier diversity policy and guidelines for our U.S. operations. We will extend our policies and practices to ensure a fair and objective supplier identification and selection process. We will continue to evolve a strong framework for expanding our U.S. network of small- and medium-sized businesses as well as minority-, women-, and veteran-owned businesses.



Helping Our Clients Change Tomorrow's Story

All of these are important steps. Still, as a professional services firm, we know that our work for clients is the best path to making positive impacts in the world. We're honored to work for some of today's leaders in citizenship and sustainability. Here are just a few examples.

EDELMAN NEW YORK

Client: The American Lung Association

Our Charge: The American Lung Association, having suffered a marked decline in consumer relevance and fundraising power, turned to Edelman to develop a signature cause initiative that would rally stakeholders around a singular, powerful idea and transform the brand.

Our Response: Edelman worked closely with the Lung Association to create LUNG FORCE: a communications marketing and fundraising initiative designed to inspire all women to band together to fight lung cancer – the #1 cancer killer of women – and to serve as a rallying cry to literally breathe new life into the organization. The partners launched LUNG FORCE in 2014 and in the initiative's short history it has already had remarkable success. Since launch, LUNG FORCE has garnered 3.57 billion media impressions and media stories about lung cancer in women have increased 240%. Through corporate sponsorships and 51 local LUNG FORCE walks, multiple millions have been raised for the cause, enabling the Lung Association to increase its investment in lung cancer research by 50%. As for transforming the brand, a June 2015 survey conducted by Edelman Berland found that 90% of female donors said LUNG FORCE was an important women's cause for them and 74% said they felt more favorable toward the Lung Association after learning about LUNG FORCE.



EDELMAN SAN FRANCISCO

Client: Symantec

Our Charge: In 2014, Symantec turned to Edelman to launch its first-ever corporate responsibility initiative – a program to train underserved youth for cybersecurity jobs.

Our Response: Edelman developed a communications strategy centered on a high visibility speaking opportunity: former Secretary of State Hillary Clinton would unveil Symantec's program at the Clinton Global Initiative America meeting. Clinton's speech kicked off a cascade of precisely timed communications. Immediately after her remarks, embargoed stories hit on FORTUNE and Politico Pro, followed by 23 original stories in key business, political, security and CSR outlets. All articles underscored how the initiative creates shared value by addressing youth unemployment and the increasing problem of data breaches while building a talent pipeline for Symantec. Ultimately the program will directly contribute to Symantec's business by creating a pipeline of diverse talent for the company.



Helping Our Clients Change Tomorrow's Story

EDELMAN MUNICH

Client: United Against Poverty

Our Charge: Edelman Munich worked with seven nonprofit partners to support the biggest event leading up to the G7 meeting in Germany: United Against Poverty. The Edelman team was tasked with building awareness, interest and attendance for the event in just three weeks.

Our Response: In addition to generating media attention for the event, the Edelman Munich team spearheaded all event promotions, including a press conference with partner organizations and local "unsung heroes" who work to fight poverty every day. On the day of the event, more than 5,000 people came to Koenigsplatz to see performances and speeches by Usher, Michael Mittermeier, Kweku Mandela and Nobel Peace Prize Winner and President of Liberia Ellen Johnson Sirleaf. Nearly 40 interviews were conducted throughout the day and the event earned coverage in than 100 articles that spread the message that working together is the only way to end poverty.



100 LIVES – COMMEMORATING THE ARMENIAN GENOCIDE/ EDELMAN LONDON

Client: 100 LIVES

Our Charge: 100 LIVES is a unique project rooted in the centenary of the Armenian Genocide. The initiative was founded by Vartan Gregorian, Noubar Afeyan and Ruben Vardanyan - along with individuals of Armenian origin - who wanted to use the 100th anniversary of the Armenian Genocide to ensure the events were reinforced in the world's memory and to express gratitude to those who put themselves in harm's way to save Armenians a century ago.

Our Response: Working closely with the 100 LIVES team, Edelman undertook a complex program that included pioneering work in the communications marketing field. This included executive positioning, the development of the visual identity, web property development, an international stakeholder engagement and listening tour, creation of compelling content, event production and management, research and insights. The team developed the Aurora Prize for Awakening Humanity, a new global prize worth \$1 million that will be given to those who put themselves at risk and enable others to survive and thrive. Edelman recruited the crème-de-la-crème of the humanitarian world to the Prize Selection Committee. Current members include Elie Wiesel, Mary Robinson, Oscar Arias, Hina Jilani, Gareth Evans, Leymah Gbowee, Shirin Ebadi, Vartan Gregorian and George Clooney. The launch event in New York brought together 150 people from the Armenian Diaspora, human rights, business, policy and politics and media communities and was broadcast online to an audience of several thousand people. On launch day Edelman unveiled five language websites, attracted an overwhelming response on social media channels including 12,000 Facebook fans in under 100 hours. It has reached over 21.9 million Twitter users, while the brand film 'Be Armenian' has received more than 16,000 views on YouTube. Signature coverage was generated from Australia to Argentina that reached more than 350 million people around the world across key media channels including The New York Times, CNN, Al Jazeera, The Economist, Fox News and the Huffington Post.



Living Our Values

Excellence. Curiosity. Courage. These are just a few of the qualities we hold dear. And during FY15, we updated and clarified the values we live by to bring these qualities front and center—for our clients, our communities and our colleagues. Edelman's refined values clearly spell out our commitments, while an accompanying training program shows how they come to life in our decisions, operations and interactions. Our values today reflect a renewed focus on client service, excellence and partnership in today's world. They honor the ethics, integrity, excellence and citizenship on which our founder Dan Edelman built this firm more than 60 years ago. We think he would be proud of our continued evolution.



Engaging our Stakeholders

Every year, we review materiality with the input of our stakeholders to make sure we stay focused on the most significant citizenship issues. This not only benefits our annual reporting, but also our ongoing citizenship journey.

How We Identified Relevant Aspects

The global citizenship team, with assistance from local citizenship liaisons, monitors key risks and opportunities and shares updates during monthly meetings with Edelman's Local Citizenship Network and Citizenship Advisory Board. We benchmark our initiatives against other professional services firms and discuss global trends, determining all the relevant topics that make up Edelman's citizenship efforts around the world.

Who We Consulted and Why

As a professional services firm, our more than 5,500 employees are key stakeholders. We also rely on the local market knowledge of senior leaders in each Edelman region (e.g., general managers, managing directors, regional CEOs) and the functional expertise of senior leaders in our key service areas and operations (e.g., public affairs, creative strategy, internal communications, and corporate strategy).

Externally, NGO partners, clients in various sectors, academics from leading universities and journalists who specialize in sustainability provide valuable feedback on emerging citizenship trends, Edelman's performance and recommendations for improvements or new initiatives.

How We Collected Input and What We Learned

In FY15, we collected feedback from employees and senior leaders around Edelman, as well as from external partners. Through the annual employee citizenship survey sent to all employees, a smaller survey distributed to those who are specifically engaged with citizenship at the local level, and one-on-one interviews, we identified those aspects that are material to our organization, including some that are material within our organization and some that are material outside our organization. The five aspects we identified as being the most material to our internal and external stakeholders, are:



1. Business Ethics

- Operating in keeping with our values and in compliance with all applicable laws



2. Health and Well-Being

- Supporting the health and holistic wellness of Edelman people around the world



3. Training and Development

- Providing employees with opportunities for training that enables career growth as well as responsible and meaningful service for our clients



4. Diversity and Opportunity

- Fostering employee diversity and inclusion in the workplace
- Promoting supplier diversity and responsible/sustainable purchasing



5. Community Engagement

- Helping employees make the most of opportunities to give back to the communities where they live and work, through hands-on service and pro bono professional support

We have made solid progress on some of these aspects during the past 5 years. For others, such as health and well-being, efforts to date have been focused on specific offices and markets, and we are exploring options for providing further employee support globally.

Other Relevant Aspects

At the same time, our efforts continue on other issues that are relevant to our business and our stakeholders, but represent baseline expectations. These include implementing effective environmental policies and a sustainable purchasing policy. Both are discussed in this report.



See also Appendix D for more information on our stakeholder engagement process

Material Aspects



Appendix A: GRI G4 Content Index

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page or Direct Answer	Description
STRATEGY AND ANALYSIS		
G4-1	From Our CEO (page 1) From Our Corporate Responsibility Director (page 2)	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about relevance of sustainability to the organization and the organization's strategy for addressing sustainability.
G4-2	2015 Citizenship Performance Summary (page 4)	Provide a description of key impacts, risks, and opportunities (including summary table of targets and progress against targets)
ORGANIZATIONAL PROFILE		
G4-3	Daniel J. Edelman Holdings	Report the name of the organization.
G4-4	edelman.com/who-we-are/practices-specialties-dje	Report the primary brands, products, and services.
G4-5	Chicago & New York	Report the location of the organization's headquarters.
G4-6	edelman.com/global-network	Report the number of countries where the organization operates, and names of countries where either the organization has significant organizations or that are specifically relevant to the sustainability topics covered in the report.
G4-7	edelman.com/who-we-are	Report the nature of ownership and legal form
G4-8	edelman.com/what-we-do	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).
G4-9	edelman.com/who-we-are	Report the scale of the organization, including <ul style="list-style-type: none"> • Total numbers of employees • Total number of operations • Net sales (for private sector organizations) or net revenues (for public sector organizations) • Total capitalization broken down in terms of debt and equity (for private sector organizations) • Quantity of products or services provided

Appendix A: GRI G4 Content Index

General Standard Disclosures	Page or Direct Answer	Description
ORGANIZATIONAL PROFILE		
G4-10	Our People (page 11)	<p>a) Report the total number of permanent employees by employment type and gender;</p> <p>b) Report the total workforce by employees and supervised workers and by gender;</p> <p>c) Report the total workforce by region and gender;</p> <p>d) Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors;</p> <p>e) and any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agriculture industries)</p>
G4-11	No employees are covered by collective bargaining agreements.	Report the percentage of total employees covered by collective bargaining agreements.
G4-12	Our Clients (page 28)	Describe the organization's supply chain.
G4-13	edelman.com/who-we-are/practices-specialties-dje	<p>Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of the supplier, the structure of the supply chain, or in relationship with suppliers, including selection and termination.
G4-14	Edelman supports the precautionary approach as described in the United Nations Rio Declaration but, as a professional services firm, its application is not relevant to our business.	Report whether and how the precautionary approach or principle is addressed by the organization.
G4-15	Our communities (page 25)	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.

Appendix A: GRI G4 Content Index

General Standard Disclosures	Page or Direct Answer	Description
ORGANIZATIONAL PROFILE		
G4-16	Our communities (page 25)	<p>List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> • Holds a position on the governance body; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; and • Views membership as strategic.
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	edelman.com/who-we-are	<p>a) List all entities included in the organization's consolidated financial statements or equivalent documents.</p> <p>b) Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.</p>
G4-18	Engaging Our Stakeholders (page 32)	<p>a) Explain the process for defining the report content and the Aspect Boundaries.</p> <p>b) Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>
G4-19	Engaging Our Stakeholders (page 33)	List all the material Aspects identified in the process for defining report content.
G4-20	Engaging Our Stakeholders (page 32)	<p>For each material Aspect, report the Aspect Boundary within the organization, as follows:</p> <ul style="list-style-type: none"> • Report whether the Aspect is material within the organization. • If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> -The list of entities or groups of entities included in G4-17 for which the Aspect is not material; or -The list of entities or groups of entities included in G4-17 for which the Aspects are material • Report any specific limitation regarding the Aspect Boundary within the organization.

Appendix A: GRI G4 Content Index

General Standard Disclosures	Page or Direct Answer	Description
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-21	Engaging Our Stakeholders (page 32)	For each material Aspect, report the Aspect Boundary outside the organization, as follows: <ul style="list-style-type: none"> • Report whether the Aspect is material outside the organization; • If the Aspect is material outside the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified; and • Report any specific limitation regarding the Aspect Boundary outside the organization.
G4-22	We restated our Women in Leadership positions from 'level 4 and above' as mentioned in last year's report, to the positions of GCRMs, Global Practice Leaders and members of the Global Management Team and Executive Committee, as defined by the GWEN network.	Report the effect of any restatements of information provided in previous reports and the reasons for such restatements.
G4-23	edelman.com/who-we-are/practices-specialties-dje	Report significant changes from previous reporting Periods in the Scope and Aspect Boundaries.
STAKEHOLDER ENGAGEMENT		
G4-24	<ul style="list-style-type: none"> • Engaging Our Stakeholders (page 32) • Appendix D: Stakeholder Engagement (page 46) 	Provide a list of stakeholder groups engaged by the organization
G4-25	Engaging Our Stakeholders (page 32)	Report the basis for identification and selection of stakeholders with whom to engage.
G4-26	<ul style="list-style-type: none"> • Engaging Our Stakeholders (page 32) • Appendix D: Stakeholder Engagement (page 46) 	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.
G4-27	<ul style="list-style-type: none"> • Engaging Our Stakeholders (page 32) • Appendix D: Stakeholder Engagement (page 46) 	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.

Appendix A: GRI G4 Content Index

General Standard Disclosures	Page or Direct Answer	Description
REPORT PROFILE		
G4-28	FY15 (July 1, 2014-June 30, 2015) for all information except environmental data, which is FY14.	Reporting period (such as fiscal or calendar year) for information provided.
G4-29	FY14 (July 1, 2013-June 30, 2014)	Date of most recent previous report (if any).
G4-30	Annual	Reporting cycle (such as annual, biennial).
G4-31	Citizenship@edelman.com	Provide the contact point for questions regarding the report or its contents.
G4-32	Edelman is reporting in accordance with the Core option. This year's report also includes additional information related to ethics and integrity—as well as some additional indicators—but does not comprehensively report on all indicators related to identified material aspects.	<ul style="list-style-type: none"> a) Report the “in accordance” option the organization has chosen. b) Report the GRI Content Index for the chosen option. c) Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance, but it is not a requirement to be “in accordance” with the Guidelines.
G4-33	Edelman has not sought assurance for the data presented in this report. We evaluate the relevance and value of assurance annually and may choose to have some or all of our performance data assured in the future.	<ul style="list-style-type: none"> a) Report the organization's policy and current practice with regard to seeking external assurance for the report. b) If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c) Report the relationship between the organization and the assurance providers. d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.

Appendix A: GRI G4 Content Index

General Standard Disclosures	Page or Direct Answer	Description
GOVERNANCE		
G4-34	<p>edelman.com/who-we-are/people 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.</p> <p>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.</p>	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.
ETHICS AND INTEGRITY		
G4-56	<p>Our Clients (page 31) edelman.com/who-we-are/about-us/ edelman.com/who-we-are/code-of-ethics-and-business-conduct/</p>	Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics
G4-57	<p>Employees can seek advice on business ethics from Edelman’s Global Compliance Officer, who in turn can elevate questions, as needed, to the Edelman Ethics Committee, which includes experienced leaders from around the company. Employees can also elevate questions using the Listen-Up Helpline, a 24-hour, confidential and/or anonymous reporting service available by phone or online. edelman.com/who-we-are/code-of-ethics-and-business-conduct/</p>	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.
G4-58	<p>Employees can raise questions directly with human resources or management or communicate 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/or anonymous reporting service available by phone or online. edelman.com/who-we-are/code-of-ethics-and-business-conduct/</p>	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.

Appendix A: GRI G4 Content Index

SPECIFIC STANDARD DISCLOSURES			
Material Aspects	DMA and Indicators	Page or direct Answer	Omissions
CATEGORY: ECONOMIC			
Economic performance	G4-EC1 (Direct economic value generated and distributed)	The total global revenue of Edelman in FY15 was \$833 million. See section Our Communities for our community investments (page 20)	Not applicable
CATEGORY: ENVIRONMENTAL			
Materials	G4-EN1 (Materials used by weight or volume)	Non-renewable materials used: Copy paper purchased for office use: 79 tons (Material weight estimated based on assumption that all paper weigh 80 gram/sq. meter, unless specified by local offices).	Data for other non-renewable and renewable materials used is not available. In FY16 we will start implementing our environmental working group's recommendations, starting with a recycling and composting pilot programs in several offices. These programs will also address data tracking.
Materials	G4-EN2 (Percentage of materials used that are recycled input materials)	58% of copy paper purchased had post-consumer recycled content by weight (material weight estimated based on the assumption that all paper weighs 80 grams/sq. meter, unless specific by local offices).	Not applicable
Energy	G4-EN3 (Energy consumption within the organization)	Fuels: Diesel: 928GJ Petrol: 2,704GJ Natural gas: 957GJ Total Energy Consumption: 38,646 GJ Please see Appendix B –GHG Emissions Reporting Methodology and Environmental Metrics for more information.	Electricity: Electricity consumption is 34,057 GJ. Edelman does not produce its own electricity. The source of the energy is dependent on the fuel mix of the local electric utility and regional differences. Portion of purchased electricity produced from renewable resources is not available. Heating consumption – N/A Cooling consumption – N/A Steam consumption – N/A No energy was sold.

Appendix A: GRI G4 Content Index

Material Aspects	DMA and Indicators	Page or direct Answer	Omissions
Water	G4-EN8 (Total water withdrawal by source)	Water consumption data includes water purchase records from 13 Edelman offices, amounting to a partial water consumption footprint of 50,364 cubic meters in FY13/14: Abu Dhabi, Berlin, Brussels, Dubai, Jakarta, Kuala Lumpur, Los Angeles, Milan, Sacramento, Shanghai, Silicon Valley, Singapore, and Warsaw. The lack of metering data and water purchase records from the majority of the offices imposed significant data limitation for the calculation of total water consumption.	Not applicable
Emissions	G4-EN15 (Direct greenhouse gas (GHG) emissions (Scope 1))	Gross direct GHG emissions (Scope 1): 308 tons CO2e Gases included in the calculation: CO2:307 tons CO2e CH4: 0 tons CO2e N2O: 1 ton CO2e There were no biogenic emissions. See Appendix B– GHG Emissions Reporting Methodology and Environmental Metrics for more information (page 44)	Not applicable
Emissions	G4-EN16 (Energy indirect greenhouse gas (GHG) emissions. (Scope 2))	Indirect GHG emissions (Scope 2): 4,462 tons CO2e Gases included in the calculation: U.S.: CO2:2,599 tons CO2e CH4: 2 tons CO2e N2O: 10 tons CO2e U.K.: CO2:246 tons CO2e CH4: 0 tons CO2e 2O: 2 tons CO2e Other countries: CO2: 1,603 tons CO2e Base year (FY10/11) indirect GHG emissions (Scope 2): 3,473 tons CO2e Please see Appendix B – GHG Emissions Reporting Methodology and Environmental Metrics for more information (page 44)	Not applicable

Appendix A: GRI G4 Content Index

Material Aspects	DMA and Indicators	Page or direct Answer	Omissions
Emissions	G4-EN17 (Other indirect greenhouse gas (GHG) emissions (Scope 3))	Gross other indirect GHG emissions (Scope 3): 12,763 tons CO2e (only CO2 was included in the calculation) There were no biogenic emissions. Business Air Travel: 12,574 tons CO2e Copy Paper Purchase: 189 tons CO2e Base year (FY10/11) gross other indirect GHG emissions (Scope 3): 12,476 tons CO2e Business Air Travel: 12,135 tons CO2e Copy Paper Purchase: 341 tons CO2e Please see Appendix B – GHG Emissions Reporting Methodology and Environmental Metrics for more information (page 44)	Not applicable
Emissions	G4-EN18 (Greenhouse gas (GHG) emissions intensity)	3.37 tCO2e/FTE All – Scope 1, Scope 2, and Scope 3 gases (CO2, CH4, and N2O) are included. Please see Appendix B – GHG Emissions Reporting Methodology and Environmental Metrics for more information (page 44)	Not applicable
CATEGORY: SOCIAL			
Sub-category: Labor practices and decent work			
Occupational Health and Safety	G4-LA7 (Workers with high incidence or high risk of disease related to their occupation)	As a professional service firm our employees generally not involved in occupational activities that have a high incidence of or high risk of specific physical diseases. However we will increase our efforts to address and measure possible mental diseases (e.g. high stress levels).	Not applicable
Training and Education	G4-LA9 (Average hours of training per year per employee, by gender and by employee category)	Our People (Page 8)	Not applicable

Appendix A: GRI G4 Content Index

Material Aspects	DMA and Indicators	Page or direct Answer	Omissions
Training and Education	G4-LA10 (Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings)	Our People (page 8-9) edelman.com/careers-and-culture/	Not applicable
Training and Education	G4-LA11 (Percentage of employees receiving regular performance and career development reviews, by gender and by employee category)	All review-eligible, global employees receive performance reviews to provide them with regular opportunities to assess career direction and receive feedback and direction. This is managed through a sophisticated career tracking software tool.	Not applicable
Diversity and Equal Opportunity	G4-LA12 (Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity)	Our People (page 11)	Not applicable

Appendix A: GRI G4 Content Index

Material Aspects	DMA and Indicators	Page or direct Answer	Omissions
Sub-Category: Society			
Local Communities	G4-S01 (Percentage of operations with implemented local community engagement, impact assessments, and development programs)	100% All Edelman employees can take paid time off to volunteer and all 65 Edelman offices participate in community engagement in meaningful, locally relevant ways.	Not applicable
Local Communities	G4-S02 (Operations with significant actual and potential negative impacts on local communities)	Edelman operations do not have a negative impact on local communities. Around the world, our business supports local economies through jobs that provide competitive pay and benefits, employee training and development, use of local subconsultants and suppliers, and volunteering and/or philanthropic support.	Not applicable
Anti-corruption	G4-S03 (Total number and percentage of operations assessed for risks related to corruption and the significant risks identified)	All Edelman operations are assessed for corruption-related risks.	Not applicable
Anti-corruption	G4-S04 (Communication and training on anti-corruption policies and procedures)	Our Clients/Business Ethics (page 27)	Not applicable

Appendix B: GHG Emissions Reporting Methodology & Environmental Metrics



GRI ASPECTS COVERED:
G4-EN3, G4-EN15, G4-EN16, G4-EN17

GHG Emissions Reporting Methodology

The greenhouse gas (GHG) emissions information in this report was prepared in accordance with the World Resources Institute/World Business Council for Sustainable 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.

To calculate the energy consumption within the organization, we collected primary usage data to calculate GHG emissions through the application of relevant GHG emission factors. The primary data obtained from electricity bills, fuel and paper purchase records, 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. There are 18 offices that have been applied a proxy, in which the estimated electricity consumption (kWh/sq.m/month) is 9.47.

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

We used two source for conversion factors:

- Global Reporting Initiative (2000-2006) Version 3.0. G3 Sustainability Reporting Guidelines.
- "Compendium of Greenhouse Gas Emissions Estimation Methodologies for the Oil and Gas Industry," American Petroleum Institute, 2001 – GHG Protocol – Mobile Guide v1.3 (2005)

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% 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 FY14.

Edelman operates more than 60 offices in 26 countries and 5 regions: Edelman U.S.; Canada; Europe, the Middle East and Africa (EMEA); Asia Pacific (AP); and Latin America. GHG emissions from 55 local offices were reported for fiscal year 2013/14.

Operational Boundary

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

Operational Boundaries	Emission Source
Scope 1 Direct GHG 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 B: GHG Emissions Reporting Methodology & 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 as they are not a material source of GHGs for the company.

Edelman's GHG emissions are calculated by multiplying activity data with the 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:

Total GHG emissions (mtCO₂e) = Esources (Activity data x Emission factor x GWP)

GHG	Global Warming Potential (GWP)	Reference
Carbon Dioxide (CO ₂)	1	Second Assessment Report published by Intergovernmental Panel on Climate Change
Methane (CH ₄)	21	
Nitrous Oxide (N ₂ O)	310	

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

Emission Source	Source of Emission Factor
Scope 1 – Global	GHG Protocol (Apr 20a14). WRI Emission Factors from Cross-Sector Tools (Apr 2014). Defra (2014). 2014 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting; Table 6a & 7a, Burning oil
Scope 2 – U.S.	US Environmental Protection Agency eGRID2014. Most recent year: 2010.
Scope 2 – U.K.	Defra GHG Conversion Factors for Company Reporting (2014).
Scope 2 – Other	International Energy Agency CO ₂ Emissions from Fuel Combustion, CO ₂ emissions per kWh from electricity generation (revised Mar 2013)
Scope 3 Air Travel – Global	Defra GHG Conversion Factors for Company Reporting (2013). In line with international good practice, a Radiative Forcing Index (RFI) multiplier of 1.9 is used to represent the impact of non-CO ₂ gases from aviation when calculating emissions from flights
Scope 3 Paper – Global	Environmental Paper Network Paper Calculator Version 3.2

GHG emission data is reported in both absolute and normalized values. The number of full-time equivalent (FTE) employees at fiscal year-end (i.e., June 30, 2014) 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). However, FTE also accounts for the four offices excluded in the GHG inventory as the data quality of these offices is deemed to be insignificant of Edelman's total global footprint.

Base Year GHG Emissions and Recalculation

The GHG emissions for FY11 were set as the base year for comparing our emissions performance over time. It is the first year for which emissions data is available. 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. During the base year, gross direct GHG emissions (Scope 1) were 289 tons CO₂e.

Data Collection and Reporting Tools

Primary 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 records, 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 in cases where actual metering data is not available. There are 18 offices that have been applied a proxy, in which the estimated electricity consumption is 9.47 kWh/sq.m/month.

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

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

Appendix C: Global Emissions & Carbon Intensity

Global emissions by scope and carbon intensity (FY11 – FY14)

Emission Source (mtCO2e)	FY14	% of Total	FY13	% of Total	FY12	% of Total	FY11 (base year)	% of Total	% Change FY14 vs FY13	% Change FY14 vs FY11 (base year)
Scope 1 (Direct emissions)										
Mobile fuel combustion	263	1.5%	332	1.8%	297	1.7%	191	1.2%	-20.7%	37.4%
Stationary fuel combustion	45	0.3%	71	0.4%	67	0.4%	97	0.6%	-36.4%	-53.9%
Gross Scope 1 emissions	308		402		364		289		-23.4%	6.6%
Scope 2 (Energy Indirect Emissions)										
Purchased electricity consumption	4,462	25.4%	4,123	22.2%	3,989	22.5%	3,473	21.4%	8.2%	28.5%
Gross Scope 2 Emissions	4,462		4,123		3,989		3,473		8.2%	28.5%
Scope 3 (Other Indirect Emissions)										
Staff business air travel	12,574	71.7%	13,836	74.3%	13,044	73.7%	12,135	74.7%	-9.1%	3.6%
Office copy paper use	189	1.1%	253	1.4%	304	1.7%	341	2.1%	-25.3%	-44.6%
Gross Scope 3 Emissions	12,763		14,089		13,347		12,476		-9.4%	2.3%
Total Gross Emissions	17,533		18,614		17,701		16,237		-5.8%	8.0%
Full-time equivalent (FTE) employee	5,204		4,971		4,488		4,015		4.7%	29.6%
Carbon Intensity per FTE	3.37		3.74		3.94		4.04		-10.0%	-16.7%

Global emissions by scope and carbon intensity (FY11 – FY14)

Region (mtCO2e)	FY14	% of Total	FY13	% of Total	FY12	% of Total	FY11 (base year)	% of Total	% Change FY14 vs FY13	% Change FY14 vs FY11 (base year)
US	263	1.5%	332	1.8%	297	1.7%	191	1.2%	-20.7%	37.4%
Europe, Middle East, Africa (AMEA)	45	0.3%	71	0.4%	67	0.4%	97	0.6%	-36.4%	-53.9%
Asia Pacific	308		402		364		289		-23.4%	6.6%
Canada	4,462	25.4%	4,123	22.2%	3,989	22.5%	3,473	21.4%	8.2%	28.5%
Latin America	4,462		4,123		3,989		3,473		8.2%	28.5%
Grand Total	12,574	71.7%	13,836	74.3%	13,044	73.7%	12,135	74.7%	-9.1%	3.6%

Appendix D: Stakeholder Engagement



GRI INDICATORS COVERED:
G4-24, G4-26, G4-27

BY THE NUMBERS: FISCAL YEAR 2015 STAKEHOLDER INPUT		
Stakeholder Group	Who	Methodology
Internal		
All Employees	1,176 respondents	Annual online global citizenship survey
Global Managing Directors	24 respondents	Online citizenship ranking of aspects
Senior Leaders	31 Edelman executives, including the CEO, CFO, and COO	Phone interviews
External		
Clients, Academics, NGOs, Media	14 representatives from: <ul style="list-style-type: none"> • Kellogg Company • Johnson & Johnson • Symantec • University of Maryland • Stanford Center on Philanthropy and Civil Society • Presidio Graduate School • University of Chicago • Boston College Center for Corporate Citizenship The Nature Conservancy • Conservation International • CDP (formerly Carbon Disclosure Project) • GreenBiz • Undisclosed organization • Undisclosed organization 	Phone interviews

Appendix D: Stakeholder Engagement

WHAT WE HEARD AND WHAT WE'RE DOING		
Stakeholder Group	Top Aspects Identified	Our Response
Employees (Global Citizenship Survey)	Health and Well-being	<ul style="list-style-type: none"> Developed a global survey to identify existing regional well-being programs in place and assess feasibility of a global approach. Action plan to be developed in FY16.
	Training and Development	<ul style="list-style-type: none"> Launched robust Edelman Learning Institute modules on communications marketing and other topics in FY15 and continue with new modules in FY16 Refined our career pathing program Evolved our Client Leadership Academy to include an even greater focus on serving and advocating for clients
	Community Engagement	<ul style="list-style-type: none"> Continuing to provide paid time off for volunteering Continuing our Community Investment Grant Program
	Environmental Policies	<ul style="list-style-type: none"> We implemented an environmental working group since half of our employees In FY16 we will start implementing the working group's recommendations, starting with a recycling and composting pilot programs in several offices.
Senior Leaders	Diversity and Inclusion	<ul style="list-style-type: none"> Refining our approach to workplace diversity, with U.S. operations as a pilot and model Evolving our sustainable purchasing and supplier diversity initiatives in FY16
	Training and Development	See above
	Community Engagement	See above
	Business Ethics	<ul style="list-style-type: none"> Refined our core values to more clearly and succinctly articulate expectations Continued refining our enterprise risk management process Launched new workplace behavior learning modules for employees Continued compliance and ethics training for all employees, with specialized training for selected positions

Appendix D: Stakeholder Engagement

WHAT WE HEARD AND WHAT WE'RE DOING		
Stakeholder Group	Top Aspects Identified	Our Response
External Partners	Business Ethics	<ul style="list-style-type: none"> • This was defined as the clients selected, the type of work done for clients, and the way employees are trained to conduct business on behalf of Edelman and our clients. • Since our founding, Edelman has been selective about the types of organizations we will support and services we will provide; our employee ethics, compliance, anti-corruption, and other training detail the company's expectations for employee behavior.
	Diversity and Opportunity	<ul style="list-style-type: none"> • Diversity in both race and income was perceived as a topical subject in the U.S. today, with a strong business case for filling the pipeline at all levels in a globalized world. • In FY15, Edelman U.S. began moving forward with a refocused diversity and inclusion strategy that we will assess for applicability in other parts of the world as well.
	Employee Health and Well-Being	<ul style="list-style-type: none"> • Healthy, happy employees were seen as Edelman's competitive advantage and treating them well was seen as closely tied to business ethics. • A variety of Edelman people programs currently support employee well-being, and in FY16, we will evaluate existing wellness programs to determine how best to provide holistic support going forward.
	Community Engagement	See above