

Action Builds Community

Executive Summary

2022



Table of Contents

<u>03</u>	Introduction
<u>05</u>	Letter from Richard
<u>06</u>	Letter from John
<u>07</u>	FY22 Highlights
<u>08</u>	Progress Against Goals
<u>11</u>	New Goals
<u>16</u>	Looking Ahead
<u>17</u>	GRI Index
<u>35</u>	GRI Appendices
<u>47</u>	TCFD Index
<u>49</u>	WEF Index

About Edelman

Edelman is a global, family-run and independent communications firm founded in 1952 by Dan Edelman. Through our 6,000+ employees in over 60 offices, we deliver communications strategies to businesses and organizations that enhance their products, services and reputations. Our four core values describe us as a responsible global citizen: the relentless pursuit of excellence, the freedom to be constantly curious, the courage to do the right thing, and the commitment to positively impact society.





About this report

Action Builds Community describes the accelerated pace at which we continued to pursue our 12-year-old global citizenship program that strives to advance the communities where we live and work and the broader society. Through this report, we illuminate our commitment to honesty and transparency that foster trust; diversity and inclusion that ensure equality for all; and best practices in all areas of our business that ensure our activities align with all with whom we interact. Unless otherwise noted, all actions took place within fiscal year 2022.



A Letter from Richard



Richard Edelman
CEO

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

Our deep expertise about Trust increasingly underscores the expectation for business and brands to exercise their power to make societal change. The evolution from Business in Society to Society in Business means that as the most trusted institution, action is expected and required by business to earn trust. Action that drives impact. Action that builds community.

Our role in working alongside our clients to make a difference in addressing societal issues, is work we too must deliver. In a year fraught with turmoil – from war to gun violence to threats on equality – we have a responsibility to step up for our employees and communities. We're leading with action, not words, to support the needs of these challenging times.

When it comes to climate change, which we believe to be the biggest crisis facing society, this year we have:

- ▶ incorporated our climate principles into our client acceptance process, focusing on clients in emissions-intensive industries;
- ▶ decided not to pursue certain new opportunities, discontinued work with some clients, and applied specific parameters for ongoing follow-up and review on some assignments;
- ▶ created an Independent Council of Climate Experts (ICCE) from around the world to bolster our expertise, advance the firm's climate strategies and practices,

and support work to shape global climate communications for the next decade;

- ▶ established a DJE Board Climate and Sustainability Committee to review our reporting and ensure accountability;
- ▶ launched our all-staff Climate & Communications Training in collaboration with Columbia University's Climate School, and The Trusted Transition framework, a practical guide that outlines credible high-ambition climate actions and high-trust climate communications principles, in line with Paris Agreement goals, developed with Systemiq;
- ▶ launched a major sustainability communications study with NYU Stern, to identify best practices for consumer sustainability messaging;
- ▶ and our near-term emissions-reduction target, in line with a 1.5°C trajectory, has been approved and validated by the Science Based Targets initiative (SBTi).

As Russia invaded Ukraine earlier this year, we matched employee donations to the International Rescue Committee and Save the Children to support those impacted by the war, and with the continued devastation of gun violence in the U.S., we are donating our services to Project Unloaded to drive awareness among Gen Z that guns make us less safe. With all that's transpired over the last year, the safety and wellbeing of Edelman

employees is our first priority. When news spread of the U.S. Supreme Court's consideration of overturning *Roe v. Wade*, we introduced a benefit for employees in our health plan who need to travel within the U.S. to receive covered medical services, including abortion and gender-affirming care to ensure access to the healthcare they need.

We are also bringing the power of Edelman's work in trust to bear with our clients. From our Edelman Trust Barometer Special Report: Trust and Climate where we've found that Business lags badly on sustainability, to the Edelman Trust Barometer Special Report: Trust and Health where politics and a lack of faith in government leaves the healthcare industry in a downward trust spiral – we counsel our clients on strategies that deliver impact in advancing climate action, education that addresses vaccine hesitancy and vaccine access in vulnerable communities.

As we move forward in our 70th year, we will continue the vital role we play to drive meaningful impact as a firm, as communications advisors and as an Edelman family. The shift for business to lead is here to stay.

Richard Edelman

A Letter from John



John Edelman
Managing Director
Global Engagement
Corporate Responsibility

John, who has led Edelman's global citizenship program since its inception in 2010, was named to Crain's Chicago Business's inaugural roster of Notable Leaders in Sustainability. Honoring them, the publication said the executives "lead their organizations' efforts to keep climate change in check" and "their work – fingers crossed – will help make Earth a livable place for generations to come."

If ever we needed a community, the challenging events of the past few years – the pandemic, racial equity, gun violence and severe climate occurrences, from wildfires and flooding to hurricanes and severe heat – signal we require it now.

Reflecting that essential necessity, Edelman took decisive actions this past fiscal year on several environmental, social and governance fronts that delivered or promise positive and sustained impacts on our internal and broader external communities. We're proud of this energetic push, which dictated the theme of this report: Action Builds Community.

In common parlance, community denotes a unified body of people. But the word has several dimensions and aspects – just as citizenship and sustainability do. Webster's Dictionary illuminates how our initiatives apply to each particular community.

Community, for example, encompasses "a feeling of fellowship with others" who share common and professional interests. Broadly, that's our Edelman family of over 6,000 employees scattered in over 60 offices worldwide. In FY22, we took several diversity, equity and inclusion actions, including holding a DEI Week of Belonging, accelerating unconscious bias training, and adding two Employee Resource Groups –

DCN (Disability, Chronic Illness, Neurodivergence) to center disability inclusion at Edelman and Uplift to provide programming for religious and spiritual tolerance and our interfaith communities.

In addition, to support the wellbeing of our colleagues we closed all Edelman offices globally in recognition of World Mental Health Day and introduced a LiveWell Live speaker series to promote the global conversation around wellbeing.

Relating to climate initiatives, we held several global Earth Week activities. Edelman established a board-level committee on climate, committed to establishing near-term and long-term science-based net-zero carbon targets, and began investing in mandatory climate education training.

Community also denotes the "particular area or place" where we work and live. This past year, Edelman continued to help communities. We awarded 33 community grants totaling \$81,500 to organizations chosen by our employees. Our employees also gave donations matched by the Edelman family foundation to aid Ukraine, the International Rescue Committee, and the Red Cross as it assisted during several crises worldwide. Employees also continued to volunteer in their communities, aided by Edelman's eight hours of paid community service, and to contribute to pro bono assignments.

And, community is how we live our shared values, especially the commitment to positively impact society, through our citizenship program and mission.







FY22 was a year of action that successfully built community. Looking forward, we plan to continue taking action to build a better world.

John Edelman






FY22 Highlights

People	Clients	Community	World
Appointed Global Chief People Officer	At the request of our clients, Edelman completed the EcoVadis assessment and received a silver rating, placing Edelman among the top 11% of companies	\$81,500 to 33 non-profit organizations	The SBTi has approved Edelman's near-term science-based emissions reduction target.
Increased global engagement score by 7% (0.5 points) since 2019. The global score as of April 2022 is 7.6.	Received second B (Management Level) rating on the CDP climate change assessment, a disclosure we complete at the behest of our clients	21,705 hours of community engagement	Appointed Director Global Procurement Strategy who oversees responsible procurement and supplier diversity
Hosted Unconscious Bias training to over 1000 employees across the globe		86% of pro bono projects delivered against priority sustainable development goals	Expanded GHG reporting capabilities to include scopes 1 and 2 and relevant scope 3 categories




Progress Against 2021 Goals

	GOALS	STATUS	UPDATE
1	Improve Edelman's health and well-being Peakon score by 10% by 2025.		In FY22, Edelman's Peakon score increased by 0.2 from 7.1 to 7.3 which is 3%.
2	Endeavor to increase racial and ethnic workforce diversity in the U.S. (beyond the achieved 30% commitment).		Edelman achieved our 30% racial/ethnic workplace diversity goal as of Sept. 1, 2021 ahead of our 2022 projection. As of Sept. 1, 2022, we're at 31.2% in the US.
3	Implement Unconscious Bias training across the network as mandatory training.		In FY22, Edelman hosted Unconscious Bias training to over 1000 employees across the globe. Edelman has updated this goal to expand Unconscious Bias training and offer inclusive leadership and other new trainings in 2023.
4	Explore aligning executive pay and bonuses to the achievement of DEI goals/KPIs by 2023.		Edelman has updated the language of this goal for accuracy. Edelman will explore aligning executive compensation to the achievement of DEI goals/KPIs by 2024.
5	Endeavor to increase racial and ethnic workforce diversity within senior leadership by 2024.		We have adjusted this goal to focus on senior leadership in levels 5+. We will continue working to increase.
6	Endeavor to maintain at least 50 percent representation of women in global leadership roles.		Edelman achieved 50:50 gender parity globally at the senior leadership level in July 2020. As of Sept. 1, 2022, 54.2% of our global leadership were women.

Progress Against 2021 Goals

	GOALS	STATUS	UPDATE
7	Set a net-zero target in line with the Science Based Targets initiative Business Ambition for 1.5° Celsius		Edelman began working to set our near-term and net-zero science-based targets in 2021, and we are making progress to achieve this goal. The SBTi has approved Edelman's near-term science-based emissions reduction target. We will be determining our net-zero target in FY23.
8	Reduce scopes 1, 2, and 3 emissions by 15% by 2025.		We are working to reduce scopes 1, 2, and 3 emissions by 2025. Scopes 1, 2, and 3 grew by 20% in 2022 due to business growth.
9	Incorporate sustainability into the selection criteria for business partners in priority spending categories by 2022 in the U.S. and 2025 in offices worldwide.		Edelman has not yet incorporated sustainability into the selection process for any business partners. However, we are still committed to sourcing sustainably and have made changes in the past year that will help us achieve this goal in the future, such as appointing the company's first ever Director Global Procurement Strategy .
10	Achieve at least 15% spend with diverse suppliers in the U.S. by the end of 2024.		Edelman achieved a 6.2% spend with diverse suppliers in the U.S. in FY22. We are adjusting the goal to complete by 2025.
11	Determine our global waste footprint, including total amount and diversion rate, by working with regional and local leads to conduct waste audits across our network to help us set goals for reducing and achieve a 50% diversion rate by 2025.		33% of Edelman's offices that conducted waste audits achieved a 50%+ diversion rate.

Progress Against 2021 Goals

	GOALS	STATUS	UPDATE
12	Eliminate single-use non-PET plastics from all offices by the end of 2024		By the end of FY22, 82% of offices have eliminated single-use non-PET plastic.
13	Align Edelman business practices and citizenship programs to the Sustainable Development Goals and present a 2030 strategy by 2022.		Edelman's "Roadmap to 2030" demonstrates our strategy to align some business practices and citizenship programming to the Sustainable Development Goals. Going forward, we will refocus this goal to align our goals to relevant Sustainable Development Goals.
14	Deliver 50% of pro bono projects against the priority Sustainable Development Goals identified by Edelman employees by 2024. The priority Sustainable Development goals identified by employees are Quality Education, Good Health and Well-Being, Gender Equality, Reduced Inequalities, and Climate Action		In FY22, Edelman delivered 86% of our pro bono projects against our priority Sustainable Development Goals and exceeded our goal. We have adjusted this goal to achieve 80% of projects against our priority SDGs by 2024.

FY2022 Goals



Set a net-zero target in line with Science-Based Targets initiative Business Ambition for 1.5° Celsius by May 2023.



Eliminate single-use non-PET plastics from all offices by the end of 2024.



Establish DEI goals/KPIs for senior leaders by 2024.



Maintain at least 50 percent representation of women in senior leadership (level 5+) roles.



Edelman commits to reduce absolute Scope 1 & 2 GHG emissions 80% by CY2030 from a CY2019 baseline.



Provide climate training to the network and achieve 85% completion rate by end of 2022.



Achieve at least 15 percent addressable spend with diverse suppliers in the U.S. by the end of 2025.



Increase racial and ethnic workforce diversity within senior leadership (level 5+).



Edelman also commits to reduce absolute Scope 3 emissions 55% by CY2030 from a CY2019 baseline.



Incorporate climate operating principles into client engagements.



Work to maintain and increase racial and ethnic workforce diversity in the U.S. (beyond the previously achieved 30% goal).



Expand the Unconscious Bias training as a mandatory training across all levels of the company and offer new DEI-focused training in 2023.



Determine our global waste footprint, including total amount and diversion rate, by working with regional and local leads to conduct waste audits across our network to help us set goals for reducing and achieving a 50 percent diversion rate by 2025.



Incorporate sustainability into the selection criteria for business partners in priority spending categories by 2022 in the U.S. and 2025 in offices worldwide.



Improve Edelman's health and well-being Peakon score by 10 percent by 2025.



Deliver 80 percent of pro bono projects against the priority Sustainable Development Goals identified by Edelman employees by 2024. The priority Sustainable Development goals identified by employees are Quality Education, Good Health and Well-Being, Gender Equality, Reduced Inequalities, and Climate Action.

People

With our people-first mindset, we strive to ensure we earn the trust of our colleagues by operating with consistency and transparency, while leading as strategic partners to make decisions with a business and data-driven mindset.

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Clients

As Trust in employers and CEOs continued to grow during the COVID-19 pandemic, our clients further entrusted us to help them actively address very real societal and environmental challenges, and to place them in a position to fix problems while creating opportunities for profit and growth. We developed additional programs, special Trust reports, and practices. A growing number of clients and brands looked to us to help them develop and communicate purpose campaigns that make a difference locally and globally.

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Community

The pandemic and societal challenges continued to further our Edelman value – The Commitment to Positively Impact Society – and to generate constructive change and support where we work and live. We elevated this commitment through our pro bono and volunteer initiatives, our investments in global Community Investment Grants, and the desire of our 6,000 employees to build inclusive and sustainable communities. We demonstrated that **Action Builds Community**.

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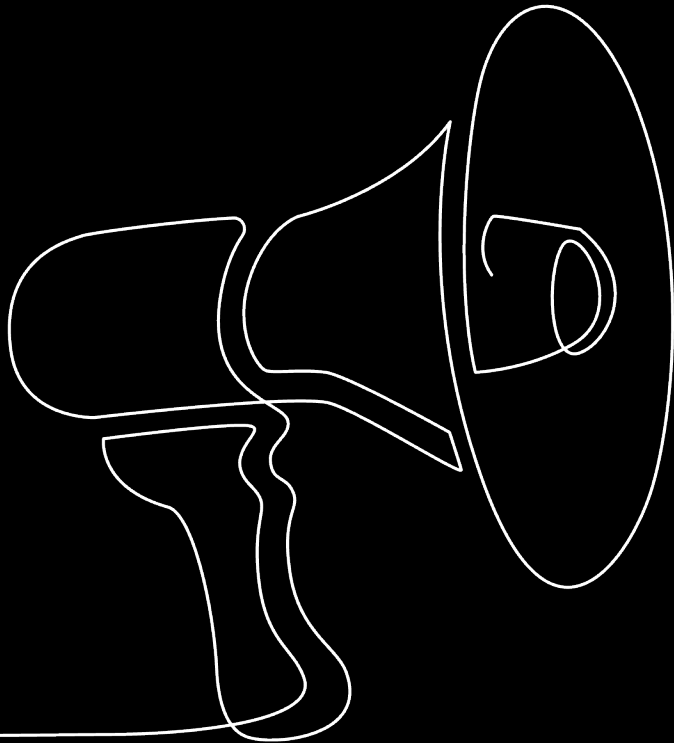
World

We intend to become the agency of choice for any institution committed to climate action because we view climate change as society's biggest crisis that requires urgent action. Determined to walk the talk, we created a "Trusted Transition" that guides us and our genuinely committed clients to action and transformation built on a foundation of trusted communications.

We are embracing operating principles and setting credible near- and long-term net-zero ambition and goals, and we have asked 41 of our suppliers to submit their climate-related information to CDP. We are taking meaningful action to meet those ambitions, including ensuring our client work is consistent with our climate ambitions and values and our communications with employees, clients, communities and other stakeholders is honest and transparent.

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Looking Ahead



FY22 was a year of unprecedented citizenship-related action at Edelman that strengthened community. We have more to do as we continue to embrace a growing roster of imperative objectives that not long ago were merely optional activities.

Expect initiatives ahead that impact each of our pillars – People, Clients, Community, and World. Our report this year signals many areas where further progress is needed and promised, and we will continue to develop actions that impact each of these pillars.

Of course, this pursuit acknowledges our Edelman values: The courage to do the right thing and the commitment to positively impact society. We look forward to pursuing this action-packed path ahead.

GRI Index

GRI 1: Foundation (2021)

Statement of use

Daniel J. Edelman Holdings, Inc. ("DJEH within this document, limited to the scope described in 2-2) has reported the information cited in this GRI content index for the period July 1, 2021 through June 30, 2022, unless otherwise noted, with reference to the GRI Standards.

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
GRI 2: General Disclosures 2021	2-1 Organizational details	<p>DJEH is an independent, family-run company with co-headquarters in Chicago and New York. DJEH has more than 60 offices around the globe.</p> <p>Edelman operates in Canada, the United States, Colombia, Argentina, Mexico, Brazil, the Middle East, Amsterdam, Spain, Germany, Denmark, Ireland, South Africa, the United Kingdom, Italy, Kenya, France, India, China, Malaysia, Vietnam, Indonesia, Australia, South Korea, Singapore, Taiwan, and Japan. Edelman also has affiliates in Latin America, EMEA, and APAC regions.</p>	
	2-2 Entities included in the organization's sustainability reporting	This report is about Edelman and the follow speciality firms within DJEH This report excludes information about Zeno Group. Zeno Group is a separate legal entity and has its own comprehensive approach to corporate citizenship.	
	2-3 Reporting period, frequency and contact point	<p>Reporting period: July 1, 2021 - June 30, 2022</p> <p>Publication date: November 2022</p> <p>Frequency: Annual</p> <p>Contact: Citizenship@edelman.com</p>	
	2-4 Restatements of information	DJEH is restating greenhouse gas emissions for 2019 and 2020 in this report. The company recalculated emissions for those years as part of the science-based target setting process using updated methodologies and included more emissions categories in the analysis. The restated greenhouse gas emissions for 2019 and 2020 are higher than what was stated previously. This is due to the addition of emissions categories during the recalculation.	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
GRI 2: General Disclosures 2021	2-5 External assurance	<p>We engage with experienced and respected third parties to assure and verify our sustainability reporting. Authorization for these engagements, and approval of the providers we select, comes from the Global Citizenship Team, led by the Managing Director of Global Engagement and Corporate Responsibility (MDGECR), who serves as the company's Chief Sustainability Officer and sits on the Board, which is our highest governance body.</p> <p>For this report, we engaged Star Signal Partners to provide an independent limited level of assurance of the FY 2021-22 Citizenship Report of Daniel J Edelman Holdings (DJEH) to the GRI Standards. See p. 54 for the assurance statement. External assurance to the GRI Standards increases stakeholders' confidence in how DJEH has applied the GRI disclosure principles and requirements. In addition, subjecting the entire sustainability report to assurance, results in enhanced internal processes, controls and governance with respect to sustainability.</p>	
	2-6 Activities, value chain and other business relationships	<p>Please visit https://www.edelman.com/expertise.</p> <p>Our supply chain consists of many elements, including but not limited to media services, consultants, and equipment manufacturers. There are no significant changes from the previous reporting period.</p>	
	2-7 Employees	<p>Total Employees: 7,141, Gender: Male – 29.3%, Female – 70.5%, Unidentified – 0.2% / Total number of permanent employees by region: APAC: 1,216, Canada: 250, EMEA: 1,404, LATAM: 541, US: 3,133</p> <p>Total number of temporary employees by region: APAC: 162, Canada: 6, EMEA: 92, LATAM: 22, US: 315</p> <p>These numbers are reported in head count and at the end of the reporting period. This information was pulled using our HRIS system.</p>	Due to DJEH's practices regarding employee confidentiality, we do not share breakdowns by gender, region, or headcount fluctuation
	2-8 Workers who are not employees	Due to DJEH's practices regarding employee confidentiality, we do not share this information.	See 2-8 location.
	2-9 Governance structure and composition	In addition to DJEH's board of directors, the firm is managed by a Governance Committee that oversees the execution of the firm's strategy. This group also enlists the support of individuals who serve in a variety of capacities via the Operations Committee. Members of these committees are responsible for Edelman's citizenship performance in a variety of ways. Each region operates under the leadership of its own President and Chief Financial Officer. Managing Directors oversee strategy, service and operations in over 60 cities around the world. For more information, please visit www.edelman.com/people or search for Edelman's CDP response at www.cdp.net/en .	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
	2-10 Nomination and selection of the highest governance body	<p>The highest governance body at Edelman is the Board of Directors. Views of three key stakeholder groups are represented by the Edelman board. The first group is comprised of outside directors, the second group consists of Edelman management, and the third group are members of the Edelman family. A thorough vetting process has been established to interview, assess, and ensure best fit of any board members for Edelman.</p> <p>In terms of nominating and selecting members of the Edelman board, the following criteria are considered:</p> <ul style="list-style-type: none"> • Global diversity to reflect the geographic diversity of Edelman • Diversity of talent to reflect our structure: HR, Finance, Operations, and Client/Industry • Individuals with direct experience within the industry • Individuals with company and Edelman historical context 	
	2-11 Chair of the highest governance body	The chair of our Board is our global Chief Executive Officer and President. He determines our operational and strategic priorities and leads discussions undertaken by the Board.	
	2-12 Role of the highest governance body in overseeing the management of impacts	<p>DJEH's board of directors, our highest governance body, in conjunction with the Executive Committee, Operations Committee, and Global Citizenship Team, oversees the firm's sustainability goals and strategy. The Global Citizenship Team, led by the Managing Director of Global Engagement and Corporate Responsibility (MDGECR), who sits on the Board and serves as the company's Chief Sustainability Officer, develops goals, strategies, and policies to make positive societal impact and further DJEH's strategic sustainability and citizenship priorities. The Board is responsible for the review and approval of all goals and strategic initiatives both regional and global, as well as reviewing updates to policies and practices, such as the business air travel, environmental, and sustainable procurement policies and guidelines. For more information, please visit www.edelman.com/people or search for DJEH's CDP response at www.cdp.net/en.</p>	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
	2-13 Delegation of responsibility for managing impacts	Please see the answer for 2-12 above. The Executive and Operations Committees, subject to the limits of authority delegated to them by the Board, are responsible for the execution of the firm's goals, strategies, and policies. These committees are comprised of board members and senior leaders across various functional and geographic areas. Members of these committees are responsible for DJEH's citizenship performance in a variety of ways, including the implementation of strategies and policies in support of the goals in each region (DJEH is actively operating in more than 60 cities with upwards of 6,000 employees around the world), which operates under the leadership of its own President and Chief Financial Officer. The Global Citizenship team also shares information and updates with employees at all offices through the Local Citizenship Network and Citizenship Advisory Board each month. The MDGECD reports bi-annually to the Board on sustainability related issues. The Board reviews the MDGECD's and the committees' reports and materiality analysis, including a review against the goals and the benchmarks of other similar professional services firms to evaluate the effectiveness and impact of the strategies and policies.	
	2-14 Role of the highest governance body in sustainability reporting	Prior to the publishing of the DJEH Global Citizenship Report or Update, the MDGECD presents this report, a comprehensive evaluation of the firm's progress against the goals, and the results of the materiality analysis, to the Board for approval.	
	2-15 Conflicts of interest	DJEH has established a full time Compliance and Ethics Program ("CEP") that evaluates compliance and ethical risks, including conflict of interest risks, so as to ensure that DJEH's operating policies and procedures have been designed and implemented appropriately to mitigate those risks. It also assists management in designing and implementing action plans to continually strengthen our control procedures. Our compliance office includes a Global Ethics and Compliance Officer, three regional compliance directors, and a compliance coordinator.	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
	2-16 Communication of critical concerns	In 2021, Daniel J. Edelman Holdings (DJEH) conducted its annual global employee survey and materiality assessment. DJEH conducts an in-depth materiality assessment every two years; the prior assessment was completed in 2019 and a condensed version in 2022 (see page 35) . To ensure our citizenship strategy aligns with and prioritizes the issues that have the most impact on the economy, environment, and society, as well as those that most effect our stakeholders. View our 2021 materiality assessment here (page 78).	
	2-17 Collective knowledge of the highest governance body	In addition to the Board's review of the materiality assessment, the Board, through the Chief Sustainability Officer and others, learns of potential risks and opportunities from a variety of sources, including internal stakeholders, local and global peer groups, industry experts, climate experts, and other stakeholders around the globe. This includes connecting with local and global peer CSR communities such as the Boston College Professional Services Sustainability Roundtable and through a partnership with EcoVadis. Through our involvement in these groups, DJEH gains and shares knowledge and assesses that along with others who are working towards similar goals.	
	2-18 Evaluation of the performance of the highest governance body	See also the answer to 2-16 above. The Board, along with the Executive and Operations Committees, assess the performance of the Board with respect to management oversight on these topics on an annual basis. This evaluation is performed by reviewing the results of the materiality analysis as well as feedback from internal and external stakeholders, and the results of the global citizenship survey and an employee engagement survey, against DJEH's developed goals. Assessments are reviewed with the Board and other senior leadership to develop a remediation plan, as appropriate.	
	2-19 Remuneration policies	Due to DJEH's practices regarding employee confidentiality, we do not share this information.	See 2-19 location.
	2-20 Process to determine remuneration	Due to DJEH's practices regarding employee confidentiality, we do not share this information.	See 2-20 location.

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
	2-21 Annual total compensation ratio	Due to DJEH's practices regarding employee confidentiality, we do not share this information.	See 2-21 location.
	2-22 Statement on sustainable development strategy	Please see Letter from Richard Edelman .	
	2-23 Policy commitments	DJEH supports the precautionary approach as described in the United Nations Rio Declaration, but, as a professional services firm, its application is not significant to our business. To view DJEH's policies, please click here .	
	2-24 Embedding policy commitments	Individuals may raise concerns about the organization's business conduct by either contacting the Global Compliance and Ethics Officer directly or anonymously via the Listen Line. All employees are also trained on our Code of Conduct and receive a certification once complete. Every employee must sign an acknowledgement form to confirm their understanding and commitment to comply with DJEH Code of Conduct . This form is to be maintained in employee's personnel file.	
	2-25 Processes to remediate negative impacts	Please see Appendix A, Materiality & Management Approach sections. Additionally, DJEH has a full-time compliance and ethics department, led by our Global Compliance Officer and supported by Regional Directors of Compliance and Internal Audit in each of our regions. At the core of our program is the DJEH Code of Conduct which, together with the companion Day-to-Day Situation Guide, outlines the responsibilities that we have to one another, to our clients and stakeholders, and to the firm and our industry. The company's Listen Line provides employees with a confidential and, where desired, anonymous means of reporting compliance or ethics concerns. The firm's Compliance Team, and where appropriate the Legal Team, is responsible for overseeing the investigation and resolution of compliance allegations or incidents, whether identified by the Listen Line or through other communications.	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	EXTERNAL ASSURANCE
	2-26 Mechanisms for seeking advice and raising concerns	. Individuals may raise concerns about the organization's business conduct by either contacting the Global Compliance and Ethics Officer directly or anonymously via the Listen Line. Our Code of Conduct and Situation Guide are also available to employees.	
	2-27 Compliance with laws and regulations	There have been no significant instances of non-compliance with laws and regulations during the reporting period. There have been no fines for instances of non-compliance with laws and regulations that were paid during the reporting period.	
	2-28 Membership associations	<p>Boston College Center for Corporate Citizenship</p> <p>Chicago Minority Supplier Development Council</p> <p>International Women's Forum</p> <p>National Gay & Lesbian Chamber of Commerce</p> <p>NSF International - Member of Joint Committee for NSF 391.1</p> <p>Social and Human Capital Coalition</p> <p>Student Veterans of America</p> <p>Sustainable Purchasing Leadership Council (SPLC)</p> <p>U.S. Chamber of Commerce Foundation: Veteran Employment Advisory Council (VEAC) and</p> <p>Military Spouse Employment Advisory Council (MSEAC)</p> <p>WEF Partnering Against Corruption Initiative</p> <p>Women's Business Development Council</p> <p>World Business Council for Sustainable Development</p>	
	2-29 Approach to stakeholder engagement	See Appendix A, p. 37 .	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
	2-30 Collective bargaining agreements	The percentage of DJEH employees covered by collective bargaining is zero – 0%. In the United States, DJEH has not had any labor union organizing activity at our offices, nor do we have employees who are covered by collective bargaining agreements. Outside the United States, some DJEH offices do have employee-led Works Councils or may have employees covered by trade unions. At these locations, DJEH management teams and the employees collaborate and cooperate, as applicable, on labor relations.	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See page 35 .	
	3-2 List of material topics	See page 35 .	
	3-3 Management of material topics	See page 36-39 .	
Material Topic: Diversity, Equity, and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and DEI location 3-3
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	DJEH as a whole: Gender: Male – 29.3%, Female – 70.5%, Unidentified – 0.2% Age Group: Under 30 years old – 38.4%, 30-50 years old – 55.0%, over 50 years old – 6.6% As of June 2022, DJEH reported diversity demographic data by race & ethnicity overall in the United States: 8.7% Asian, 8.4% Black/African American, 10.4% Hispanic/Latinx, .04% Native American, .1% Pacific Islander, 3.5% 2+ Races, 68.7% White. The total underrepresented groups in the US is 31.2% DJEH's Operating Committee: Gender: Male – 50%, Female – 50% Age Group: Under 30 years old – 0%, 30-50 years old – 57.1%, over 50 years old – 42.9%	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
Material Topic: Business Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and Business Ethics location 3-3
	201-2 Financial implications and other risks and opportunities due to climate change	<p>DJEH reports financial implications and specific risks and opportunities as part of our annual CDP response, including risks and opportunities posed by climate change with the potential to substantively impact our operations, revenues, and expenditures, including those:</p> <ul style="list-style-type: none"> -driven by changes in current and emerging regulation -driven by physical and chronic impacts -driven by changes in other climate-related developments (Legal, Market, Reputation) <p>We also include the potential financial implications associated with those risks and opportunities where that data is available, potential methods to manage identified risks and opportunities, and costs to implement those management techniques.</p> <p>Our CDP response is made public for all stakeholders to view and can be found in the “Search and view company and city responses” section at www.cdp.net/en</p>	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	EXTERNAL ASSURANCE
	201-3 Defined benefit plan obligations and other retirement plans	<p>DJEH provides U.S. employees with a diversified 401(k) (defined contribution) plan with company matching contributions to save for retirement.</p> <p>The company match contributions begin after one year of employment and is vesting in increments of 33.3% over a three-year period.</p> <p>1 year of employment = 33% match</p> <p>2 years of employment = 66% match</p> <p>3 years of employment and beyond = 100% match</p> <p>Employees can contribute up to 100% of pay with either pre- or post-tax contributions up to the IRS allowed contribution maximum.</p> <p>The company provides 60 cents for every dollar an employee contributes up to the first 5% of total compensation.</p> <p>Newly hired U.S. employees are automatically enrolled in the 401(k) plan after completing three months of employment. The plan has a 95% participation rate.</p>	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	DJEH monitors and reviews 100% of its operations for corruption risks on an ongoing basis with risks being assessed both as part of normal business activities and as part of its strategic positioning. Corruption risk assessment is also central to the overall compliance program managed at a global level and considers corruption risk from a geographical, regulatory, and operational lens for all operations. In addition, DJEH operates a risk-based Internal Audit Program which provides independent assurance on the effectiveness of the processes put in place by management to manage its risks. No significant risks related to corruption were identified through the latest compliance risk assessment or the latest Internal Audit Program. 100% of business partners have reviewed our anti-corruption <u>policies</u> .	
	205-2 Communication and training about anti-corruption policies and procedures	DJEH has a formally documented Worldwide Anti-Corruption Policy available to all employees on a global intranet site and all employees are required to complete an anti-corruption e-learning course. Third party-related anti-corruption risk is addressed via contractual provisions, our Code of Ethics for Suppliers and Service Providers, and due diligence procedures as appropriate. 83% of employees worldwide have completed the anti-corruption training for FY22.	Due to DJEH's practices regarding business partner confidentiality, we do not share our communications processes.

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	EXTERNAL ASSURANCE
	205-3 Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption or public legal cases brought against the organization or its employees.	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There have been no legal actions pending or completed where DJEH has been accused of anti-competitive behavior, or anti-trust or monopoly violations.	
Material Topic: Climate Action			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and Climate Action 3-3.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<p>For information on standards, methodologies, assumptions and/or calculation tools used, as well as the source of conversion factors used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 40.</p> <p>For information on total consumption within DJEH from non-renewable sources, total electricity consumption and total energy consumption, see Appendix C: Environmental Performance Data Table, p. 47.</p> <p>Information related to heating and cooling consumption are included in fuel and electricity consumption.</p> <p>Information related to fuel consumption within DJEH from renewable sources and steam consumption is not applicable.</p> <p>No electricity, heating, cooling, or steam energy was sold in FY22.</p> <p>All environmental data is one year behind the current report cycle. This is due to historic reporting periods and the need for a complete data cycle</p>	While this is DJEH's FY22 report, all environmental data is from CY21 as indicated in Appendix C.

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
	302-3 Energy intensity	See Appendix C: Environmental Performance Data Table, p. 47 .	Types of energy included in the Energy Intensity ratio are Electricity, Natural Gas, Diesel Fuel and Petrol and uses energy consumption within the organization, only.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<p>For information on gross direct (scope 1) GHG emissions, see Appendix C: Environmental Performance Data Table, p. 46.</p> <p>For information on gases included in the calculation, base year for the calculation (including rationale, emissions, and any changes in the calculation), source of emission factors and global warming potential (GWP) rates used, consolidation approach for emissions and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 41, and please visit Edelman's CDP response at www.cdp.net/en.</p> <p>There were no biogenic emissions in FY22.</p>	While this is DJEH's FY22 report, all environmental data is from CY21 as indicated in Appendix C.
GRI 302: Energy 2016	305-2 Energy indirect (Scope 2) GHG Emissions	<p>For information on gross location-based energy indirect (scope 2) GHG emissions and gross market-based energy indirect (scope 2) GHG emissions, see Appendix C: Environmental Performance Data Table, p. 46.</p> <p>For information on gases included in the calculation, base year for the calculation (including rationale for choosing it, emissions, and any changes to the calculation), source of emission factors and global warming potential (GWP) rates used, consolidation approach for emissions and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 41, and please visit Edelman's CDP response at www.cdp.net/en.</p>	While this is DJEH's FY22 report, all environmental data is from CY21 as indicated in Appendix C.

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
GRI 302: Energy 2016	305-3 Other indirect (Scope 3) GHG emissions	<p>For information on gross other indirect (scope 3) GHG emissions and other indirect (scope 3) GHG emissions categories and activities included in the calculation, see Appendix C: Environmental Performance Data Table, p. 45.</p> <p>For information on gases included in the calculation, base year for the calculation (including rationale for choosing, emissions, and any changes to the calculation), source of emission factors and global warming potential (GWP) rates used and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 40. There were no biogenic emissions in FY22.</p>	While this is DJEH's FY22 report, all environmental data is from CY21 as indicated in Appendix C.
	305-4 GHG emissions intensity	<p>For information on GHG emissions reduced as a direct result of reduction initiatives and scopes in which reductions took place (scope 1, 2, and selected 3 emissions), see Appendix C: Environmental Performance Data Table, p. 46.</p> <p>For information on gases included in the calculation, baseline and rationale, and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics p. 40 , and please visit Edelman's CDP response at www.cdp.net/en.</p>	While this is DJEH's FY22 report, all environmental data is from CY21 as indicated in Appendix C.
	305-5 Reduction of GHG Emissions	<p>For information on GHG emissions reduced as a direct result of reduction initiatives and scopes in which reductions took place (scope 1, 2, and selected 3 emissions), see Appendix C: Environmental Performance Data Table, p. 46.</p> <p>For information on gases included in the calculation, baseline and rationale, and standards, methodologies, assumptions, and/or calculation tools used, see Appendix B: GHG Emissions Reporting Methodology and Environmental Metrics, p. 40, and please visit Edelman's CDP response at www.cdp.net/en.</p>	While this is DJEH's FY22 report, all environmental data is from CY21 as indicated in Appendix C.

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
Material Topic: Data Privacy & Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and Data Privacy & Security Location 3-3
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Organization has neither discovered nor received reports of any material incidents or substantiated complaints concerning leak, theft, or losses of customer data.	
Material Topic: Human Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and Human Rights Location 3-3
Material Topic: Sustainable Procurement			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and Sustainable Procurement Location 3-3
GRI 308 Supplier Environmental Assessment (2016)	308-1 New suppliers that were screen using environmental criteria	100 percent of new suppliers in the United States and Canada were screen using environmental criteria questions through our vendor management system. Suppliers not serving the United States or Canada markets were not screened.	
	308-2 Negative environmental impacts in the supply chain and actions taken	<p>84 suppliers have been assessed for environmental impacts using a third-party assessment service. Of those 84 suppliers, 11 were identified as having a significant actual or potential negative environmental impacts.</p> <p>Actual or potential negative environmental impacts identified by third-party stem from lack of disclosure.</p> <p>DJEH has not yet engaged with low-performing suppliers to determine improvement.</p> <p>No relationships have been terminated with assessed suppliers at this time.</p>	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION				NOTES AND OMISSIONS
Material Topic: Supplier Diversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders is not available currently, and we do not anticipate gathering this information within this reporting period.				See Appendix A and Supplier Diversity Location 303,
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	100 percent of new suppliers in the United States and Canada were screened using social criteria questions through our vendor management system. Suppliers not serving the United States or Canada markets were not screened.				
	414-2 Negative social impacts in the supply chain and actions taken	84 suppliers have been assessed for social impacts using a third-party assessment service. Of those 84 suppliers, 7 were identified as having a significant actual or potential negative social impacts. Actual or potential negative social impacts identified by third-party stem from lack of disclosure. DJEH has not yet engaged with low-performing suppliers to determine improvement. No relationships have been terminated with assessed suppliers at this time.				
Material Topic: Employee Health & Well-being						
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.				See Appendix A and Employee Health & Well-being Location 3-3
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Hires by gender: F 948 M 743 U 13	Hires by region APAC 592 Canada 96 EMEA 468 LatAm 315 US 1233 Grand Total 2704	Turnover by region: APAC 39.4% CANADA 26.8% EMEA 26.8% LATAM 34.4% US 22.8% All 27.9%	Turnover by gender: Male: 8.1% Female; 20.2%	Due to DJEH's practices regarding employee confidentiality, we do not share information on rate and age group of new hires. We also do not share the total number of employee turnover.

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION					NOTES AND OMISSIONS
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>DJE provides all regular (non-temporary) U.S. employees working 24 or more hours per week (part and full time) the following benefits free of cost:</p> <ul style="list-style-type: none"> • Life • Accidental death & dismemberment • Long-term disability • Employee assistance and financial counseling • Wellness programs • Access to various discounted services and products 					<p>Eligible employees also can enroll in the following insurance programs:</p> <ul style="list-style-type: none"> • Medical (includes prescription drug) • Dental • Vision • Supplemental Life Insurance (to enhance the employer paid program) • Short-term disability • Long-term disability buy up (to enhance the employer paid program) • Health and Dependent Care Flexible Spending Accounts • Health Savings Account • Legal • Auto/Home/Renters/Pet Insurance • Commute <p>This information is not available for locations outside the US and we do not anticipate gathering this information in the future.</p>
	401-3 Parental leave	<p>A. FY20 – Male: 761, Female: 1,927</p> <p>FY21 – Male: 853, Female: 2,205</p> <p>FY22 – Male: 1003, Female: 2,693</p>	<p>B. FY20 – Male: 27, Female: 89</p> <p>FY21 – Male: 38, Female: 105</p> <p>FY22 – Male: 38, Female: 160</p>	<p>C. FY20 – Male: 27, Female: 81</p> <p>FY21 – Male: 38, Female: 103</p> <p>FY22 – Male: 37, Female: 149</p>	<p>D. FY20 – Male: 23, Female: 60</p> <p>FY21 – Male: 32, Female: 96</p> <p>FY22 – Male: 31, Female: 134</p>	<p>E. FY20 – Male: 100% and 85%, Female: 91% and 74%</p> <p>FY21 – Male: 100% and 84%, Female: 98% and 93%</p> <p>FY22 – Male: 97% and 82%, Female: 93% and 84%</p>	<p>This information is not available for locations outside the US and we do not anticipate gathering this information in the future.</p>

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
Material Topic: Employee Training & Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.	See Appendix A and Employee Training & Development Location 3-3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	<p>In the fiscal year, employees have completed 70,421 hours of training which is roughly 9 hours per employee.</p> <p>By Gender: Female total: 51,224, Average: 10 Men total: 16,431, Average: 8 Undeclared total: 2766, Average: 4</p> <p>By Job Level: Levels 0-2: 45,833, Average: 13, Levels 3-4: 21,860, Average: 11, Levels 5-8: 2,729, Average: 12</p> <p>By Job Family: Brand total: 15,271, Average: 10 Corporate total: 20,314, Average: 10 Creative total: 1,893, Average: 3 Data & intelligence total: 3,682 Average: 8 Digital total: 9,360, Average: 11 Financial Comms total: 1,160, Average: 5 Infrastructure total: 8174, Average: 6 Public Affairs total: 2,069, Average: 10 Strategy total: 578, Average: 4, Entertainment, Culture & Sport: total: 1,084, Average: 6, Project Management: total: 2,070, Average: 16, Earned Media total: 4,766, Average: 24.</p>	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	NOTES AND OMISSIONS
Material Topic: Employee Training & Development			
	404-2 Programs for upgrading employee skills and transition assistance programs	<p>Career growth at Edelman centers on continual learning and development. Each employee gains personal and professional development through formal training, coaching, mentoring, specialized professional events, and online training modules.</p> <p>Over the last year, we have refreshed all career management training and enhanced our Global Core Curriculum. In addition, we made it easier to identify internal job openings, spotlighted employees who took nontraditional career paths, and provided guidance on how to move from one role to another and on the skills, knowledge, and experience required. We also developed functional-specific programs that include a “summer camp” with the Strategy group and financial-based skill development for our Smithfield team.</p> <p>Most offices offer a mentorship program, a reverse mentorship program where younger staff train more senior employees, and other programs that connect minority talent with senior managers, newer women employees with women leaders, and new parents with longtime parents. In many parts of the world and following appropriate tax laws, Edelman reimburses employees for satisfactorily completing pre-approved educational studies at an accredited college, university, or professional organization.</p>	
	404-3 Percentage of employees receiving regular performance and career development reviews	<p>100% employees are eligible to receive support and training as part of our annual performance process. This includes access to training and support through our recently updated performance management and career development self-service sites. Each of the sites provide access to live and recorded training, templates and tools. Additionally, managers are provided training on how to evaluate performance, deliver feedback and create development plans. Annually, all employees receive notifications to conduct performance discussions and all employees are expected to have these discussions at least twice a year.</p>	

Appendix A

This year, DJEH conducted a condensed materiality assessment to analyze our existing list of material topics for continued relevance. We alternate between a full assessment and condensed assessment each year. To view our full materiality assessment, please visit page 78: [Edelman FY20-21 Citizenship Report](#).

As part of the condensed assessment, we reviewed the results of the annual Global Citizenship employee (n=1037) survey to confirm they aligned with the existing list of topics. We also surveyed existing clients to ensure their views as stakeholders aligned to the existing list of topics. We also considered the severity and likelihood of our actual and potential impacts to ensure any topic where we had a potentially positive and severe negative impact on the economy, environment, and the people including impacts on their human rights, across its activities and business relationships were also included.

After conducting this analysis, we determined the existing list contains the topics most material to DJEH. These topics are material to DJEH because of the company's potential to impact through our operations and partnerships, our power to mitigate negative impacts, and the importance of the topics and our related actions to internal and external stakeholders. Because of these topics' materiality, we have described them in our report and included information in section 3-3 on our policies, commitments, targets, positive and negative impacts, and measures to track and manage those impacts.

In accordance with our materiality assessment schedule, we will complete a more robust materiality assessment aligned to the new Universal Standards in 2023.

Based on our condensed materiality assessment, our material topics continue to be:

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

Appendix A

Diversity, Equity, and Inclusion

GRI 3: Material Topics 2021: 3-3 Management of materials topics

Diversity, equity, and inclusion (DEI) is a priority topic for DJEH because by embracing it and embedding it into our work we can increase our positive human and economic impacts. We continuously examine measures to ensure we're making progress on our DEI journey, tracking and communicating the effectiveness of our programs, maximizing our positive impacts, and taking action to address any negative impacts.

To better engage and educate employees and contribute to their growth and development, we have established several goals and ongoing efforts to weave DEI into every facet of the business. To learn about our DEI goals and our actions please visit [Our People](#).

We also incorporate DEI principles into our Code of Conduct and the Code of Ethics for Suppliers and Service Providers, such as anti-harassment and discrimination policies. These [policies](#) are publicly available and reviewed annually and informed by our annual citizenship survey and stakeholder feedback.

Business Ethics

GRI 3: Material Topics 2021: 3-3 Management of materials topics

Since the opening of the business in 1952, DJEH has built its global enterprise on a foundation of ethics, values, and honesty. Maintaining the firm's reputation and minimizing potential negative economic and human rights impacts demands a

commitment to excellence in service, ethical business practices, and compliance with the law. For these reasons, business ethics is a material topic for DJEH.

DJEH expects employees, suppliers, business partners, and clients to follow ethical business practices and comply with the law. These expectations are communicated to all stakeholders in a suite of policies, including the Code of Conduct, the accompanying Day-to-Day Situation Guide, and the Code of Ethics for Suppliers and Service Providers. These [policies](#) are publicly available and reviewed annually and informed by our annual citizenship survey and stakeholder feedback. Employees also complete mandatory training each year to ensure they are up to date on all the latest requirements and understand their responsibilities.

To learn more about actions we take to manage our impacts, see [Our Clients](#).

Climate Action

GRI 3: Material Topics 2021: 3-3 Management of materials topics

Climate action is material to DJEH because of the company's potential to impact the climate through our operations and partnerships, our power to amplify positive impacts and mitigate negative impacts, and the importance of the topic and our related actions to internal and external stakeholders. Because of the topic's materiality, we have described in detail in this report our positive and negative impacts as well measures to manage those impacts, including setting ambitious greenhouse gas reduction targets, improving our emissions data quality practices, and working closely with stakeholders throughout the value chain.

Appendix A

We calculate and analyze DJEH's greenhouse gas emissions each year and through that we can determine where we most greatly impact the climate. These impacts come both from our operations as well as our business relationships with suppliers. More information on our actual emissions, the areas of impact, steps we have taken to mitigate and address these impacts, and how we have engaged with stakeholders throughout the process can be found on [pages 43-47](#).

We recognize that we also impact the climate through our relationships with our clients. For more information on this analysis, see [Our World](#).

DJEH is also committed to setting and achieving targets that effectively manage our climate impacts. We committed to the Science Based Target Ambition for 1.5°C. The SBTi has approved DJEH's near-term science-based emissions reduction target. DJEH has also committed to [setting](#) a long-term emissions reduction target with the SBTi in line with reaching net-zero by 2050. For more information on our SBTi commitment, see the [Our World](#). For information on other goals, targets, and measurements, click [here](#). Our [policies](#) are publicly available and reviewed annually and informed by our annual citizenship survey and stakeholder feedback.

Data Privacy & Security

GRI 3: Material Topics 2021: 3-3 Management of materials topics

DJEH understands the Importance of fair information privacy practices in individual privacy and considers it a material topic for our business.

DJEH's IT function maintains a comprehensive collection of policies controlling the collection, use, storage, and other processing of personal information. These

policies are designed to identify personal information and ensure any processing takes place in a fair and proper manner in accordance with applicable laws and internal regulations. These [policies](#) are reviewed annually and informed by our annual citizenship survey and stakeholder feedback. We continually review these policies and accompanying practices and processes to ensure they effectively safeguard personal and business data.

Employees are required to take mandatory training in information security, acceptable use, and data protection each year as part of their mandatory training requirements, and we review completion rates on a regular basis.

Human Rights

GRI 3: Material Topics 2021: 3-3 Management of materials topics

The key tenets of DJEH's business are reputation, leadership, and transparency. As a professional services firm, our people are at the heart of everything we do. Ensuring fair and equal human rights is therefore material to our business and at the center of our approach.

DJEH has the potential to impact human rights through a variety of channels, including our supply chain, and seeks to minimize those impacts by adhering to our various policies and practices. We maintain a human rights policy and address human rights in our Code of Conduct and Code of Ethics for Suppliers and Service Providers. Stakeholders also have access to our "Listen Line" where they can report concerns and grievances anonymously to management. These [policies](#) are reviewed annually and informed by our annual citizenship survey and stakeholder feedback.

Appendix A

Sustainable Procurement

GRI 3: Material Topics 2021: 3-3 Management of materials topics

Because DJEH procures goods and services from suppliers around the world, we have the potential to make a positive or negative impact on the economy, environment, and people depending on the suppliers we choose to use and the products we buy. Therefore, sustainable procurement is a material topic for DJEH.

Our [sustainable procurement policy](#) states our commitment to source sustainably. This policy is available. These policies are reviewed annually and informed by our annual citizenship survey and stakeholder feedback.

For more information on our sustainable procurement practices, including actions taken and commitments made, please see [Our World](#).

Supplier Diversity

GRI 3: Material Topics 2021: 3-3 Management of materials topics

DJEH considers supplier diversity to be a material topic for us because we are a purchaser of goods and services in many markets around the world. While supplier diversity means many different things depending on country, we view the concept and practice of seeking out and purchasing from businesses that have been historically disadvantaged, such as women-owned, small, minority-owned, veteran-owned, and LGBTQ+-owned businesses as an important way we can have a positive impact on economies and people.

We state our support for supplier diversity in our [sustainable procurement policy](#), and we have also set a goal to achieve a 15 percent spend with diverse suppliers in our U.S. market. These [policies](#) are reviewed annually and informed by our annual citizenship survey and stakeholder feedback. Please see [our goals](#) for more about our targets and progress against them.

Employee Health & Well-being

GRI 3: Material Topics 2021: 3-3 Management of materials topics

Employee health and well-being is a material topic for DJEH. By choosing to take action and implement policies and programs that bolster employee health and well-being, we can have a positive impact. Conversely, by not acting DJEH can have a negative impact on employees. Healthy and happy employees are not only DJEH's best resource, but they are also better members of their communities and more likely to positively impact the society around them.

The DJEH Code of Conduct includes information on employee health and safety. This is mandatory training for all employees. The DJEH Learning Institute (ELI) also hosts many health and safety trainings through classroom training, webinars, e-learning, and self-directed learning. In addition, all DJEH employees have access to an online benefit portal which includes an explanation of all benefits and offerings. Employees have access to the Blue Cross Blue Shield website and Health Advocate, our free healthcare advocacy program. DJEH distributes a Health News You Can Use newsletter quarterly which promotes all types of health benefits. DJEH also expanded offerings to include free access to EAP and ComPsych.

Appendix A

DJEH has an Ethics for Suppliers and Service Providers policy that states suppliers must provide a safe and healthy work environment for their employees. DJEH also has a Code of Conduct which contains a health and safety section for DJEH employees. These policies are reviewed annually and informed by our annual citizenship survey and stakeholder feedback

Please visit the ([LINK to health and well-being section](#)) to learn more about our health and well-being initiatives and goals.

Employee Training and Development

GRI 3: Material Topics 2021: 3-3 Management of materials topics

Employee Training and Development is a material topic for DJEH. To enhance an employee's learning experience, DJEH provides various coaching and mentoring opportunities, specialized professional events, and formal training to all employees.

In addition, to demonstrate our commitment to education, all DJEH employees are expected to take seven mandatory training courses per year and an additional three for employees levels 4+. DJEH employees are required to complete training on certain topics, including anti-corruption, acceptable use, and workplace behavior, each year per our company policies. These policies are reviewed annually and informed by our annual citizenship survey and stakeholder feedback

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

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

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

Appendix B

GHG Emissions Reporting Methodology and Environmental Metrics

GHG EMISSIONS REPORTING METHODOLOGY

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

ORGANIZATIONAL BOUNDARY AND REPORTING PERIOD

DJEH's organizational boundary of its carbon inventory is based on operational control approach in accordance with The Greenhouse Gas Protocol. The inventory accounts for 100% of carbon emissions of business activities and operations in which DJEH has direct operational control and the full authority to introduce and implement operating policies. The current carbon inventory accounts for the carbon emissions of DJEH's operations for July 1, 2019- June 30, 2021. DJEH operates in more than 60 cities under five regions, namely the United States, Canada, Europe, the Middle East and Africa (EMEA), Asia Pacific (APAC) and Latin America. Carbon emissions from 59 local offices were reported for FY221.

OPERATIONAL BOUNDARY

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

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

¹ There were eight offices excluded as the data quality from these offices is deemed to be insignificant for DJEH's global footprint.

² DJEH started to track and report emissions from business rail travel in the United States in FY17. DJEH is progressively scaling up to other regions and offices where data is available. As emissions from business rail travel account for less than 1% of DJEH's global carbon footprint, this change in operational boundaries did not trigger a base year inventory recalculation.

Appendix B

GHG QUANTIFICATION METHODOLOGY AND EMISSION FACTORS

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

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

Carbon emissions from multiple gases are standardized to a carbon dioxide equivalent (CO₂e) by applying the corresponding Global Warming Potential (GWP). The general calculation formula and global warming potentials used are:

Total GHG emissions (tCO₂e) = Σsources (Activity data x Emission factor x GWP)

GHG	Global Warming Potential (GWP)	Reference
Carbon Dioxide (CO ₂)	1	Fourth Assessment Report published by Intergovernmental Panel on Climate Change (IPCC AR4) ²
Methane (CH ₄)	25	
Nitrous Oxide (N ₂ O)	298	

³ Previously, DJEH referred to GWPs from IPCC AR2. DJEH conducted a materiality assessment to assess if base year carbon emissions should be recalculated. The change is insignificant and base year emissions do not need to be recalculated as the transition from AR2 to AR4 results in a change in total carbon emissions inferior to 0.01%.

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

Emission Source	Source of Emission Factor
Scope 1	Defra (2020 and 2021): UK Government Conversion Factors for Company reporting
Scope 2	Defra (2020 and 2021): UK Government Conversion Factors for Company reporting IEA Emission Factors (2020 and 2021) Residual Mix (2020 and 2021)
Scope 3	- Purchased Goods and Services CDP dataset for supplier specific emissions Quantis WRI Scope 3 Tool Defra (2020 and 2021): UK Government Conversion Factors for Company reporting
Capital Goods	Quantis WRI Scope 3 Tool
Fuel and Energy Related Activities	Defra (2020 and 2021): UK Government Conversion Factors for Company reporting
Upstream Transportation and Distribution	Quantis WRI Scope 3 Tool
Waste	Defra (2020 and 2021): UK Government Conversion Factors for Company reporting
Business Travel	Defra (2020 and 2021): UK Government Conversion Factors for Company reporting Quantis WRI Scope 3 Tool
Employee Commuting	Defra (2020 and 2021): UK Government Conversion Factors for Company reporting
Investments	CDP dataset

Appendix B

Carbon emissions data is reported in both absolute and normalized values. Full-time equivalent (FTE) at fiscal yearend (i.e. June 30, 2021) is used to calculate carbon intensity (tCO₂e/FTE). FTE covers permanent full-time and part-time employees only (interns, trainees, contractors and temporary employee are excluded).

BASE YEAR GHG EMISSIONS AND RECALCULATION

The carbon emissions for FY12 were set as the base year for comparing our emissions performance over time. It is the suggested base year in which carbon emissions data is available. The base year carbon emissions apply to scope 1, scope 2 and scope 3 emissions associated with staff business air travel and office copy paper use. The following base year inventory recalculations were conducted in FY21:

- i. Historical energy consumption in megajoules (MJ) for mobile fuel combustion (diesel and petrol) was overestimated by 7% due to an error with heat value conversion factors. The conversion factors were corrected in FY18 and base year energy consumption recalculated accordingly. Note that this did not have any impact on historical carbon emissions calculations.
- ii. Market-based emissions in FY17 were revised to reflect the purchase of RECs for 100% of DJEH's electricity consumption in the United States in FY17.

- iii. Estimation methodology to extrapolate electricity and natural gas consumption for offices without any primary data was updated.

DATA COLLECTION AND REPORTING TOOLS

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

DJEH's business air travel data comes from a combination of internal booking receipts, data provided by external travel agents as part of the company's airline procurement process and flight itinerary records. A proxy built from average air travel emissions per employee is applied to calculate carbon emissions only to cases where booking receipts, data from an external travel agent, and employees who book on their own are applied to calculate carbon emissions.

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

Appendix C

Environmental Metric	FY21	FY20	%Change FY20/21	FY19	%changeFY 19/20	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Carbon emissions by source												
Scope 1 emissions	1,251	1,318	-5%	435	203%	671	634	714	795	1,101	949	646
Stationary fuel combustion	1,026	1,089	-6%	306	256%	467	429	444	394	609	501	359
Mobile fuel combustion	58	61	-6%	130	-53%	204	205	269	402	492	448	287
Fugitive emissions	167	167	0%	N/A	100%							
Scope 2 emissions	-	1,337	-100%	1,172	14%	3,002	3,116	3,488	3,819	4,132	3,982	3,580
Electricity consumption (location-based)	1,886	2,152	-12%	3,154	-32%	3,002	3,116	3,488	3,819	4,132	3,982	3,580
Electricity consumption (location-based)	1,886	2,152	-12%	3,154	-32%	3,002	3,116	3,488	3,819	4,132	3,982	3,580
Electricity consumption (market-based)	-	1,337	-100%	1,172	14%	1,727	3,828	3,938	3,903	4,132	3,982	3,580
Scope 3 emissions	186,592	153,987	21%	227,627	-32%	14,253	11,140	10,595	11,446	13,834	15,168	13,963
Purchased Goods & Services	166,894	129,895	28%	184,703	-30%							
Capital Goods	509	4,532	-89%	12,576	-64%							
Fuel-and-energy-related activities (FERA)	346	510	-32%	3,799	-87%							
Upstream Transportation & Distribution	1,038	1,438	-28%	1,645	-13%							
Waste	1,233	1,210	2%	219	453%							

Appendix C

Environmental Metric	FY21	FY20	%Change FY20/21	FY19	%changeFY 19/20	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Business Travel	1,715	4,147	-59%	16,534	-75%							
Business air travel	1,364	3,139	-57%	14,622	-79%	13,972	10,912	10,461	11,376	13,755	15,081	13,823
Business rail travel	18	24	-25%	83	-71%	177	146	67	-	-	-	-
Office paper use						104	82	68	70	79	87	140
Employee Commuting	14,832	12,242	21%	8,147	50%							
Investments	25	12	108%	4	168%							
Total carbon emissions	187,843	156,641	20%	229,234	-32%	17,926	14,890	14,797	16,061	19,067	20,099	18,189
United States	580	1,866	-69%	74	2434%	10,747	8,747	9,354	8,856	10,849	12,475	11,326
APACMEA	111	129	-15%	1,023	-87%	4,237	3,080	3,336	3,424	3,437	3,162	2,742
Europe	438	469	-7%	496	-5%	2,530	2,383	1,902	2,959	4,204	3,949	3,621
Canada	116	184	-37%	14	1258%	213	394	431	471	388	340	322
Latin America	7	7	0%	2	260%	164	206	223	350	189	173	179
Total carbon emissions	1,251	2,655	-53%	1,607	65%	17,891	14,809	15,245	16,061	19,067	20,099	18,189

Appendix C

Environmental Metric	FY21	FY20	%Change FY20/21	FY19	%changeFY 19/20	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Carbon emissions intensity												
Scope 1 and 2 emissions per headcount	0.21	0.49	-58%	0.27	81%	0.63	0.65	0.72	0.83	0.99	1.02	0.96
% change compared to FY12	-79%	-49%		-72%		-34%	-33%	-25%	-14%	3%	6%	
Scope 1, 2 and selected 3 emissions per headcount	31.09	28.90	8%	38.48	-25%	3.10	2.58	2.53	2.89	3.61	4.17	4.15
% change compared to FY12	650%	597%		828%		-25%	-38%	-39%	-30%	-13%	0%	
Carbon emission: percentage by source												
Scope 1 emissions	0.7%	0.8%	-21%	0.2%	343%	4%	4%	5%	5%	6%	5%	4%
Stationary fuel combustion	0.5%	0.7%	-21%	0.1%	421%	3%	3%	3%	2%	3%	2%	2%
Mobile fuel combustion	0.0%	0.0%	-21%	0.1%	-31%	1%	1%	2%	3%	3%	2%	2%
Fugitive emissions	0.1%	0.1%	-17%	N/A								
Scope 2 emissions (market-based)	0.0%	0.9%	-100%	0.5%	67%	17%	21%	24%	24%	22%	20%	20%
Electricity consumption	0.0%	0.9%	-100%	0.5%	67%	17%	21%	24%	24%	22%	20%	20%
Scope 3 emissions	99.3%	98.3%	1%	99.3%	-1%	80%	75%	72%	71%	73%	75%	77%
Purchased Goods & Services	88.8%	82.9%	7%	80.6%	3%							
Capital Goods	0.3%	2.9%	-91%	5.5%	-47%							

Appendix C

Environmental Metric	FY21	FY20	%Change FY20/21	FY19	%changeFY 19/20	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Fuel-and-energy-related activities (FERA)	0.2%	0.3%	-44%	1.7%	-80%							
Upstream Transportation & Distribution	0.6%	0.9%	-40%	0.7%	28%							
Waste	0.7%	0.8%	-15%	0.1%	709%							
Business Travel	0.9%	2.6%	-66%	7.2%	-63%							
Business air travel	0.7%	2.0%	-64%	6.4%	-69%	78%	73%	71%	71%	72%	75%	76%
Office paper use						1%	1%	0%	0%	0%	0%	1%
Employee Commuting	7.9%	7.8%	1%	3.6%	120%							
Investments	0.0%	0.0%	73%	0.0%	293%							
Total	100.0%	100.0%	0%	100.0%	0%	100%	100%	100%	100%	100%	100%	100%
Carbon emissions: percentage by region												
United States	46%	70%	-34%	5%	1434%	60%	59%	61%	55%	57%	62%	62%
APACMEA	9%	5%	81%	64%	-92%	24%	21%	22%	21%	18%	16%	15%
Europe	35%	18%	98%	31%	-43%	14%	16%	12%	18%	22%	20%	20%
Canada	9%	7%	34%	1%	723%	1%	3%	3%	3%	2%	2%	2%
Latin America	1%	0%	112%	0%	118%	1%	1%	1%	2%	1%	1%	1%
Total	100%	100%	0%	100%	0%	100%	100%	100%	100%	100%	100%	100%

Appendix C

Environmental Metric	FY21	FY20	%Change FY20/21	FY19	%changeFY 19/20	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Energy usage by source Megajoules (MJ)												
Electricity	18,376,091.97	19,607,429.68	-6%			31,707,057	32,729,831	34,826,974	35,962,454	36,891,919	35,080,460	31,521,306
Natural gas	20,168,517.47	21,248,490.58	-5%			8,412,503	8,305,573	8,051,631	6,992,160	10,810,952	8,902,461	6,374,840
Diesel	609,621.80	656,792.35	-7%	1,442,891.78	-54%	2,001,369	1,999,476	1,943,124	1,788,771	1,076,837	991,167	687,059
Petrol	254,774.95	251,160.46	1%	424,600.35	-41%	904,755	1,006,371	2,071,771	4,144,795	6,351,328	5,766,551	3,633,072
Total energy usage	39,409,006.19	41,763,873.08	-6%	1,867,492.13	2136%	43,025,685	44,041,250	46,893,500	48,888,179	55,131,035	50,740,638	42,216,276
% change compared to FY12	-7%	-1%		-96%		2%	4%	11%	16%	31%	20%	
Energy Usage Intensity												
Total energy consumption per floor area	43.65	37.93	15%			39.01	41.69	45.54	49.19	63.95	67.62	56.26
% change compared to FY12	-22%	-33%				-31%	-26%	-19%	-13%	14%	20%	
Energy usage: percentage by source												
Electricity	47.57%	48%	-1%			74%	74%	74.27%	74%	67%	69%	75%
Natural gas	52.21%	52%	1%			20%	19%	17.17%	14%	20%	18%	15%
Diesel	0.16%	0%	-2%			5%	5%	4.14%	4%	2%	2%	2%
Petrol	0.07%	0%	8%			2%	2%	4.42%	8%	12%	11%	9%
Total	100.00%	100.00%	0%	0.00%		100%	100%	100%	100%	100%	100%	100%

WEF Metrics

Stakeholder Capitalism Metrics Reference Table

Theme	Metric	Response
Governance: Core metrics and disclosures		
Governing Purpose	Setting Purpose	GRI 2-12
Quality of governing body	Governance body composition	GRI 2-9, GRI 405-1
Stakeholder engagement	Material issues impacting stakeholders	GRI 2-12, GRI 2-29, GRI 3-2
Ethical Behaviour	Anti-corruption	GRI 205-2, GRI 205-3
	Protected ethics advice and reporting mechanisms	GRI 2-26
Risk and opportunity oversight	Integrating risk and opportunity into business practices	GRI 2-23
Planet: Core metrics and disclosures		
Climate change	Greenhouse gas (GHG) emissions	GRI 305 1-3
	TCFD implementation	TCFD Index
Nature Loss	Land use and ecological sensitivity	Land use is not relevant as Edelman's real estate footprint primarily consists of leased office space.
Freshwater availability	Water consumption and withdrawal in water-stressed areas	Water consumption is not relevant as Edelman mainly uses water for sanitation purposes in leased offices, and the amount of water used is not considered significant based on Edelman's latest materiality assessment.

WEF Metrics

Theme	Metric	Response
People		
Dignity and equality	Diversity and inclusion (%)	GRI 405-1
	Pay equality (%)	Confidentiality restraints
	Wage level (%)	Confidentiality restraints
	Risk for incidents of child, forced or compulsory labor	Refer to Edelman's Code of Conduct
Health and Well-being	Health and safety (%)	Refer to Edelman's Code of Conduct .
Skills for the future	Training provided (#, \$)	GRI 404-1
Prosperity		
Employment and wealth generation	Absolute number and rate of employment	GRI 401
	Economic Contribution	GRI 201
	Financial investment contribution	DJEH does not share this information due to confidentiality constraints.
Innovation of better products and services	Total R&D expenses (\$)	DJEH does not share this information due to confidentiality constraints.

TCFD Index

Governance	a. Describe the board's oversight of climate-related risks and opportunities.	The Board oversees climate-related risks and opportunities for the entire organization. Following the input and recommendations of fellow board member the Managing Director, Global Engagement Corporate Responsibility (MD) as well as the newly formed Climate and Sustainability Board Committee (CSBC).
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	<p>The MD and CSBC are charged with assessing and managing identified climate-related risks and opportunities.</p> <p>The MD leads the Global Citizenship team, which is one of the internal functions providing suggested strategies, risk analysis, and implementation plans to the company's global board and executive committee. The MD functions as the Chief Sustainability Officer and reports directly to the COO, who reports to the CEO. The MD is a member of the DJEH Board of Directors and the Climate and Sustainability Board Committee (CSBC).</p> <p>The MD was selected to have oversight over climate related issues because the Global Citizenship team oversees environmental sustainability programs throughout the Edelman network. The MD and Global Citizenship team have oversight over climate-related issues at Edelman and closely monitor key developments and opportunities in climate change management, monitor greenhouse gas emissions, and propose and enact programs and initiatives to reduce Edelman's impact on the climate. Global Citizenship also shares information and updates with employees at all offices through the Local Citizenship Network and Citizenship Advisory Board each month. Finally, the MD is actively engaged with several think tanks, professional groups, and other organizations that suggest best practices, provide support, and connect professionals from industries all along the spectrum working towards slowing and reducing the impacts of climate change.</p> <p>The CSBC is comprised of internal and external sustainability and climate change experts and is charged with assessing Edelman's efforts in the area of sustainability, setting strategy for managing the company's part in climate change, and making recommendations to the Board of Directors with respect to Edelman's climate and sustainability strategy, policies, and philosophies to ensure it is appropriate and will help retain both employees and clients. This committee reports directly to the Board of Directors.</p> <p>Edelman monitors climate-related issues in a variety of ways. The Global Citizenship team works with teams and individuals across the network to track and monitor the company's emissions and how we are progressing against our targets, meets with consultants to gather insight on best practices for managing our impacts, and collaborates with other professional services firms to benchmark ourselves and learn what topics may be material to Edelman. The Global Citizenship team also manages and logs inquiries from clients to understand what other companies outside our sector are interested in and what they expect from us as a supplier.</p> <p>The CSBC both as a unit and individual members monitor climate-related issues as well. Our CSBC members come from a variety of backgrounds, including government and finance, and learn of upcoming climate issues through their professional networks. They then bring these issues to Edelman for consideration and implementation where applicable.</p>

TCFD Index

Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>When considering business, strategic, and/or financial planning, Edelman considers any risk or opportunity with the potential to reduce Edelman's revenues by one percent or more or negatively impact our reputation a substantive financial or strategic impact on our business. Management's tolerance for risk may vary for financial impacts, impacts to reputation, or for behaviors that are against our company policies or values, which can influence the level of impact.</p> <p>A variety of quantifiable climate-related risk factors could substantively affect our business by reducing our revenues by greater than one percent or negatively impacting our reputation. These include but are not limited to the following:</p> <ul style="list-style-type: none"> • Impacts from actual or potential climate legislation, including increased costs associated with compliance or penalties for noncompliance • Loss of revenue or unrealized revenue by not meeting current and/or potential client expectations for climate action • Changes in reputation or perceptions from current and potential clients • Other shifts in the market that decrease client profitability • Physical impacts from climate-induced disasters <p>A variety of climate-related opportunities could also substantively affect our business by increasing revenues, decreasing operating costs, or positively impacting our reputation. These include but are not limited to:</p> <ul style="list-style-type: none"> • Identifying new climate-related market gaps where we could take on a visible leadership role in our industry • Expanding our service offerings to include more climate-related services • Managing resource use (e.g. electricity, natural gas) to reduce operating costs
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<p>Edelman considers climate-related risks and opportunities as part of our business, strategic, and financial planning. However, many of the actual impacts remain tenuous and have yet to rise to the level of actually reducing Edelman's revenues in a meaningful way. We continue to incorporate identification and assessment processes identified above in our planning.</p>
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>Climate change scenario analysis and deeper consideration of the company's resilience is an important but not immediate priority that we plan to undertake in the next few years. Undergoing this process would be a helpful for Edelman to undertake to gain a broader understanding of how climate change can impact the company's finances and strategies. Edelman has begun to do some analysis to analyze our positions with clients and assess the reputational risks associated with acting or not acting on climate change-related issues, and we have found value even in an incomplete scenario analysis.</p>

TCFD Index

Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	<p>Climate-related risk identification and assessment are an integrated process at Edelman and requires participation and input from multiple functions at all levels of leadership to conduct. The process is designed to identify risks and opportunities, including climate-related risks, that may have a substantive financial or strategic impact on the business at every stage of the value chain.</p> <p>Multiple teams within Edelman are tasked with identifying risks. In the context of climate, the Global Citizenship, Shared Services, and Climate and Sustainability teams identify short, medium, and long term climate-related risks and opportunities within their respective areas of expertise as they arise and assess their potential to have substantive financial or strategic impacts on Edelman. The Global Citizenship and Shared Services (which oversees facilities and procurement) are best poised to identify risks upstream in the value chain and in Edelman's direct operations whereas the Climate and Sustainability team works with clients and identifies risks downstream. Internal teams learn of potential risks and opportunities from a variety of sources, including internal stakeholders, local and global peer groups, industry experts, climate experts, and other stakeholders around the globe. These teams regularly collaborate and share risks with each other to assess which are most likely to have a substantive financial or strategic impact and determine potential responses.</p> <p>Edelman's leadership also bring potential risks and opportunities to their peer groups or the appropriate leadership committees. For example, Edelman's newly formed CSBC, which is made up of climate experts from both inside and outside the company, is tasked with advising Edelman's leadership on the best course of action given the latest climate-related guidance for companies or changes in the market place which may impact Edelman's business.</p>
	b. Describe the organization's processes for managing climate-related risks.	<p>Climate-related risk management is also an integrated process at Edelman. The process is designed to determine the appropriate responsive actions to manage identified risks that may have a substantive financial or strategic impact on the business and to prevent or capitalize on the potential impacts.</p> <p>The Global Citizenship, Shared Services, and Climate and Sustainability teams present identified and assessed risks to leaders and changemakers within the company, including the Global Citizenship Advisory Council (monthly), the Climate and Sustainability Board Committee (CSBC) (quarterly), the Governance Committee (as relevant but at least quarterly), and the Board of Directors (as relevant) to further assess risks for impact and select a final course of action. Actions are then carried out by the appropriate employee group or business function.</p>
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	See Risk Management questions A and B for response.

TCFD Index

Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Edelman primarily uses financial metrics and qualitative reputational impacts to assess climate-related risks and opportunities. Please see the section on Risk Management for more information.
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Please see <u>Our World</u> in Edelman's Global Citizenship Report for information on our greenhouse gas emissions and related risks.
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Please see <u>Our World</u> of Edelman's Global Citizenship Report for information on our greenhouse gas emissions targets.



Management's responsibility

DJEH's Management is responsible for the preparation of the Subject Matter Information in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards. DJEH's Board has ultimate responsibility for overseeing all Sustainability related issues including the company's sustainability reporting.

The Management is responsible for the collection and presentation of the information and for maintaining adequate records and internal controls that are designed to support the sustainability reporting process. For the purpose of the DJEH's FY22 Citizenship Report (the Report), there are no legally prescribed requirements relating to the verification of sustainability reports.

Auditor's Independence and Quality Control

Star Signal Partners' procedures are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. This engagement was carried out by an independent team of sustainability assurance providers who have the required competencies and experience to conduct this assurance engagement. Our professionals have experience in both assurance skills and in the applicable subject matter including environmental, social, and financial aspects.

Auditor's responsibility

Our responsibility is to form a conclusion on DJEH's preparation of the Subject Matter Information based on our work. The extent of our work performed depends on our professional judgment and our assessment of the engagement risk.

Our review was limited to the information on the select indicators set out within the GRI Index and Appendix A of the Report from July 1, 2021 to June 30, 2022 and our responsibility does not include any work in respect of sustainability information published elsewhere. Sustainability information prior to July 1, 2021 and subsequent to June 30, 2022, and Management's forward-looking statements such as targets, plans and intentions.

Reporting criteria

As a basis for the assurance engagement, we have used the criterion of "Accuracy" as defined by GRI and specific criteria determined by DJEH as being relevant for its sustainability performance. We consider this reporting criterion to be relevant and appropriate to review the Report.

INDEPENDENT LIMITED ASSURANCE STATEMENT

Assurance standard used and level of assurance

A limited assurance engagement consists of making inquiries and applying analytical and other review procedures. Our procedures were designed to provide a limited level of assurance and as such do not provide all the evidence that would be required to provide a reasonable level of assurance.

The procedures performed depend on our judgement including the risk of material misstatement of the specific activity data, whether due to fraud or error. While we considered the effectiveness of Management's internal controls when determining the nature and extent of our procedures, our review was not designed to provide assurance on internal controls. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

What we did to form our conclusions

We designed our procedures in order to state whether anything has come to our attention to suggest that the Subject Matter detailed above has not been reported with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards. To form our conclusions, we undertook the steps below, as appropriate:

1. Inquiries with DJEH's Sustainability team to Understand principal business operations, Appreciate key sustainability issues and developments, Map out information flow for sustainability reporting and the controls on information collation, Identify data providers with their responsibilities, and Recognize the likelihood of possible manipulation of sustainability data.
2. Conduct process walk-through of systems and processes for data aggregation and reporting, with relevant personnel to understand the quality of checks and control mechanisms, assessing and testing the controls in relation to the concerned subject matters.
3. Interviews with employees and management to understand key sustainability issues related to the select indicators and processes for the collection and accurate reporting of performance information.
4. Obtain documentation through sampling methods to verify assumptions, estimations and computations made by management in relation to the concerned subject matters.
5. Checking that data and statements had been correctly transcribed from corporate systems and / or supporting evidence.
6. Obtain various certifications, audit reports and financial reports in relation to the concerned subject matters.

Observations and areas for improvement

Our observations and areas for improvement were raised in an internal report to DJEH's Management. These observations do not affect our conclusions on the Report set out below.

Other matters

Our responsibility in performing our limited assurance activities is to the Management of DJEH only and in accordance with the terms of reference agreed with them. We do not accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance any such third party may place on the Report is entirely at their own risk.

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the information in the Report was not presented in all material respects with reference to the GRI Standards:

GRI 1 Foundation (2021) Requirements:

- Publish a GRI content index
- Provide a statement of use
- Notify GRI

Requirements met with the following exceptions: **none**

Star Signal Partners

Signed for Star Signal Partners by
Pamela Cooper Griesemer, President
November 9, 2022
www.StarSignalPartners.com

