



Responsible Business & Citizenship Report

2023



Contents

Welcome

- 4 A Joint Statement from Our Executive Chair & CEO
- 5 Highlights

Governance

- 7 Governance & ESG Management
- 8 Sustainability-Related Risk & Opportunities
- 9 Data Privacy, Cyber Security & AI
- 11 Ethics & Compliance
- 13 Stakeholder Engagement
- 14 Partner Engagement

People & Talent

- 16 Our Talent
- 18 Investing in Our People
- 21 Diversity, Equity & Inclusion

Society & Social Impact

- 26 Investing in Society
- 27 Pro Bono & Low Bono Work
- 28 Volunteering

Environment

- 31 Measuring & Managing Our Environmental Impact
- 32 Environmental Advisory Work

Appendix

- 34 About this Report
- 34 Global Citizenship
- 35 About APCO
- 36 SASB Index

View our related materials:



**2022 Corporate
Responsibility Report**



**United Nations Global
Compact Questionnaire**



**North America
DEI Outlook 2023**



Welcome

A
apcoSM
Advice / Advocacy / Impact

A Joint Statement from Our Executive Chair & CEO



Margery Kraus
Founder & Executive Chair



Brad Staples
Chief Executive Officer

As we reflect on 2022 and 2023, we are filled with a sense of hope for the future.

Our journey since 1984 has been one of breaking down barriers, challenging the status quo and advancing equality. This year has reaffirmed our commitment to these ambitions and our mission to be catalysts for progress in an ever-changing world.

The past two years have seen significant challenges, from global economic uncertainties to ongoing social and environmental issues. Yet, amid these trials, we have witnessed remarkable resilience and adaptability within our organization and among our partners. The past four decades are not just a milestone for APCO; they are a testament to the strength and dedication of our team, our clients and our stakeholders.

Today, APCO has grown into an independent, majority employee- and women-owned company with more than 1,200 team members in 30 countries. Our global reach and diverse expertise enable us to influence positive change on a substantial scale.

Together with our operating principles, our values of boldness, inclusivity, curiosity and empathy are the foundation of our strategies, operations and the counsel we provide to clients. We are committed to ensuring that our actions reflect our core values as we continue pushing boundaries, championing diversity, committing to ongoing learning and staying empathetic to the perspectives of all APCO stakeholders.

As we celebrate our 40th anniversary and our 20th year of independence, we recognize the importance of looking forward. Our independence allows us the agility to invest in areas of impact and boldly evolve our business, as we've done over the last 40 years and will continue to do going forward. Our commitment to corporate responsibility is unwavering, and we are dedicated to being transparent and accountable in our actions. This year's Responsible Business and Citizenship report offers a candid review of our achievements in 2022 and 2023 and areas for growth.

While the world continues to evolve rapidly, our core values remain steadfast. The journey toward being best-in-class in corporate responsibility is ongoing, and it is one we embrace with determination and optimism. As we look to the future, we are excited about the opportunities ahead and remain committed to making a meaningful impact for both people and the planet.

Highlights

2022

- / Launched APCO Encore to enable flexible workforce re-entry.
- / Launched APCO Alumni program to extend our community and continue strong relationships with our former colleagues.
- / Began strategic partnership with Middle East and Africa Compliance Association (MEACA) to elevate dialogue around ethics and compliance across MENA.
- / Piloted APCO Mentorship Program in D.C.

2023

- / Launched Climate & Biodiversity practice group.
- / Launched adaptive intelligence “Margy” and artificial intelligence (AI) advisory offering.
- / Published inaugural Climate Action Confidence Tracker in partnership with the World Business Council for Sustainable Development (WBCSD).
- / Acquired Gagen MacDonald, Camarco, NGC International Advisory and Strategic Advice.



Governance

APCO's governance structure is key to our business success as a global advisory and advocacy consultancy, helping guide us to be a responsible company in everything we do.

Highlights

- / Launched adaptive intelligence "Margy" and artificial intelligence (AI) advisory offering.
- / Began strategic partnership with Middle East and Africa Compliance Association (MEACA) to elevate dialogue around ethics and compliance across MENA.
- / Worked with the UN Global Compact (UNGC) Think Lab on Transformational Governance to develop the Transformational Governance Corporate Toolkit.
- / Received the Global Democracy Award 2023 for coordinating a rescue plan for the Afghan Girls Robotics Team.



Governance & ESG Management

APCO's Board of Directors and Global Executive Committee work to ensure APCO provides best-in-class service and sound counsel, while supporting our efforts to operate sustainably.

Four of the board members (Margery Kraus, Brad Staples, Evan Kraus and Maril Gagen MacDonald) are APCO executives, and the other five members (Terry Graunke, Marcia Page, Peter Sommerhauser, Benjamin Wilson and Joseph Zimmer) are outside directors. Margery Kraus, APCO's founder and executive chair, serves as the chair of the board, and Terry Graunke serves as the lead director.

The Global Executive Committee sits below the Board and includes the regional presidents of North America, Europe and MENA, the chief financial officer, the chief talent officer and the chief information officer.

The environmental, social and governance (ESG) team includes several members of APCO's Impact practice along with an executive sponsor. The team develops our ESG strategy and reporting approach and reports into the Global Executive Committee.

Other committees that sit below the Board include the Compensation Committee and the Regional Management Committee.

APCO Governance

Board of Directors

Meeting Cadence: Quarterly

MEMBERS

Margery Kraus, *Founder and Executive Chair*

Brad Staples, *Chief Executive Officer*

Maril Gagen MacDonald, *Chief Executive Officer, Gagen MacDonald*

Terry Graunke, *Lead Director*

Evan Kraus, *President and Managing Director of Operations*

Marcia Page, *Board Member*

Peter Sommerhauser, *Board Member*

Benjamin Wilson, *Board Member*

Joseph Zimmer, *Board Member*

RESPONSIBILITIES

- Ratify the company's strategic direction and long-term goals.
- Monitor financial performance and ensure it is managed in a responsible manner.
- Evaluate and approve major business decisions, such as mergers and acquisitions and significant capital expenditures.
- Ensure the company complies with all relevant laws and regulations.
- Establish and monitor the company's risk management framework, including ESG-related risks and opportunities.
- Approve the capital and debt structure of the company.

Global Executive Committee

Meeting Cadence: Weekly

MEMBERS

Margery Kraus, *Founder and Executive Chair*

Brad Staples, *Chief Executive Officer*

Paolo Compostella, *President, Europe*

Debra Delman, *Executive Director, Chief Financial Officer*

Philip Fraser, *Chief Information Officer*

Evan Kraus, *President and Managing Director of Operations*

Mamoon Sbeih, *President, Middle East and North Africa*

Kelly Williamson, *President, North America*

Agnieszka Yank, *Chief Talent Officer*

RESPONSIBILITIES

- Develop and implement APCO's strategic plans and goals.
- Mitigate potential threats to APCO, including ESG-related risks.
- Prepare and submit the annual budget for Board approval.
- Monitor APCO's financial performance, intervene and act to ensure financial goals are met.
- Drive, oversee and review the new business pipeline, business development efforts and the relationship to resource management and client management.
- Establish and align on key internal communications, which may be cascaded as appropriate.
- Ensure awareness, engagement and alignment across all businesses, regions and practices.
- Drive innovation and change to help APCO adapt to evolving market and industry conditions.
- Deal with operational issues of significance as they arise.
- Act as a forum for practice or departmental leads to present ideas and updates.

Sustainability-Related Risks & Opportunities

We closely monitor business risks and opportunities to inform how we navigate an increasingly complex operating environment. Our Global Executive Committee identifies opportunities across regions and practice groups and prioritizes areas for investment. We conduct quarterly reviews of our business risks at the executive level and adjust our approach as needed.

We are currently enhancing our risk management process to identify and assess risks across departments, provide actionable insights and recommendations to mitigate risks and make informed decisions regarding resourcing allocation, prioritizing the most significant risks to our business.

APCO has an informal management process for sustainability-related risks and opportunities (listed below), but over the next two years will formalize and codify our due diligence process to identify, prevent, mitigate and account for actual and potential negative impacts on sustainability topics. This process includes conducting a materiality assessment, in line with the International Sustainability Standards Board (ISSB) standards.

| Material Topic | Risks, Opportunities and Impacts |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transparency | Risk of misalignment with key stakeholders, including clients and talent. Opportunity for competitive advantage due to enhanced practices from improvements on ESG-related metrics. |
| Regulation | Risk of policies that inhibit our ability to do business or conflict with our own codes of conduct. Impact on our business due to increased resources and funds needed to comply with regulation in the marketplace. |
| Geopolitics | Risk of political actions that affect the areas we operate and the markets we serve. |
| Talent | Competition for talent, which is imperative to our business offer. Competitive and dynamic offerings that reflect the diverse perspectives, talents and skills of our people. Attracting and retaining talent due to professional growth opportunities, structure, size and ownership. |
| Data Privacy, Cybersecurity & AI | Cyber and data privacy threats to our clients' and our own confidential and sensitive information. Opportunity to utilize responsible AI to improve efficiency and bolster client work. |
| Operations & Supply Chain | Risks along our value chain, which could range from professional misconduct to lack of transparency on sourcing and footprint. Opportunity for forward-looking governance practices to help us remain agile and resilient to economic and sustainability-related impacts. |
| Climate Change | Impacts to our operations due to effects of climate change (e.g., possible increasing costs of insurance, energy use and continuity of operations). Opportunities to utilize our issue area experts to advise clients. |
| Systematic Challenges | Opportunity to look across disciplines and geographies and respond holistically to address emerging issues. |

Data Privacy, Cybersecurity & AI

APCO's global information security program protects and manages our confidential data, systems, knowledge and business processes, in conjunction with regulatory requirements. It is designed to provide protection to sensitive information through processes, controls and technologies that are subject to continuous review and improvement. The program is led by our chief information officer, who is a member of APCO's Global Executive Committee.

DATA PRIVACY AND CYBERSECURITY

Data privacy protection is a fundamental component of APCO's information security program. It places strategic importance on data protection obligations through adoption of principles and practices in compliance with the EU General Data Protection Regulation and other applicable data protection and country-specific privacy laws. APCO complies with the EU-U.S. Data Privacy Framework, the UK Extension to that framework, and the Swiss-U.S. Data Privacy Framework regarding the collection, use and retention of personal data within such frameworks. Additionally, our Acceptable Usage & Electronic Communications policy provides clear instruction to all users of APCO's information technology (IT) resources, and all of its subsidiaries and affiliates, on what constitutes acceptable and unacceptable use of technology and network resources.

We require employees to take trainings on data privacy and protection, data compliance and cybersecurity. Through frequent mandatory training and ongoing policy discussions, we ensure that all our internal and client-facing teams understand and comply with data privacy and security requirements.

We are currently accredited with ISO/IEC 27001, demonstrating our commitment to strong information data management, resilience to cyberattacks, data integrity, confidentiality and availability.



CASE STUDY

Transforming Organizational Governance

Over the past year, we worked as part of the UN Global Compact (UNGC) Think Lab on Transformational Governance to develop the [Transformational Governance Corporate Toolkit](#), launched by UNGC. The toolkit is designed to help companies foster transformational governance throughout their organizations, identifying best practices on fostering accountability, integrity and transparency. Key features of the toolkit include mitigating risk to ensure long-term stability, aligning with global standards and building stakeholder trust.

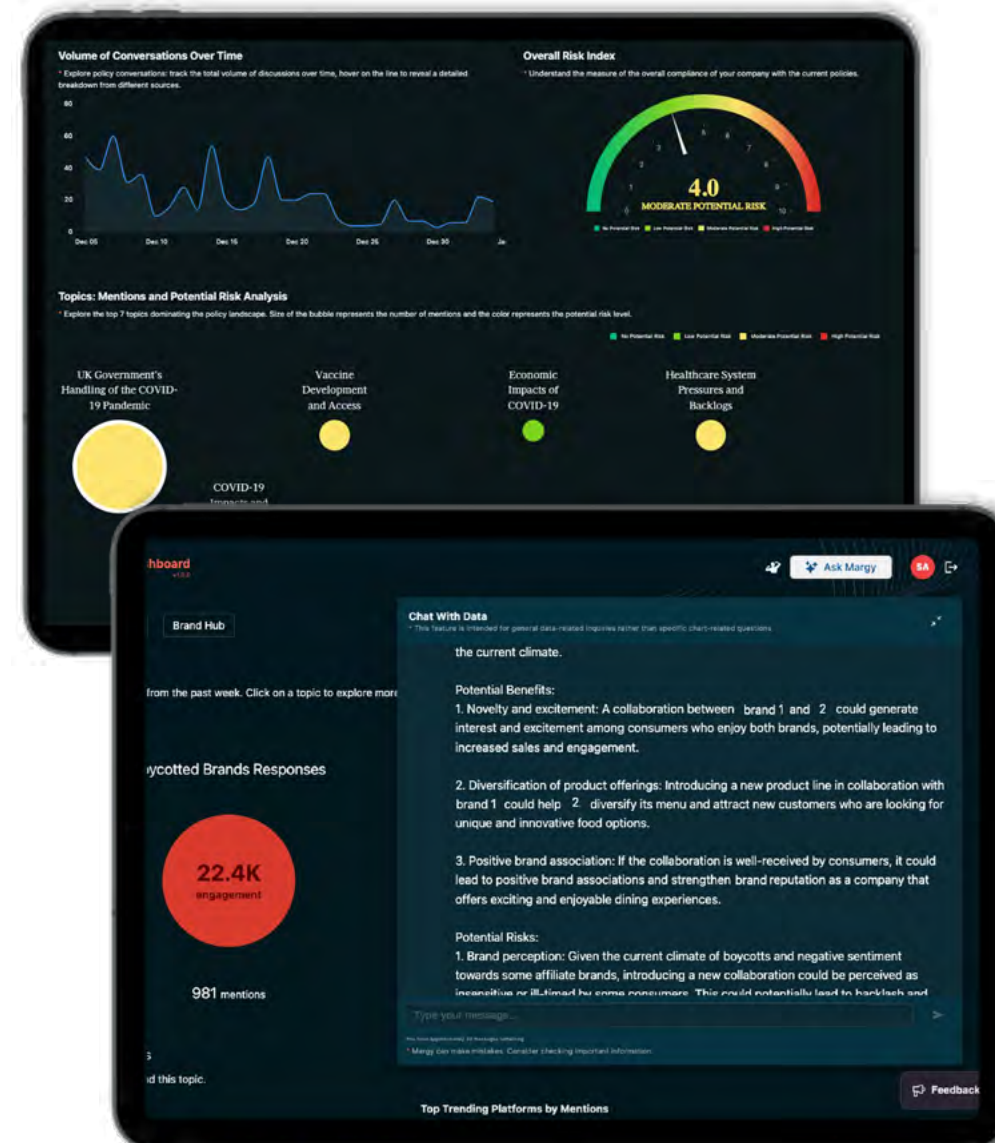
The toolkit includes:

- A self-assessment tool for companies to evaluate their governance practices and identify key gaps in their current approach.
- Business briefs which provide insights on investment trends, government engagement channels and the role of corporate leadership.
- Case studies from various companies to demonstrate examples of successful governance.
- Opportunities for businesses to engage in the larger discussion of governance reforms and policy advocacy.

ARTIFICIAL INTELLIGENCE (AI)

Over the past year, generative AI has emerged as a powerful force with unmatched capabilities. While it offers significant benefits and serves as a valuable tool in our daily work, the rapid adoption of AI has also highlighted various risks. At APCO, we have been engaged on AI since 2018, and we have proactively updated our policies to help employees responsibly leverage the benefits of AI in our business operations while minimizing risk.

In April 2023, we implemented a global Generative AI Policy to set guidelines for responsible use of generative AI tools. Additionally, we have an AI Steering Committee that meets weekly to discuss our external AI offering as well as responsible usage of AI within the company. With proper governance in place, we can continue exploring generative AI and its benefits to our operations and our clients. Our internal central information hub houses AI training sessions to help employees understand APCO’s approach to AI, what tools they can access and how best to incorporate AI into daily work.



Advising Clients: “Margy” & the Responsible Use of AI

After five years of testing and experimentation in APCO’s AI Comms Lab, we launched our own form of adaptive intelligence named “Margy” in 2023, inspired by founder Margery Kraus. “Margy” provides real-time insights, trend forecasting, content generation and other skills by fusing intelligence with the collective wisdom and history of APCO’s powerful team. APCO also provides strategic AI advisory services to our clients, guiding them through the complexities of AI integration and ensuring they harness its full potential for their organizational goals.



APCO’s approach to responsible AI is multifaceted, encompassing both internal practices and external advisory services. Our in-house developed AI solutions integrate cutting-edge AI technology with the invaluable insights of our employees, ensuring that our internal operations and client-related AI ‘Margy’ offerings reflect our commitment to ethical AI. Moreover, our AI Advisory offer extends this commitment to our clients, providing them with policy, regulatory and AI transformation advice that is informed by our deep understanding of AI and responsible AI practices.”

— Philip Fraser
Chief Information Officer

Ethics & Compliance

A commitment to conducting business at the highest level of ethics and integrity is derived from our core values. Our Board of Directors and Global Executive Committee oversee APCO's compliance practices, following reports and guidance from our general counsel.

We believe the responsible practice of communications and public affairs is grounded in respect and compliance with local laws, respect for both global and local expectations of good business conduct, as well as adherence to industry codes and rigorous self-regulation.

APCO's Code of Conduct provides clear guidance to all employees, outlining the principles that govern our business practices. New employees are introduced to the Code of Conduct and other APCO policies and procedures during orientation and are trained further on the materials through our employee handbook and newly launched talent management platform, Via.

Through Via, APCO employees participate in policy and compliance training to reinforce ethical principles and learn about applicable laws, rules and regulations. We also have an internal policy hub, allowing employees to easily access and stay informed on our latest global policies.

We are updating our procurement processes to include a Supplier Code of Conduct to set forth the standards and practices that vendors and suppliers must adhere to when doing business with APCO. Our Supplier Code of Conduct will include guidelines on ethical business practices, environmental impact and diversity and inclusion. To operationalize this, we are updating our diverse-owned vendor and supplier tracking system which we believe will help us create a more meaningful supplier diversity program.

Employees are empowered to raise concerns through multiple reporting tools and channels. One example is STOPit, a global reporting tool where employees can flag serious issues safely and anonymously. Claims are received in real time and reviewed immediately by HR or management, and the appropriate course of action is determined. A report is prepared annually for the company's Global Executive Committee on usage of this tool to help inform our company policies. Our general counsel collaborates with other relevant leaders to implement appropriate policies and procedures to manage any potential issues that may arise.

STANDARDS AND BUSINESS PRACTICES

Advancing meaningful global policies and building systems of accountability and transparency is an integral part of APCO's business. [See here for the industry codes we endorse and adhere to.](#)



Elevating Ethics & Compliance in the Middle East & Africa

In the beginning of 2022, APCO and the Middle East and Africa Compliance Association (MEACA) launched a strategic partnership to help elevate the dialogue around ethics and compliance across the Middle East and Africa. Through the partnership, APCO provides counsel on communications and thought leadership efforts, as well as advice on topical issues critical to MEACA's mission.



This strategic partnership between APCO and MEACA will further help to empower and support communities to inspire movement and catalyze progress toward a more ethical world.

— **Imad Lahad**
Managing director of APCO's Dubai Office



ANTI-CORRUPTION

APCO’s Anti-Corruption Policy outlines a zero-tolerance approach to bribery and requires that all APCO employees and any associated third parties strictly adhere to anti-bribery and anti-corruption laws, rules, ordinances and regulations in all jurisdictions where APCO operates. In addition to setting forth a zero-tolerance approach to bribery, APCO’s Anti-Corruption Policy sets forth financial and accounting requirements, due diligence requirements and monitoring and reporting obligations, among other provisions.

Our general counsel is responsible for reviewing questions or concerns regarding contemplated gifts, hospitality or entertainment expenses to ensure compliance with APCO’s anti-corruption compliance program. As part of this program, APCO requires that consultants and subcontractors comply with anti-corruption laws, rules and regulations, including the U.S. Foreign Corrupt Practices Act and U.K. Bribery Act and APCO’s anti-corruption policies. All employees are required to complete training on anti-corruption compliance and APCO’s Code of Conduct when they join APCO. Additionally, APCO has implemented a political law, lobbying and government ethics policy, which outlines the rules, obligations and other voluntary transparency measures related to political law, lobbying and government ethics in which we participate.

LABOR PRINCIPLES: NONDISCRIMINATION, CHILD AND FORCED LABOR

APCO takes several actions to create a work environment free of discriminatory practices and does not allow or condone the engagement of child or forced labor. We adhere to the employment laws in each of the countries where we operate to ensure that individuals meet country and local employment eligibility standards. Furthermore, APCO’s equal opportunity policy provides the framework for nondiscriminatory actions affecting labor. APCO does not prevent employees from joining trade unions.

As a professional services consulting firm, APCO has previously advised clients on best practice approaches on labor issues, including freedom of association, equality of opportunity and treatment, tripartite consultation, social policy and fair conditions for migrant workers, minorities and indigenous peoples.

We are guided by and promote respect for international labor standards, including:

- International Labour Organization (ILO) Convention 29 on Forced Labor (ratified in 1957)
- Protocol of 2014 to the Forced Labor Convention, 1930
- ILO Convention No. 182 (Worst Forms of Child Labor)
- ILO Convention No. 98 (Collective Bargaining)
- ILO Convention No. 100 (Equal Remuneration)
- ILO Convention No. 138 (Minimum Age)
- ILO Convention No. 131 (Minimum Wage)

Our work is also guided by the ILO Declaration on Social Justice for a Fair Globalization and the ILO Decent Work Agenda.

HUMAN RIGHTS

Supporting and respecting human rights are integral to APCO’s values. In addition to respecting human rights in our own operations, APCO helps promote awareness and respect for human rights worldwide through pro bono and client assignments. Our work and client advice are anchored by the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights), the ILO Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights. We are also guided by the work of the Special Procedures of the UN Human Rights Council.



CASE STUDY

Evacuating the Afghan Girls Robotics Team

The Afghan Girls Robotics Team is a celebrated robotics team made up of girls age 12 to 18 from Afghanistan. When Kabul fell to the Taliban in 2021, the team and their families attempted to evacuate the country. Through negotiations and support from diplomatic connections, a team of APCO colleagues put together a rescue plan to successfully evacuate the robotics team and their family members to Mexico. After relocating, the girls were safe to continue working on their inventions, including creating low-cost ventilators from used car parts during the COVID-19 pandemic. The APCO team who coordinated this rescue plan received the *“Global Democracy Award 2023.”*

Stakeholder Engagement

APCO engages with a range of key stakeholders on a regular basis to keep them apprised of relevant updates, gather feedback and conduct ongoing business activities.

| Stakeholder Group | Engagement Mechanisms | | | |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Employees | APCO+ and APCO Academy Catalyst for Progress spotlight sessions (client case study best practice sharing) Communications survey | Employee resource groups Engagement pulse surveys Global and regional town hall meetings | Global Learning and Development (L&D) program Internal newsletters Office and department/team meetings | STOPit reporting tool Via (APCO talent management platform) |
| Clients | APCO Institute (training academy in the Middle East) Events and conferences | Newsletters and updates Non-disclosure agreements (NDAs) and conflict check processes | Regular account check-ins Thought leadership | Yearly feedback survey |
| Professional Organizations | Content development and programmatic counsel Individual advisory board roles | Partnerships for events and conferences | Presentations and keynote speeches | Thought leadership |
| Community | APCO Gives Back (volunteer program) | Academic partnerships | Civic duty | Pro bono and low bono engagements |



Partner Engagement

In addition to our global work, APCO's local offices and teams actively lead, participate in and are members of a variety of organizations including chambers of commerce, business councils, industry groups and societies.

Partnerships are key to providing excellent service to our clients and expanding our own knowledge and expertise. To continue to multiply our impact and share best practices, APCO engages with a number of global organizations.



Our Partnerships

AARP Living, Learning & Earning Longer Collective

BritishAmerica Business

Close Up Foundation

Committee of 200

ColorComm

Concordia

Diversity Action Alliance

Enterprising Women

Greater Washington Board of Trade

Institute for Public Relations

International Center for Journalists

International Crisis Group

NEXUS

Page

Paradigm for Parity

PR Council

PRSA

Public Affairs Council

Ragan

Social Innovation Summit

The Conference Board

The Hispanic Star

The Seminar

The United Nations Global Compact

U.S. China Business Council

U.S. Chamber of Commerce

We are All Human Foundation

WEConnect International

Women Business Leaders in Health Care

Women Entrepreneurs Grow Global (wegg)

Women Presidents' Organization

World Economic Forum and several of its key initiatives, including the Global Future Council on Anti-Corruption & Transparency and the Partnership Against Corruption Initiative (PACI)

People & Talent

Our people are APCO's greatest strength, leading with empathy and creativity in our work with clients every day.

Highlights

- / Acquired Gagen MacDonald, Camarco, NGC International Advisory and Strategic Advice.
- / Launched APCO Encore to enable flexible workforce re-entry.
- / Created the APCO Alumni program to facilitate networking.
- / Piloted an APCO Mentorship Program in Washington, D.C.



Our Talent

Since APCO's founding in 1984, our people and culture have been integral to our success. We have continued to thrive by hiring people who are collaborative, kind and curious. Each of our employees is encouraged to contribute ideas and learn from their colleagues while we work together to provide the best possible counsel to our clients.

APCO by the Numbers

1190 Full-time global employees

71 Interns **146** External consultants

Race/Ethnicity

APCO does not collect and track data to report on racial/ethnic group representation globally, but we do track and can report data for North America.

All Employees North America:

White **63%**

People of color **37%**

North America Leadership:

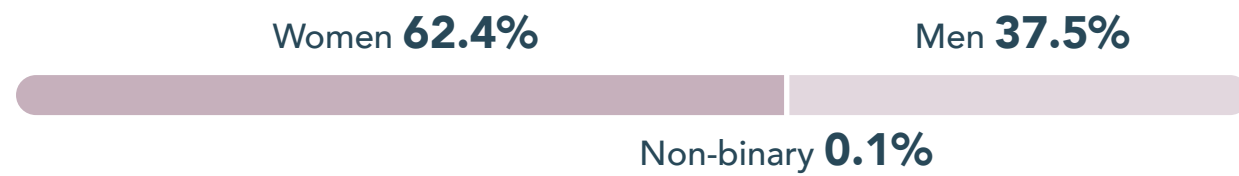
White **67%**

People of color **33%**



Gender (Globally)¹

All Employees Globally:



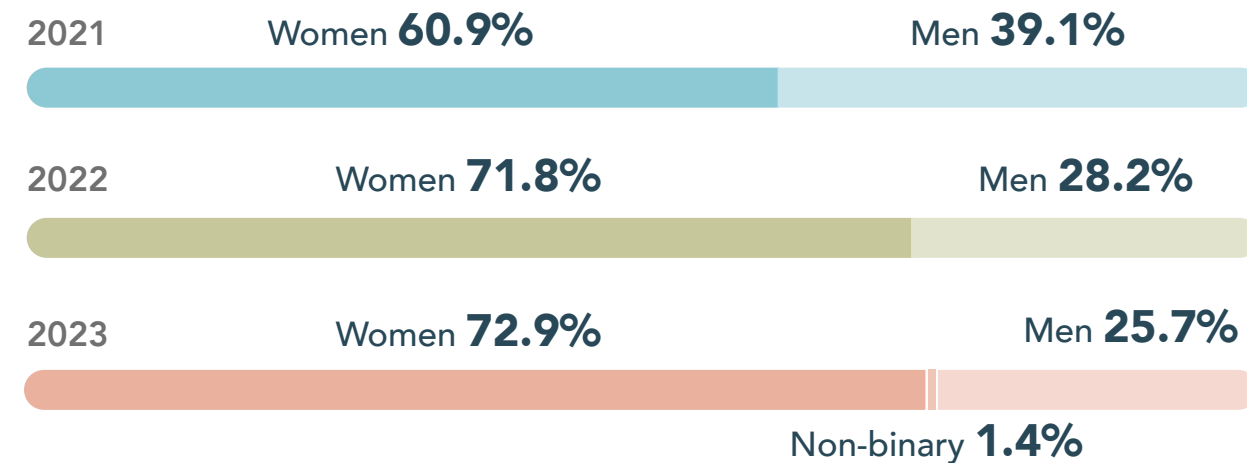
Senior Leadership:



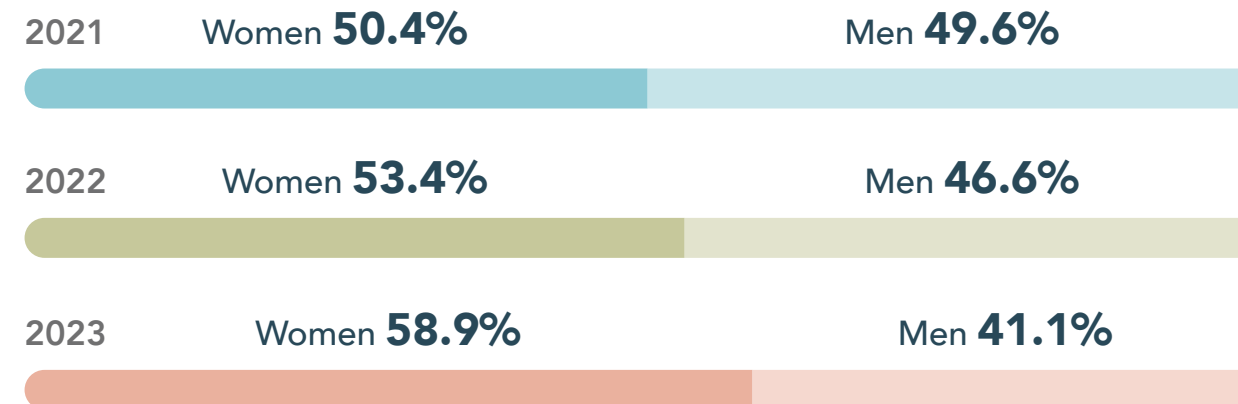
Gender (North America)

This year, we tried to broaden the ways we are measuring the diversity of our workforce to include measures of gender identity and sexual orientation. To do this, we worked alongside our vendor to revamp our internal talent management system (Via) to give employees the option to voluntarily share a fuller picture of their identity, including identifying as non-binary.

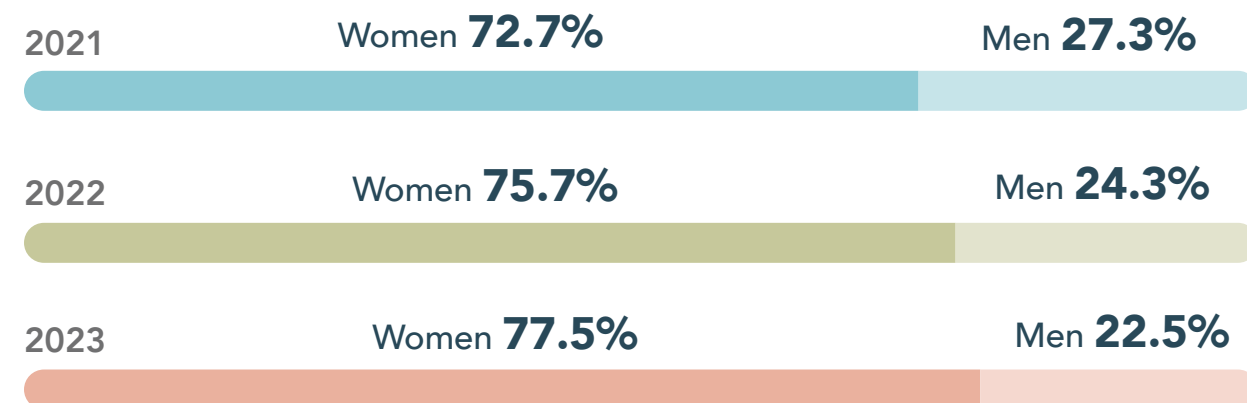
Early Career Employees:



Senior Employees:



Mid-Level Employees:



¹ All numbers are based on information as of 12/31/2023.



SPOTLIGHT

Career Development Plans

APCO employees create Career Development Plans to set their career objectives and the steps they need to take to achieve them. During the planning process, employees first reflect on their strengths and areas for growth, and then discuss opportunities for development with their managers. The structure of Career Development Plans allows employees to regularly assess their skills and determine which APCO tools and trainings they can use to gain experience.

Investing in Our People

APCO works to recruit, retain and cultivate the best talent because our people are our most treasured asset. As an independent company, we're able to invest heavily in industry-leading programs to help our employees develop their skills and careers at APCO while we provide best-in-class service to our clients around the world.

Our dedication to excellence starts with recruitment and hiring. To attract the industry's best talent, we build a diverse pipeline of candidates and make sure our interview process is inclusive and minimizes bias. Across all candidates and roles, we look for people who are "culture adds"—individuals who not only value our standards and workplace culture but also bring an aspect of diversity that positively contributes to our business.

APCO'S APPROACH TO RECRUITMENT

Globally, we work to build diverse slates of candidates by making intentional connections with institutions and organizations who connect us with diverse communities.

- In North America, we continue to ensure 50% diverse slates of candidates for positions we are recruiting. We have built strong partnerships with historically Black colleges and universities and continue to partner with them to post roles, attend career fairs and host "about APCO" sessions.
- We have partnered with the Professional Diversity Network (PDN) to ensure all job postings in the United States are posted across PDN affinity sites to reach a range of diverse candidates.
- In Europe, we have anonymous recruitment for early career positions within APCO whereby candidates apply for a position by answering four to five questions as a part of their application. Their responses are reviewed anonymously, and their resumes are not shared until the interview stage.
- Our Brussels office partnered with Unia to develop Action Positive to reserve internship or junior consultant places for people of Maghreb, Sub-Saharan or Near/Middle Eastern origin.
- The London office's Black Heritage program is aimed at candidates who identify as having Black heritage.
- Our Saudi Arabia office is committed to an internship program enhancement initiative, which focuses on recruiting Saudi nationals and fostering local talent while supporting national development. This complements our 2022 launch of the APCO Institute, an educational resource designed to enhance the skills and knowledge of professional communicators and those interested in entering the profession in the region.

To ensure consistent, unbiased evaluations of candidates, we provide unconscious bias training to leaders and use the STAR method (Situation, Task, Action and Result) of behavioral interviewing, which focuses on people's behavioral actions rather than their direct leadership experience or how they would behave in a hypothetical future scenario.



SPOTLIGHT

APCO+

APCO+ is an 18-month training pathway for early career colleagues in North America that provides exposure to all APCO service offerings and dedicated training opportunities. The program is designed to level the playing field for all candidates entering the workforce at the earliest stages of their careers.

We have committed to ensuring a candidate pool for APCO+ that is at least 50% diverse, enabling us to train up and retain colleagues with diverse backgrounds and experiences.



GLOBAL LEARNING AND DEVELOPMENT

We have invested significantly in APCO's L&D infrastructure to support our hybrid working environment.

Our L&D team uses virtual learning technology and courses to equip APCO's global workforce with the knowledge and skills to seamlessly do their jobs remotely and in our offices. L&D is connected to performance management to hold employees accountable for their engagement in these programs.

BENEFITS AND REMUNERATION

APCO's benefits vary based on established standards in the regions in which we operate, and we aim to meet or exceed industry best-in-class benchmarks in those regions, including:

- Generous leave and paid time-off allowances.
- Flexible, hybrid work environments.
- Enhanced parental leave arrangements.

- Mental and physical health and wellbeing programs, including critical incident support for employees who have experienced traumatic events. APCO engages an external counseling partner to provide team members with access to free, confidential one-on-one sessions with expert counselors.
- Annual performance bonus structure for associate directors and above, measured by individual and business performance.
- Spot bonus structure for junior and mid-level employees at the project assistant through senior consultant levels.
- Unique global experiences, including global mobility, international assignments and the Global Exchange Program.
- Employee referral programs, as we believe current employees are the best resources for future employees.
- Milestone anniversary recognitions and awards.
- A formal global alumni program that connects and engages our former colleagues.

We conduct an annual external benchmark of compensation in the markets where we operate. Across practices, offices and operations teams, we hold talent calibration meetings to ensure fair and equitable compensation practices and decisions. Additionally, we regularly evaluate and address potential disparities that may naturally arise in a highly competitive and rapidly changing labor market due to emerging new services, in-demand skills, geographical differences, etc. In terms of remuneration, we aim to pay competitively against similar jobs or positions in a particular market, including:

- Striving to ensure pay equity in all regions while rewarding performance as a key criterion.
- Seeking to commit to colleagues in the best and the worst of times—believing our relationships should endure through both good and bad moments so employees can build long, fulfilling careers.
- Following a set of criteria for compensation decisions, which include paying competitively for the role and experience, rewarding performance and ensuring internal and external market fairness.
- Benchmarking compensation across all markets on a rolling basis—based on market information (e.g., surveys, industry networking, exit interviews and recruitment)—and adjusting when merited.
- Rewarding contributions with merit increases, promotions and bonuses while paying close attention to career path/pace of promotion to ensure experience and skills grow along with pay.



Global Exchange Program

APCO's annual global learning program enables colleagues to visit another APCO office to build relationships, exchange best practices and learn more about the business and clients in that market. The goal of this program is to help colleagues grow global careers by experiencing the strength of APCO's global network, building relationships and team spirit, creating opportunities to share and exchange ideas and best practices and expanding knowledge of clients and business offerings across the globe.



Integration of Acquired Companies

In 2023, APCO acquired four companies: Gagen MacDonald, Camarco, NGC International Advisory and Strategic Advice. Our interest in uniting with these companies stemmed from their impactful and strategic work. Following the acquisitions, executive leaders held meetings and events to discuss the strategic decision behind the acquisitions, align company cultures and outline the path forward.

We involved employees across all levels in the transition, providing training and introducing APCO's signature programs. Employees from acquired companies retained their tenure agreements and flexible working arrangements. In some instances, we updated APCO policies to better align with those of the acquired companies, seeing this as an opportunity to enhance our own ways of working.



SPOTLIGHT

APCO Mentorship Program

In 2023, we piloted the APCO Mentorship Program in Washington, D.C. This voluntary program in North America helps employees form mentorship relationships across the company. These connections are thoughtfully assigned based on areas of interest and expertise of each participant. With the support of their mentors, employees can focus on their career growth and develop their individual strengths and goals.

The program is essential to strengthening APCO's culture throughout the organization. By building connections across practice groups and offices, we can continue to increase employee engagement and retention.

Diversity, Equity & Inclusion

Our work requires that we bring together different viewpoints and lived experiences to provide well-rounded, culturally sensitive counsel to clients who are navigating various expectations from society, employees and stakeholders. We do our best work when our teams reflect the diversity of identities and perspectives of our clients and their key stakeholders.

Diversity in the workplace enriches our culture. As an employer, we know that to attract and foster our industry's top talent, it's essential to create a workplace culture where employees feel a sense of belonging and can learn from colleagues with different perspectives. Moreover, we work to provide equitable opportunity and resources for all employees to feel supported and succeed in their careers.

We stand firm in our commitment to advancing diversity, equity and inclusion (DEI) and accelerating what's right for our people, our clients and our communities.

Accelerating Our People

2023 Accomplishments

- Increased representation of people of color (POC) at the mid-level and women at early, mid- and senior levels.
- Maintained strong gender pay equity scores.
- Built an inclusive talent management system (Via) that respects and acknowledges diverse gender identities and pronouns.
- Incorporated DEI goals in leadership key performance indicators (KPIs) to hold leaders accountable.

2024 Goals

- Close gaps in representation of POC among senior leadership and close gaps in Hispanic/Latinx representation across the broader workforce.
- Build on progress to integrate Accelerate What's Right into our leadership systems and begin to measure representation in client teams, account leadership and people management roles to benchmark a more holistic view of equity.
- Continue to prioritize our annual review of market competitiveness against peer companies.

Accelerating Our Cultural Competency

2023 Accomplishments

- Rolled out Inclusive Leadership Training for senior leaders on psychological safety.
- Engaged with diverse-owned businesses to enhance our training initiatives.
- Supported employee resource groups (ERGs) by activating our L&D team to co-create a series of learning sessions.
- Continued to achieve a 100% signature rate of APCO's Inclusivity Accord.

2024 Goals

- Pilot and launch the Accelerate What's Right Ambassador Program.
- Launch a cultural competency program for all managers, with an emphasis on managers with diverse reports.
- Recognize unique barriers to belonging and career development for diverse employees and integrate culturally aware coaching sessions for ERGs.
- Improve participation tracking of Inclusive Leadership Training and increase the percentage of leaders completing this training by 10%.

Accelerating Our Clients and Communities

2023 Accomplishments

- Provided pro bono and reduced rate work for organizations working to address systemic barriers to DEI and continued to volunteer through the APCO Gives Back employee volunteerism program.
- Hosted four Accelerate What's Right convenings that brought together influential figures from various sectors.
- Through the leadership of APCO ERGs, provided contributions to meaningful organizations like Moms Rising, Dress for Success, National Alliance on Mental Illness (NAMI), Horton's Kids and Everybody Wins DC (EWDC).

2024 Goals

- Establish a database of preferred diverse vendors to ensure diverse vendors are considered for opportunities.
- Continue to invest in our communities and the issues that our people are passionate about by establishing a dedicated infrastructure to increase the impact of our pro bono, low bono and in-kind work.

APCO's DEI strategy and goals are set by a leadership team and heads of DEI. The strategy is integrated into APCO teams with support from partners across functions, programs and practice groups. We have a three-pillar strategy to advance diversity, equity and inclusion within our company, client initiatives and our communities.

1. **Focus on our people:** From recruiting to retaining and advancing our talent, we aim to create an environment of belonging, equity and inclusion for everyone.
2. **Strengthen our cultural competency:** Through training, convening and collaborating, we are strengthening cultural competency critical for ensuring our work to accelerate our people, community and clients is sustainable.
3. **Support our clients and communities:** By holding ourselves accountable for our impact on our communities, building cultural competency among our clients, and working to advance equity and justice for our clients, we accelerate what's right externally.

DEI is championed actively throughout APCO by:

- Ambassadors who localize our strategy and goals in each office and region.
- Trained Allies who specialize in peer support.
- Managers who are trained in creating inclusive 1:1 environments.
- Leaders and employees who infuse cultural competency into our client work.

In North America, we have a formal program that works off these pillars, called Accelerate What's Right. Through this program, we drive key initiatives focused on creating meaningful progress for our people, deepening cultural competency within our teams and creating a lasting impact in our community and industry.

We know DEI means something different in each market, especially on a global scale. Building on our progress in North America, APCO is focused on building a global DEI infrastructure and strategy and aligning on our goals, communications and programming across the regions in which we operate. Our North America DEI team and Europe D&I Council are collaborating to create a regional framework in our European offices. Globally, we are creating standards, training and responsibilities for employee ambassadors who will champion our DEI principles in their regions.



APCO Align

APCO Align is a global initiative designed to upskill employees who started at APCO between January 1, 2020 and January 31, 2023, to fill gaps in L&D spurred by the pandemic, with a focus on communities where we saw an outsized impact. This program is not just about aligning on shared ways of working, but helping people understand the business, client strategy and integrated services and offerings.



Trained Ally Network

To combat and address microaggressions in the workplace, APCO partnered with [Boundless Awareness](#) to create a formalized program of trained colleagues to offer support to people who have witnessed or endured a microaggression in the workspace. Their role is to provide a safe space for colleagues to confidentially share their experiences, be a sounding board and help colleagues determine the best next steps. Trained Allies are located across all offices, departments and levels to reinforce a safe environment for all employees to thrive.

Accelerating What's Right: Measuring Progress

To hold ourselves accountable to progress, we have published our DEI Outlook annually since 2021.

Each year in North America, we set several measurable goals that will help us close gaps, deepen our impact or harness emerging opportunities to build a culture where diverse colleagues can thrive. Below is a summary of how we accomplished our 2023 goals and the goals we aim to achieve in 2024. It is our intention to include more detailed reporting on progress against our DEI goals in this report starting in 2025 and going forward, incorporating our separate DEI Outlook report into our Responsible Business and Citizenship Report.



APCO Encore

In 2022, we launched the APCO Encore program for people who have taken extended time out of the workforce to be caregivers. Through APCO Encore, caregivers can re-enter the workforce on a flexible basis to meet their personal needs, while receiving ongoing mentorship and re-skilling opportunities for a successful return to the workplace. A total of 12 people have successfully completed the year-long program. This program is a prime example of how we look to reach untapped networks to deepen our diversity of thought and experience.

Employee Resource Groups

We have nine ERGs that are dedicated to driving DEI efforts and establishing an inclusive work environment at APCO. The ERGs are employee-led alongside executive sponsors and funded through support from the DEI team.

Our heads of DEI support ERGs by working closely together to develop programming and investing in infrastructure that encourages employees to participate in the groups. Over 60% of our employees are members of an ERG and in 2023, APCO invested \$20,000 in supporting the programming of ERGs while our employees spent over 2,000 hours leading and engaging in ERG activities.



North America ERGs

- Asian, Native Hawaiian, Pacific Islander Group
- Black African Ancestry Movement (BAAM) APCO
- LatinAPCO
- Limitless@APCO
- The Parents Group
- Proud@APCO
- Women's Leadership Group

Europe ERGs

- The Power of Difference
- EuropeWomen



CASE STUDY

Championing LGBTQ+ Equality & Justice

Since 2021, APCO has partnered with a foundation focused on empowering LGBTQ+ women and girls. APCO spearheaded the creation of the foundation, whose mission centers on enhancing the lives of LGBTQ+ women and girls and dedicating its efforts to racial, social and gender justice in hopes of creating a more equitable world. The foundation's advocacy efforts focus on strategically amplifying the LGBTQ+ community and championing equality and gender justice. Since its inception, the foundation has forged a coordinated fight for economic equality, health and representation, and seen significant impact through partnerships and collaborations with major brands, advancing its objective to amplify national visibility for LGBTQ+ issues.

Society & Social Impact

In our commitment to be a responsible company, APCO partners with clients to create positive social impact around the world.

Highlights

- / Partnered with COP28 to launch the first-ever COP Trade Day.
- / Celebrated a decade of hosting the Women Leaders Reception at the World Economic Forum.
- / Volunteered with local community organizations around the world to improve access to education, health and basic needs and services.





One of the greatest ways that we drive impact is through our work with our diverse clients. These range from corporations, to nonprofits, to governments and foundations to drive positive societal impact. Our engagements span from traditional client agreements to partnerships that include providing pro bono and low bono services. Our 1,200+ employees around the world also give their time and expertise to support causes through volunteering.

We take seriously our responsibility to uphold professional integrity when advising and advocating for our clients. APCO has a process to assess whether an opportunity is a good fit for the company, which includes ensuring that the proposed work aligns with our ethical standards. This process aligns our commitment to responsible business as a company with the work we do, setting key criteria for how we approach new business opportunities. APCO provides training on this process to all colleagues around the world to ensure alignment around selecting clients.

Investing in Society

APCO IMPACT

Since launching our APCO Impact advisory group in 2021, we have partnered with corporations, brands, nonprofits, foundations and governments to drive sustainability and weave positive social impact into decision-making at all levels. In addition to our ESG and Climate & Biodiversity teams, our work centers around the following focus areas:

- **Corporate Purpose:** We help clients design authentic social impact strategies that align their citizenship and philanthropic initiatives with their core business goals. This leads them to drive real impact in their communities on the issues they care about the most.
- **Strategic Philanthropy & Nonprofits:** We work with foundation and nonprofit clients to assess their strategies and structures to ensure they are built for purpose. We support them in designing impact programs, adopting community-centered approaches to empower those they serve, and telling their stories to drive awareness and change.

- **Equity & Justice:** We help organizations push beyond traditional approaches—centering equity and justice and identifying opportunities for structural and systemic change. We also support clients in building relationships with civil rights, human rights and social justice leaders to enrich their work and deepen their impact.

SUPPORTING OUR CLIENTS

APCO Impact takes a forward-looking, integrated lens to solving the root challenges that underpin global inequality. We help clients look to the horizon—understanding trend lines and possibilities—and also inward, so they can see clearly and adapt to today’s realities. We draw on a wide range of expertise and tools, be it systems thinking or community-centered design, and we place equity and justice at the center of all our work. Our focus is on addressing underlying causes, changing systems and moving toward a more regenerative, equitable future. This work is at the heart of our business and cuts across everything we do at APCO.



Fighting Gender Inequality in Crash Test Standards

U.S. crash tests and dummies, created in the 1970s, have not been updated to reflect the current population or technological capabilities, which has resulted in a shocking safety disparity between men and women behind the wheel. [VERITY \(Vehicle Equity Rules in Transportation\) Now](#), a bipartisan coalition designed to shine a spotlight on the need to update crash testing standards, brought in APCO to help forge relationships across the political divide and bring visibility to this issue.

APCO helped VERITY Now develop a strategy and creative campaign to bring this issue to the forefront in a time of intense partisanship. VERITY Now’s campaign captured the interest of the public, who shared content, signed petitions and contacted their representatives, building awareness among key stakeholders and policymakers. The campaign’s outreach helped secure bipartisan support for updated crash testing standards in Congress, which has taken the form of multiple bills being introduced in the U.S. House and Senate, as well as a provision in the Infrastructure Investment and Jobs Act that led to a recent report from the U.S. Government Accountability Office.

Pro Bono & Low Bono Work

APCO is committed to advancing a range of issues that are important to our employees and communities through pro bono and low bono work. APCO's pro bono program encourages employees to contribute their time and talent to local organizations of their choice, addressing critical social issues and helping nonprofits build capacity and maximize impact. In addition to our regular pro bono work, APCO provides reduced rate work to support initiatives, donating time and services.

STRATEGIC PARTNERSHIPS & GLOBAL CONVENINGS

At APCO, we shape and bring to life multi-stakeholder collaborations that deliver business and societal value for our clients, partners and communities. We nurture a unique network of innovative organizations at the forefront of issues on the global agenda today and help our clients translate multilateral organizations' policy and partnership agendas into opportunities for strategic engagement.

- World Economic Forum
- G20
- UN General Assembly
- UNFCCC COP
- Concordia
- Clinton Global Initiative
- Munich Security Conference
- Social Innovation Summit



CASE STUDY

Introducing the First COP Trade Day

APCO partnered with COP28 to drive the first ever COP Trade Day. APCO highlighted the importance of trade on the global agenda and in climate conversations by delivering a series of powerful events, discussions and sessions that unearthed critical insights on the intersection of climate, trade and business. These events included participation from senior ministers and national government officials, secretary generals of major multilateral organizations, and chief executives to discuss the most pressing issues at the intersection of trade and climate.



CASE STUDY

Creating Community for Women Leaders at Davos

For the last 8 years, APCO has co-hosted the Women Leaders Reception at the World Economic Forum (WEF) bringing together the women of Davos to create a sense of community and belonging. The growing network provides guidance and fosters meaningful relationships, while celebrating global progress for women and elevating women leaders. As a part of this event, APCO annually supports Red Dirt Road, a small, woman-owned business in Cambodia, purchasing scarves for guests at the reception. All Red Dirt Road profits are returned to the highly skilled seamstresses. APCO's single order in 2023 accounted for at least 30% of profits.

Volunteering

The APCO Gives Back program empowers employees to make meaningful contributions to our communities through volunteerism, fundraising and financial contributions that lead to the development of resilient communities. All APCO offices are encouraged to nominate an APCO Gives Back coordinator or committee to arrange and manage hands-on group volunteer activities for employees. In addition to group volunteering activities, APCO provides each employee with an opportunity to spend up to eight working hours each year volunteering with a charity or cause of their choice. Through the U.S. program, APCO also matches donations to nonprofits.



Walk for the Cure

Members of APCO's Rome office participated in a walk to raise money for the [Susan G. Komen Association](#) to support breast cancer research, prevention and health resources for women.



Palace to Palace Bike Ride

Members of the APCO team in the UK cycled from Buckingham Palace to Windsor Castle to raise money for The Prince's Trust. The Trust's courses, resources and other support help young people to develop essential life skills, get ready for work and access job opportunities.



Providing Meals to Sarah's Circle

For International Women's Day, APCO's Chicago office assembled 45 sack lunches and delivered them to [Sarah's Circle](#), an organization that provides supportive services to women to help them permanently end their homelessness.



Addressing Youth Clothing Insecurity

APCO's team in Raleigh partnered with [Note in the Pocket](#) throughout 2023 to conduct clothing drives, sort clothes and raise money for the organization. Our efforts help the nonprofit to continue its mission of providing quality clothing to homeless and impoverished children and families with dignity and love.



Empowering Youth in Washington, D.C.

For the second year, members of our APCO team in D.C. supported [Home Runs for Horton's Kids](#), an annual event to help the nonprofit continue its mission of empowering children growing up in under-resourced communities. Team members participated in event programming and supported activities with members of Horton's Kids and the local community.



CASE STUDY

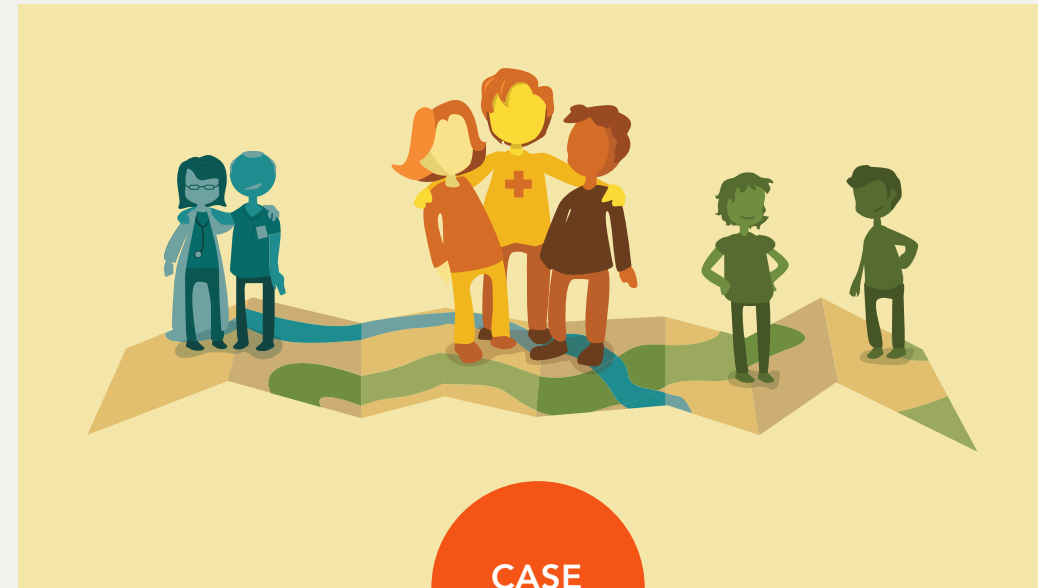
Mentoring Next Gen Leaders

APCO partnered with IntoUniversity, a UK charity focused on helping young people facing disadvantage to achieve a university place or another positive post-school destination. Through our partnership, APCO supported IntoUniversity with funding, volunteering—through their Corporate Mentor program—and pro bono communications expertise.

One of the ways APCO created impact for IntoUniversity was by providing mentorship and guidance for young people participating in the IntoUniversity Mentorship program. Eight members of APCO participated during the 2023-2024 academic year, including the co-managing director of APCO's office in the UK, who helped support a mentee through a pivotal life period of undertaking exams and applying for an apprenticeship.

We also helped the charity develop its issues management infrastructure by providing pro bono communications support. Our work included developing a crisis protocol and escalation strategy for the charity as well as running a crisis training workshop with the organization's senior leadership team. In addition, one member of APCO contributed [thought leadership](#) to IntoUniversity's 20th Anniversary Report on the subject of advanced technology in education.

APCO was also featured in IntoUniversity's 2023 Impact Report, among other partners, for the role we played in helping the organization to support young people to achieve their full potential.



CASE STUDY

Enhancing Digital Maps to Support Rescue and Relief Efforts

Trilligent is a global advisory and strategic communications firm in APCO's holdings that specializes in assisting disruptive tech companies in navigating complex regulatory environments. Because Trilligent is a fully remote company, a virtual Day of Service was organized to unite employees from around the world in engaging with their local communities. Trilligent identified a virtual volunteer opportunity with the Missing Maps Project, a collaborative initiative that invites the public to improve digital maps by capturing key landmarks like roads, buildings and waterways. This effort supports rescue response and relief efforts around the world. Our employees connected with each other virtually while contributing to the same map for maximum impact. Together, the team was able to make 1,305 map edits in total with 1,108 buildings captured and 31 kilometers of roads tracked. Employees enjoyed the activity and the chance to unite for a common cause and spend time together outside of client work.



CASE STUDY

Building Strong Corporate Cultures in the GCC

In partnership with the Gulf Cooperation Council Board Directors Institute (GCC BDI) and Nasdaq Governance Solutions, APCO developed a report on the state of corporate culture in the GCC. Based on a survey undertaken from July to September 2022 across 68 organizations in Saudi Arabia, UAE, Bahrain, Kuwait, Qatar and other GCC countries, findings included that over 50% of respondents were dissatisfied with their corporate culture, and nearly 25% identified their organizations as authoritarian and compliance-driven. Furthermore, 20% of participants were unclear about who is responsible for corporate culture and fewer than 10% saw their leadership style as transformative.

The report findings highlighted three major challenges at the Board level: the prevalence of conventional and hierarchical structures, significant gaps between management's perception and employees' experiences, and a tendency toward transactional rather than transformational leadership.

To mitigate these gaps, the report recommended Boards engage through regular measurement of corporate culture, developing robust cultural frameworks, and tracking culture across all organizational levels, as well as getting a clearer, more regular view of employee feedback.

Environment

APCO continues to evolve how we measure and manage our own environmental footprint, while some of our greatest impact is achieved through our advisory work.

Highlights

- / Launched our Climate & Biodiversity practice.
- / Created APCO's Climate & Biodiversity Scientific Advisory Board.
- / Launched new travel system to track carbon impact.
- / Published inaugural Climate Action Confidence Tracker in partnership with the World Business Council for Sustainable Development (WBCSD).



Measuring & Managing Our Environmental Impact

APCO Environmental Goals

- Measure our GHG emissions annually to track progress against a 2024 baseline year.
- Launch a company-wide environmental policy.
- Enhance our procurement processes to include a comprehensive Supplier Code of Conduct.
- Create an emissions reduction plan.



There are two primary ways we impact the environment: directly through our operations and indirectly through our client work. We have taken steps over the last two years to mitigate our direct impacts, while also developing a coordinated approach to advising clients on their climate strategies and impacts.

APCO is a professional services firm with a global network of leased office spaces. Given our footprint, we are working to reduce our environmental impact in the areas we can control. This starts with globalizing our approach to environmental matters including accounting for our global greenhouse gas (GHG) emissions and developing an environmental policy.

Within our operations, business travel and energy use from our office spaces are our largest environmental impacts. In 2023, we set up a new travel system that tracks carbon emissions from flights and trains. To further reduce our carbon footprint, APCO's updated travel policy now encourages the use of video conferencing over business travel. While we acknowledge that in-person meetings are sometimes essential for our work, this policy represents a notable shift from our pre-pandemic approach.

We aim to accurately account for emissions across Scopes 1, 2, and 3 so that we can set clear emissions reductions goals and further reduce our carbon footprint. To achieve this, we have spent the past year organizing internally and researching platforms and vendors that align with our business and goals. In 2024, we plan to contract an enterprise sustainability platform to centralize our

emissions data. This platform will enable us to collect data, coordinate across teams and reduce emissions by identifying opportunities for greater efficiency. We will also establish 2024 as our baseline year for emissions calculations.

Beyond our immediate operations, our policies mandate that APCO suppliers must uphold all local laws and regulations, including environmental requirements. Our in-progress Supplier Code of Conduct will encourage vendors and suppliers to assess their environmental impact and set relevant goals as well.

Once we establish a baseline for our Scope 1, 2 and 3 emissions in 2024, we will continue our momentum across our operations and supply chain.

LOCAL OFFICE INITIATIVES

Across our company, offices in each region have various practices to reduce waste, energy usage, water usage and transportation emissions. Most offices have separate cabins for paper, glass, plastic, metal, cardboard and general trash. Additionally, many offices use motion-detecting lights to conserve electricity when rooms are unoccupied. Through our efforts to digitally transform, we are actively reducing the number of printers and copiers across offices to minimize printed materials. To handle electronic waste responsibly, offices collaborate with e-recycling companies to securely destroy hard drives and recycle equipment whenever feasible.

Environmental Advisory Work

Maximizing impact is, and will always be, our main goal when working with clients on environmental issues.

We have continued to tailor our offerings to meet the growing demand for environmental responsibility services through our ESG and Climate & Biodiversity practices. APCO partners with clients to design, implement, measure and communicate their ESG journey so that it reflects their business, culture and ambitions. We also help our clients navigate an increasingly complex array of competitors, intermediaries, reporting agencies, platforms and partners. Through our Climate & Biodiversity practice, we empower organizations to take strategic, bold and impactful actions to decarbonize, protect nature and create new opportunities for sustainable growth. Our integrated approach combines strategic counsel and comprehensive offerings to help clients set and achieve their climate and biodiversity ambitions.

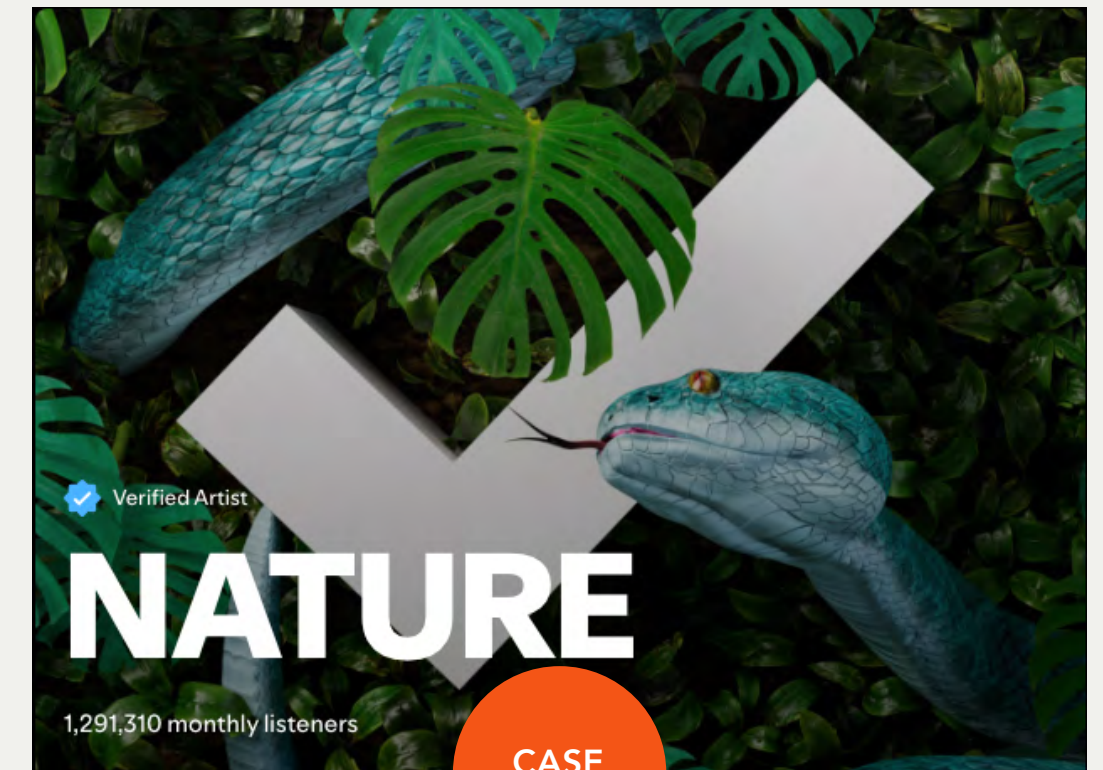


Launching APCO's Global Climate Action Confidence Tracker

In partnership with the World Business Council for Sustainable Development (WBCSD), APCO developed the Climate Action Confidence Tracker ahead of COP28, as the world prepared for the first-ever global stock take to assess progress in cutting emissions and mitigating global warming. APCO aimed to contribute to the global understanding of this complex issue by delving deeper into the perceptions surrounding climate change.

APCO sought to provide valuable insights to companies, governments and organizations committed to combating climate change and creating a positive impact. With more than 24,000 participants across 39 markets, the survey revealed that climate change is the biggest concern worldwide. However, while seven in 10 people agree on the importance of climate change, they struggle to identify who is taking action and leading the way.

APCO uncovered a critical opportunity for governments and corporations to reframe their communication about scaling climate actions. By focusing more on science-informed innovations, investments and solutions and being more inclusive of non-experts, they can effectively demonstrate their leadership and commitment to addressing the climate challenge. The findings highlighted that people view businesses as key players in addressing the climate challenge through scaling and innovating technology solutions.



Introducing Nature as an Artist on Spotify

In 2024, APCO was proud to be part of the official launch of Sounds Right, a global music initiative by Museum for the United Nations: UN Live. This initiative makes [Nature an official artist on Spotify](#), giving all royalties to vital conservation efforts around the globe. Nature has already gained more than 1.4M monthly listeners on Spotify.

Appendix



About this Report

APCO is pleased to present our second report focused on environmental, social and governance (ESG) information, prepared in line with the standards for professional and commercial services set by the Sustainability Accounting Standards Board (SASB). The actions taken in this report cover 2022-2023 and all data contained in this document relates to the calendar year January–December 2023 unless otherwise noted. A global, cross-functional team was responsible for developing this report, which was reviewed and approved by our executive chair and CEO.

Global Citizenship

As a participant to the UN Global Compact, APCO adheres to its 10 principles on human rights, labor, environment and anti-corruption. APCO’s UN Global Compact report, first published in 2011, illustrates how we embed these principles into the strategy, culture and day-to-day operations of the company. In July 2023, APCO submitted our 13th Communication on Progress for the UN Global Compact, confirming that as APCO continues our ESG reporting, we’re also continuing our decade-plus commitment to working both internally and with our clients to promote the 10 UN Global Compact Principles and the 17 UN Sustainable Development Goals (SDGs).

The United Nations warns that, “the scarring effects of the COVID-19 pandemic, escalating conflicts, geopolitical tensions, and growing climate chaos are hitting SDG progress hard.”²

Now is the time for committed, collective action to steer our world onto a more equitable, inclusive and sustainable path. APCO is committed to heeding the call of the UN Secretary-General António Guterres, who said the 2024 Sustainable Development Goals Report, “highlights the urgent need for stronger and more effective international cooperation to maximize progress starting now.”

Be it practicing citizenship and community engagement through pro bono services or spearheading industry best practices, APCO remains dedicated to breaking down barriers, challenging the status quo and advancing equality, firmly guided by the SDGs.



² [The-Sustainable-Development-Goals-Report-2024.pdf](#)

About APCO

APCO is a global advisory and advocacy firm helping leading corporations, foundations and governments navigate a complex world and create lasting impact.

Founded in 1984, with one woman’s vision and bold action, APCO has grown into an independent, majority women-owned firm of more than 1,200 employees with work spanning more than 80 markets around the world.

Headquartered in Washington, D.C., APCO is comprised of strategic advisers, consultants and creators, working together across borders and functions, to provide services and expertise on financial, competitive, political and societal issues.

APCO is a trusted partner to bold purpose-led leaders, lawmakers, government officials, NGOs, the media and other stakeholders in the health, energy, technology, transportation & infrastructure and food & consumer products sectors. For 40 years, the firm has provided advisory services in public affairs, crisis & reputation, impact, corporate reputation and more.

APCO is renowned for its ability to champion clients’ interests and permission to operate, build their reputation and strengthen their standing. APCO’s integrated approach and team of tenacious and empathic talent create connections and winning strategies that accelerate progress and deepen impact.

By bringing diverse people and ideas together, and working beyond traditional boundaries, APCO builds the un/common ground upon which progress is made.

Offices/Locations

APCO’s offices and presence in major business hubs [span the globe](#) in more than 30 locations, with work touching over 80 markets.



Mission, Values and Principles

Our [mission, values and operating principles](#) detail our commitment to operating responsibly, including acting with strong ethics and integrity, adhering to standards of good governance and financial stewardship, supporting our local communities and managing our environmental footprint.

Awards and Recognition

There is no greater reward than being recognized by industry peers for our creative and impactful collaboration with clients as they respond to society’s biggest and toughest challenges. We are thankful for the industry awards that APCO received throughout 2022 and 2023. Some examples include:

2022:

- PRovoke, 2022 Best Large Agency to Work For
- PRovoke, 2022 Top 5 Best Agencies to Work For, Asia-Pacific
- PRovoke, 2022 Top 5 Best EMEA Networks to Work For 2022
- PRWeek, Asia Best Places to Work 2022
- Forbes, World’s Best Management Consulting Firms 2022 List

- Forbes, America’s Best Management Consulting Firms 2022
- Washington Business Journal, Largest Women Owned Business in Greater D.C.
- PRNEWS, Agency Elite – Top 100, 2022

2023:

- PRovoke, 2023 Top 5 Best Agencies to Work For, North America
- PRovoke, Top 5 Best EMEA Networks to Work For 2023
- Forbes, World’s Best Management Consulting Firms 2023 List
- Forbes, America’s Best Management Consulting Firms 2023 List
- National Endowment for Democracy, Global Democracy Awards
- CFI.CO, Best Corporate Communication Advisory UK 2023
- Observer, PR Power List 2023
- PRNEWS, Agency Elite – Top 100, 2023

SASB Index

Table 1. Sustainability Disclosure Topics and Accounting Metrics

| Topic | Accounting Metric | Code | Response |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Data Security | Description of approach to identifying and addressing data security risks | SV-PS-230a.1 | APCO's global information security program has been implemented for the purpose of protecting and managing our confidential data, systems, knowledge and business processes, in conjunction with regulatory requirements. It is designed to provide protection to sensitive information through processes, controls and technologies that are subject to continuous review and improvement. The program is led by our chief information officer, who is a member of APCO's Global Executive Committee. |
| | Description of policies and practices relating to collection, usage and retention of customer information | SV-PS-230a.2 | Data privacy protection is a fundamental component of APCO's information security program. It places strategic importance on data protection obligations through adoption of principles and practices in accordance with the requirements of the EU General Data Protection Regulation and other applicable data protection and country-specific privacy laws. |
| | (1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII) and (3) number of customers affected | SV-PS-230a.3 | APCO does not currently disclose this information due to our commitments to both client and employee confidentiality. |
| Workforce Diversity & Engagement | Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees | SV-PS-330a.1 | APCO does not collect and track data to report on racial/ethnic group representation globally, but we do track and can report on data for North America (NA): (1) Executive management by gender: 46% women, 54% men, NA leadership by racial/ethnic group: 33% people of color, 67% white (2) All other employees globally by gender: 62.4% women, 37.5% men, 0.1% non-binary, All other NA employees by racial/ethnic group: 37% people of color, 63% white |
| | (1) Voluntary and (2) involuntary turnover rate for employees | SV-PS-330a.2 | (1) Voluntary: 12.5% (2) Involuntary: 5.5% |
| | Employee engagement as a percentage | SV-PS-330a.3 | Gallup total engagement score: 37% ³ |
| Professional Integrity | Description of approach to ensuring professional integrity | SV-PS-510a.1 | A commitment to conducting business at the highest level of ethics and integrity is derived from the core values that guide our business. Our board of directors and executive leadership oversee APCO's compliance practices, following reports and guidance from our general counsel. APCO's Anti-Corruption Policy requires that all APCO team members and any associated third parties strictly comply with all anti-bribery or anti-corruption laws, rules, ordinances or regulations in all jurisdictions in which APCO operates. Our general counsel is responsible for reviewing any questions or concerns regarding any contemplated gift, hospitality or entertainment expense. APCO's L&D team has a cloud-based, centralized portal to house the company's ethical, compliance and other training courses for employees worldwide. For more information, see Ethics and Compliance. |
| | Total amount of monetary losses as a result of legal proceedings associated with professional integrity | SV-PS-510a.2 | Total amount: \$0 |

Table 2. Activity Metrics

| Activity Metric | Code | Response |
|-------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of employees by: (1) full-time and part-time, (2) temporary and (3) contract | SV-PS-000.A | (1) Full-time employees: 1190 (2) Contract: Interns: 71 External consultants: 146 (3) APCO does not collect and track data to report on temporary employees |
| Employee hours worked; percentage billable | SV-PS-000.B | Employee hours worked: 2,299,732 Percentage billable: 42.2% |

³ Benchmarked against Gallup's 23% average engagement rate across employees worldwide