

**Ketchum**  
Community  
Society  
World  
Integrity  
Environment  
Profession  
Workplace  
Employee  
**Social  
Responsibility  
Report**  
2009



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Welcome to the Ketchum Social Responsibility Report 2009. It represents the first such report card of the activities and commitments underlying what for the past several years we have called Ketchum Social Responsibility (KSR).

The initiatives described in these pages both energize all of us working here and unite us closely with the communities in which we live and work. We are connected by our obligations to every community we touch and to the people we work with – our clients and Ketchum colleagues devoted to serving them, and to society at large. Only by meeting all of these commitments can we possibly consider ourselves truly successful as an enterprise.

Each of our KSR activities rests on a set of shared principles – Stewardship, Collaboration, Initiative, Communication, Sustainability and Leadership. KSR is led by our employees around the world, who in turn marshal scores of projects amounting to thousands of people hours that are in turn backed by significant financial investments. Together, they allow Ketchum's actions to speak louder than words in supporting and sustaining local communities.

Unquestionably, well-designed corporate responsibility programs have the power to help address key issues confronting society. And they can do so in ways that also help advance a company's business interests. For example, Ketchum's continuing support of Room to Read, the amazing charity founded to build schools, libraries and education programs in Asia, underscores our belief that companies make the best contributions by offering what it is they do best. Naturally, our ongoing support centers on communications.

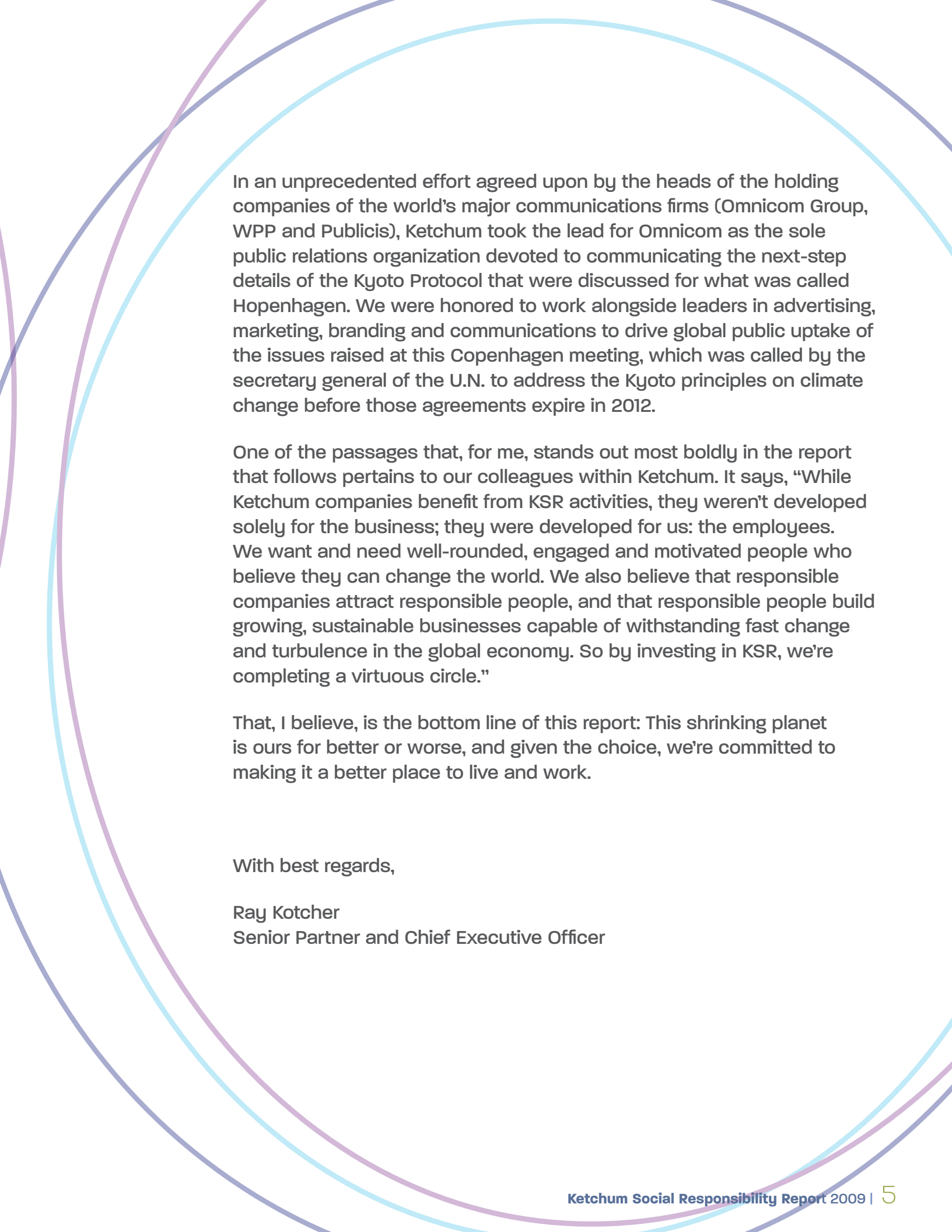
In fact, our adoption of Room to Read illustrates a tenet at the core of Ketchum's mission – that the world's most pressing issues often hinge in many respects on communications challenges. Better awareness, understanding and dialogue among all stakeholders underlie the solutions

to the problems that business, government and civil society face today. As you surely are, we're confident that effective communications enables better outcomes.

As one of the first communications companies to sign on to and adopt the principles of the U.N. Global Compact, Ketchum continued its involvement in this important effort by producing a significant array of supporting documents and materials during 2009. To be at the forefront and maintain our working participation is simply a reflection of our "Values" – who we are as a company, predicated on honesty, respect, teamwork, initiative, passion and precision.

One of the telltales of change that has gripped the world this past decade is that corporations must answer for more than their bottom line. Clearly, companies need to conduct their affairs in ways that make good sense for their business; moreover, they need to do so with consideration for the broader expectations of society. For Ketchum, credibility is at the heart of all business, and we remain unwavering in our commitment to ethical business practices. Ethical decision-making is a core skill of all our employees, reinforced through training, leadership development and practical guidelines that help ensure the highest ideals of transparency and responsibility throughout our agency.

Ketchum has long advocated for responsible energy use, and our businesses worldwide have enacted policies to reduce waste, increase energy efficiency and promote sustainable business practices with employees. In 2010, we will issue a set of global guidelines to help all of our businesses set improvement targets related to energy reduction; travel/carbon offset; supply/service procurement; waste management/recycling; and indoor air quality. This expanded effort will piggyback on existing programs in our London, New York, Paris and California operations and set specific measures for continuing improvement.



In an unprecedented effort agreed upon by the heads of the holding companies of the world's major communications firms (Omnicom Group, WPP and Publicis), Ketchum took the lead for Omnicom as the sole public relations organization devoted to communicating the next-step details of the Kyoto Protocol that were discussed for what was called Hopenhagen. We were honored to work alongside leaders in advertising, marketing, branding and communications to drive global public uptake of the issues raised at this Copenhagen meeting, which was called by the secretary general of the U.N. to address the Kyoto principles on climate change before those agreements expire in 2012.

One of the passages that, for me, stands out most boldly in the report that follows pertains to our colleagues within Ketchum. It says, "While Ketchum companies benefit from KSR activities, they weren't developed solely for the business; they were developed for us: the employees. We want and need well-rounded, engaged and motivated people who believe they can change the world. We also believe that responsible companies attract responsible people, and that responsible people build growing, sustainable businesses capable of withstanding fast change and turbulence in the global economy. So by investing in KSR, we're completing a virtuous circle."

That, I believe, is the bottom line of this report: This shrinking planet is ours for better or worse, and given the choice, we're committed to making it a better place to live and work.

With best regards,

Ray Kotcher  
Senior Partner and Chief Executive Officer

# KSR Charter

We cannot succeed at business and ignore the world around us, because our business **is** the world around us. Along with commitments to our shareholders and business partners, we have obligations to the communities we touch, the people we work with and society at large, and only in meeting all of these can we consider ourselves truly successful.

We respond to these constantly changing and growing obligations as a global business network, as national and local enterprises, and as individual employees. We call our collective activities Ketchum Social Responsibility, or KSR.

More than a project or a tagline, KSR is an ethos and a philosophy, animated by efforts large and small to realize true success at every level of business in all parts of the world.

## Q. WHAT INSPIRED YOU TO ADVOCATE FOR A COMPANYWIDE CSR PROGRAM?

**A. Mindy:** We found ourselves chatting one day about how socially minded our younger colleagues seemed to be, and how no large PR firm seemed to be making corporate social responsibility a core part of its brand. In that moment, we joined forces to develop a global CSR plan for the agency that began with a survey of all staff to validate our hunch.

**Karen:** In fact, 80% of our employees said it was important to them that Ketchum show a serious commitment to CSR. We actually ended up supporting Room to Read as a company because that same survey revealed that our employees – especially our youngest ones – rated education and children as their top causes, with the environment coming in third. The process of choosing Room to Read as our global charity followed a path like any strategic business plan.

## Q. IS KSR SERVING ITS ORIGINAL OBJECTIVES?

**A. Mindy:** Our top objectives were to achieve employee engagement in CSR activities and act as good corporate citizens, and we are well on our way to meeting these goals. Our latest employee survey shows that 77% of our staff know about the KSR program (the name our task force gave Ketchum’s overall CSR efforts).

**Karen:** Most employees say Ketchum is doing a better job in CSR than our peer agencies, which is obviously something we’re happy about. But above all else, we’re delighted that Ketchum is making meaningful contributions to Room to Read, the World Economic Forum and the U.N. Compact by engaging thousands of employees across the globe in providing needed services to these wonderful organizations.

**Mindy:** Our colleagues very much want to work for a company that valued CSR and “walked the talk” on its commitments to it. We now have a mindset where CSR and revenues are in healthy balance. Ketchum has taken the lead in so many areas. And a lot of people here are just as proud as we are to be able to talk about their contributions to KSR, in whatever ways they have rolled up their sleeves to get that done.

## Q. WHAT’S NEXT?

**A. Karen:** Quite specifically, our staff is working hard to make a tangible contribution to Room to Read, which is to build a library in Nepal, where it’s sorely needed.

**Mindy:** Our hope is that KSR becomes synonymous with Ketchum’s culture, and that everybody who works here is touched and involved in some way by the opportunities to contribute to making the world a better place. Some of our team members are working on environmental policy standards for the agency, and we’re looking forward to generating support for becoming a greener firm.



Mindy Rubinstein



Karen Strauss

# KSR Principles

KSR activities are wide-ranging and designed to meet the specific needs of our businesses around the world. All KSR activities are based on a set of shared principles:

**Stewardship.** Resources are precious and must be deployed judiciously

**Collaboration.** We can accomplish more together than separately

**Initiative.** Personal commitment is as important as corporate promises

**Communication.** Building trust is the core competence we bring toward business and societal responsibilities

**Sustainability.** We conduct our business in ways that are sensitive to the physical, economic and cultural environments in which we operate

**Leadership.** We will lead our sectors, professions and markets through distinctive and truly successful KSR activities



**Q. FROM A TALENT PERSPECTIVE, WHY IS IT IMPORTANT FOR BUSINESSES LIKE KETCHUM TO HAVE A PROGRAM LIKE KSR IN PLACE?**

**A.** There was a time when showing your business as responsible and fair was enough – people could check that off their list when considering career opportunities at a Ketchum business. Now, the best people expect more from an employer. They want to work for a business that does more than “just enough” – they want to work with true leaders. I am also very proud of the fact that the company made a commitment to social responsibility a few years ago at the height of the growth of the economy, and has managed to sustain that commitment during the economic downturn. It says a lot about the character of our company and our people.

**Q. WHAT KIND OF FEEDBACK DO YOU GET FROM THE TEAMS?**

**A.** As you would expect, the reaction to KSR is overwhelmingly positive. We regularly survey our colleagues on how they’re feeling and what they’re saying, and KSR is consistently a leading factor in helping people engaged to the business and connected to the wider world. People appreciate that we have a genuine and sustained commitment to KSR and that it is reflected throughout the organization.

**Q. AND DO THESE ACTIVITIES MAKE A DIFFERENCE ON THE BOTTOM LINE?**

**A.** It’s difficult to quantify the exact impact of KSR on our “bottom line” because it’s so hard to measure and wasn’t behind the initial motivation for organizing our corporate responsibility activities. But my instinct is to say yes: anything that attracts and retains good people and helps them feel part of something they can be proud of has to be good for business. It’s quickly become part of the fabric of the organization, and I only see positive things coming from such an important and worthwhile cause.

# Employee Leadership

KSR is led by employees from around the world. This group is responsible for the design, oversight and reporting on KSR activity, and the creative and effective approaches you'll see in this report are a direct result of their hard work and commitment to making the Ketchum family of companies synonymous with responsible business in the communications industry.

## THE KSR LEADERSHIP TEAM OF 2009:

Anna Irwin | Bhavana Singh | Brandy Brett | Cara Rich | Dafni Kokkidi | David Gallagher | Greg Dauphin | Hayley McLaughlin | Jessica Mendelowitz | John Paluszek | Jonathan Bellinger | Julie Ferriot | Karen Strauss | Kim Byrne | Mayaz Rahman | Melissa Kinch | Melody Gaukel | Mindy Rubinstein | Rob Lorfink | Stephanie Douglass |

### Mini-Interview: Stephanie Douglass and Melissa Kinch



Melissa Kinch



Stephanie Douglass

**Q.** WHAT ARE THE ADVANTAGES OF AN EMPLOYEE-LED CSR PROGRAM LIKE THIS, VERSUS A “TOP-DOWN” APPROACH?

**A.** **Stephanie Douglass:** By having people all around the world, at all levels involved, we are hearing from a diverse group of people who can let us know what people at their level and in their region care about. Ketchum is very dedicated to making sure that our CSR program is for everyone.

Unlike some organizations, the CSR work we do is not just a pet project of one person, but carefully chosen work and partnerships that align with the interests of our colleagues and the values of the firm. Many people just want to know that the organization they work for is “doing good” in the world, but others want to be directly involved, and the way we are organized, everyone who wants to be involved can be. It is a gift to be able to drive something you are passionate about, and Ketchum really allows people to do that.

**Melissa Kinch:** An employee-led program generally creates greater engagement in more parts of the company because it is directed from “the troops.” It can carry more emotional

ties and credibility for employees. It also has the potential to represent a more global mindset for a program than is possible from people just working on a program from headquarters.

And in the case of Ketchum, it takes some of the best skill sets from our teams and applies them to our own CSR commitment. We don't just talk the talk, we walk the walk. It has ensured that we give ourselves the same counsel we give our clients.

#### Q. AND THE DISADVANTAGES?

**A. Stephanie:** Well, sometimes it is hard to rally the troops around here and get everyone moving in the same direction. But I still think an employee-led program is the best approach. We have a lot of smart and interesting people at Ketchum, so there are many different opinions on what we should be doing, and while we can't do everything everyone wants to do, by having an employee-led program I think we at least hear and evaluate all the great options. It could be easier to just have a mandate pushed down from the top, but then we would be missing out on all the great thinking of our colleagues and would lose the opportunity to engage them in a way that is meaningful to them.

**Melissa:** First, executive-level focus and support can be challenging at times if the program is being driven in a dispersed way throughout the organization.

Second, the program becomes reliant upon peer-to-peer influence instead of manager-to-employee influence. This can create challenges making the program a priority in all parts of the organization. And it can make it harder to get things done and hold people accountable.

#### Q. YOU'VE SEEN SOME OF THE WORK OF KETCHUM'S PARTNER ORGANIZATIONS FIRST-HAND. WHAT WAS THAT LIKE?

**A. Stephanie:** Pretty incredible! I've spent time with the Room to Read partner both here, in their San Francisco headquarters, and on the ground in Cambodia, one of the countries where they work. It would be hard to find another organization with the same commitment, passion, business savvy, and dedication to excellence – unless, of course, you count Ketchum. That is why we are such great partners. When I met the scholarship girls in Cambodia and visited the libraries that Room to Read has built, and talked to hundreds of kids so crazy about reading they spent their free time at school, I was humbled by the great work Room to Read is doing around the world. Their programs are changing the lives of those kids, their communities, their countries and our world. And guess what? We at Ketchum are a part of this good work. It is humbling and inspiring.

**Melissa:** Room to Read is an amazing organization that is making a real difference in combating illiteracy around the world. And the organization does it through basic business planning and measurement – unusual for many nonprofits. The inspirational stories about how the organization has changed the lives of so many children and their communities around the world leaves you breathless – and makes you realize Ketchum’s own role in improving communications for people globally is an important one that we all should care about.

And if you haven’t seen John Wood speak, you should soon.

**Q. WHAT’S YOUR ADVICE FOR COLLEAGUES WHO WANT TO GET INVOLVED WITH KSR?**

**A. Stephanie:** Do it! Your work life, heck, your whole life, will be enriched. We’ve got all kinds of projects you can be a part of. Some big, some small. But everyone can have a role here if they want it. The great thing about our KSR program is everyone at every level can be involved. We have co-coordinators in offices who lead their local KSR communities on an ongoing basis. We have people leading global projects, like the 2009 U.N. Climate Change Conference last year in Copenhagen. Some of our colleagues are helping to green our offices.

A great and easy way to start is by committing to just three hours of pitching or writing time to one of our projects. By doing what you do best, you can have a huge impact. It really is amazing to be part of an organization that is dedicated to CSR. So join us!

**Melissa:** Just do it. There are plenty of opportunities – and need – for your help. Reach out to people involved directly. Don’t wait for permission or for an invitation. This is your chance to be part of a company that really cares about what is going on in the world. Don’t miss out. A lot of people talk about how important philanthropy and community service is, but few people do anything about it.

# Focus Areas

As a leader in communications, the Ketchum family of companies is committed to using its position to promote socially responsible practices and to make positive contributions to society across regions, countries and communities we serve. While strong corporate citizenship takes many forms, we focus our efforts in eight key areas: **Community; Society; World; Integrity; Environment; Profession; Workplace; and Employee.**

## **Community:**

Ketchum is a good neighbor. In 2009, we worked in dozens of neighborhoods in countries on four continents on a wide range of projects, including playground clean-ups, school refurbishments and r esum e-consulting services for return-to-work adults.

## **Society:**

We think the most effective corporate contributions come when companies apply their core competencies against undermet societal needs. As a group of leading communications consultancies, we've chosen to focus our efforts on promoting literacy and education – market prerequisites for our services – and we have selected Room to Read as our global partner in this effort. We have made a consultant available to Room to Read to coordinate the activities of Ketchum teams worldwide, which are assisting in efforts to raise awareness, build alliances and raise funds.

## **World:**

As a global business, Ketchum has responsibilities when it comes to addressing some of the most pressing challenges to sustainable growth and prosperity – disease, corruption and human rights abuses, among others. To effectively collaborate with like-minded businesses, NGOs and civil society, Ketchum is an active participant in the World Economic Forum and the U.N. Global Compact. We have made a consultant available to the Forum in Geneva to contribute directly to core programs, and our senior executives serve on various advisory boards for the Forum and for the U.N. Global Compact.

## **Integrity:**

Ketchum has a strong position on ethics in communications, all of which emphasize absolute transparency and disclosure in all venues. We update our ethical policies as the world of social media continues to evolve, with specific advice on blogging and use of social media, and we recently began requiring all our colleagues to sign a statement of their awareness of our ethical guidelines.

## **Environment:**

Ketchum is committed to making our workplaces around the world as healthy as possible, while reducing our negative impact on the wider environment. For healthy and environmentally friendly workplaces, we're developing guides for managers and employees, and we're currently working on worldwide environmental goals: energy use reduction; travel/ carbon offset policies; supply/service procurement; waste management/recycling; and indoor air quality.

## **Profession:**

We believe as global leaders in the communications business, we have important roles to play in the professional associations and trade bodies that set standards and establish best practices in our professions. Our executives serve as leaders for some of the most important of these groups around the world, including the Association for Measurement & Evaluation; Global Alliance for Public Relations and Communications Management; Council of PR Firms; Public Relations Consultants Association (U.K.); Public Relations Society of America; International Communications Consultants Organization; and Word of Mouth Marketing Association.

## **Workplace:**

We understand that our people spend a lot of time in our offices, and that to do creative, thoughtful work, they need comfortable working environments. We strive to make our offices as safe, healthy and inspirational as possible, and many of our businesses have won recognition as great places to work.

## **Employee:**

We view our employees as the “target audience” of our corporate citizenship and sustainability activity, and we give them every opportunity to shape, guide and participate in our wide array of activities.



**Q. HOW DID YOU SELECT THESE AREAS?**

**A.** We drew from a wide range of sources. Our parent company, Omnicom, sets out many of these activity areas in its global report, and we also looked to organizations such as the World Economic Forum, the European Academy of Business in Society and other professional services companies to see which areas other businesses assess.

**Q. HOW WILL YOU MEASURE YOUR PROGRESS AGAINST SUCH A WIDE RANGE OF METRICS?**

**A.** Our primary measure is employee engagement. If the activities we undertake continue to attract and retain great talent, we know we're on the right course. We also want to continue to improve in each area, and in 2010 we'll establish baseline measures for each and set what we hope will be ambitious but realistic goals for each for improvement in 2011.

**Q. WHAT AREAS WILL BE ADDED IN THE FUTURE?**

**A.** That depends on what the KSR leadership decides it wants to tackle – this is employee-directed, remember. But I can see a few additional areas of activity as possible candidates in the near future: supporting creativity and the arts, for example, and forging stronger ties to the research and academic communities. Whatever areas we add or refine, it's clear we can't stand still and claim to be a leader in corporate citizenship.

# Community

Ketchum is a global family of businesses, with offices in capitals and business centers of the world's busiest and most competitive markets.

But we're also a collection of community businesses. Every Ketchum office sits in a neighborhood – in Midtown Manhattan, Spitalfields in East London or Hong Kong's North Point – and each of these communities is a unique and important fixture that figures not just in where we do business, but how.

As this report was being completed, Ketchum businesses around the world were busy making their neighborhoods better – and literally getting their hands dirty in the process. Projects to paint schools, plant gardens or refurbish community centers as part of our second global community service day were underway in dozens of locales around the world.

Taken together with activities conducted in 2008, these projects reflect thousands of hours of people time and significant financial investment by Ketchum companies to have our actions speak louder than words when it comes to supporting our local communities.

**SAN FRANCISCO:** Continuing a focus on education and literacy established in 2008 by volunteering at a local school, colleagues participated in a Room to Read local chapter fundraising event and a Room to Read book sorting event. Colleagues also helped with a Thanksgiving food drive to benefit a local food bank.



**NEW YORK:** In 2009, a conference room was transformed into the Ketchum Diner, where staff could purchase breakfast items donated by other colleagues with 100% of proceeds going to Room to Read.

With great participation, the event raised \$762.67.

The year prior, Stromberg Consulting, alongside Ketchum staff, helped prepare 1,500 gift bags for an annual fundraising event for Dress for Success and provided media training to students of the Reciprocity Foundation, an organization that enables homeless and high-risk youth and young adults to exit social services system and start sustainable careers in PR, marketing, etc. In addition, teams coached students from the Coalition for the Homeless on interviewing, résumé writing and applying for jobs, helped build a library at P.S. 28, an elementary school in New York City, and offered other services to additional nonprofits.



**LONDON:** In both 2008 and 2009, colleagues stepped out from behind their desks, and were hands-on with a variety of projects in the heart of their city and in some of the most deprived areas in the country. Community center hallways that were previously scant or covered in graffiti were repainted, the Glamis Road Adventure z was painted and cleaned up, and a community garden was transformed after much work was done collecting leaves, pruning and mowing the grass, similar to how in 2008 staff transformed the Brady Arts Center. The London volunteers transformed areas that are now more likely to be used by various community groups.



**MILAN:** In 2008 and 2009, colleagues partnered with the Franciscan Friars Association. Year over year, the breadth of activities expanded, and in 2009 staff worked in a soup kitchen, call center and help center at a railway station.

A true success, in 2009, staff distributed 1,300 meals in the soup kitchen and fielded 80 calls from the elderly who dialed in to the call center. In the railway station, staff worked with social assistants to help people with many different problems, ranging from unemployment, homelessness and hunger.



**HONG KONG:** In 2009, the office participated in the Green Council's International Coastal Cleanup, which is designed to help alleviate the problem of marine pollution, and aligns well with Ketchum's CSR commitment to help protect the environment. In just a few hours, colleagues removed 160 kg of debris from Stanley Main Beach. One of the great things about calculating the amount of debris is that this information will be compiled into an International Coastal Cleanup Data Report by the U.S.-based NGO Ocean Conservancy, and will be used to educate the public, business, industry and government authorities.

**CHICAGO:** In 2008, staff volunteered to brainstorm ideas to enhance marketing and visibility on behalf of seven local nonprofits. The organizations included the Gateway for Cancer Research Foundation, dedicated to curing cancer through funding patient-centred clinical studies that make an impact on those battling cancer, the Twilight Wish Foundation, which grants individual wishes and plans group celebrations for elders in poverty who have served others throughout their lives, and Sarah's Circle, which offers daytime supportive services in a welcoming, safe refuge for women who are homeless, or at risk of becoming homeless.



**PITTSBURGH:** In 2008 and 2009, colleagues from the Pittsburgh PR and Corporate Operations teams

supported The Neighborhood Academy, a private college preparatory school for low-income students. Not afraid to use a little elbow grease, staff participated in classroom activities, a basement “makeover” project, and general cleanup. In addition to this effort, in 2009 staff also volunteered with the Greater Pittsburgh Literacy Council, where they worked with students from various countries to help sharpen their English conversation skills. In addition, staff visited the Carnegie Library, where they helped sort 16,000 books.



**WASHINGTON:** In 2009, staff helped support a series of local Room to Read fundraising events, which focused on creative design

and printing of invitations to setting up venues and serving guests. Also, in continuation to the commitment to local schools that was established in 2008 when staff worked on campus cleanup projects at Ketchum Elementary, this year, staff partnered with WWSA ARTs Connection, a nonprofit that provides arts-infused educational and vocational programs for children and adults. Putting its PR skills to use, staff donated time and efforts to media outreach to raise awareness of events at the WWSA gallery.

**ATLANTA:** In 2008, the office hosted a brainstorm for Ferst Foundation, an organization that provides local communities with books to prepare Georgia preschoolers for reading and learning success. One of the areas of focus was coming up with ideas to celebrate the mailing of the Foundation's millionth book.

**Q. DID THE RECESSION DIMINISH THE COMPANY'S COMMITMENT TO COMMUNITY SERVICE?**

**A.** I don't think the recession diminished the commitment to community service at all. No, definitely not the commitment, though the recession did force us to rethink our ideas about how we could engage in local activities in impactful but cost-effective ways. In all honesty, there are probably some good things that came from being so mindful of the way we planned activities this year. Offices around the globe were forced to look within their communities and reach people, not just fund projects, and because of that focus on relationships, I think this year was particularly meaningful for all those who participated in community service activities. There is also a heightened level of social awareness about how many people are in need of help in any form or fashion, so knowing that the smallest act could be hugely impactful was inspiring.

**Q. WHAT WERE SOME OF THE CREATIVE WAYS YOU DID MORE WITH LESS THIS YEAR?**

**A.** One of the "trends," so to speak, is that many offices planned activities that either were built in to the workday or took place outside regular business hours. For example, in New York, staff sold breakfast foods to raise money for Room to Read – no real departure from the day's regular activities, but a feel-good opportunity to start the day. And in Hong Kong, planning a beach cleanup on a Saturday enabled partners of employees to participate in the activity as work schedules didn't conflict. It was a great way to expand relationships. The same goes for in D.C., when we helped staff a local Room to Read event on a Saturday evening and someone's husband spent the night prepping food!

**Q. WHAT DID YOU GET OUT OF THE EXPERIENCE PERSONALLY?**

**A.** This is going to sound so dramatic, but in all honesty, being involved in corporate social responsibility makes me a better employee. While account teams have their clients, as part of the operations team, I consider Ketchum employees to be my clients. As such, the culture of our office is the account I'm responsible for, and I'm accountable to everyone here to deliver a positive, well-rounded experience. The KSR Committee has spoken about how we hope that one day corporate social responsibility will be so embedded in our Ketchum culture that it will no longer be identified as a separate initiative from being a good employee. My involvement with the committee makes me feel one step closer to that goal.

Mini-Interview: **Cara Rich**



# Society

Some problems in society transcend the day-to-day business world – disease, corruption and illiteracy are just a few of the barriers that stand between success and companies wishing to operate globally. Well-designed corporate responsibility programs can address these issues in ways that benefit society while advancing a company's business interests, and with Ketchum efforts already in place to address global health and corruption problems, we set out in 2007 to find a partner in the effort to improve literacy and educational levels.

## **Room to Read: World Change Starts with Educated Children®**

After a lengthy review and analysis of partner organizations, Ketchum found a kindred spirit with Room to Read, a global charity dedicated to building schools and libraries and directly supporting education programs in Asia. We believe companies make the best contributions to such programs by offering whatever it is they do best; in Ketchum's case, this is communications, and we are involved with a wide range of communications support activities to reinforce the Room to Read mission around the world.

Ketchum has "loaned" a senior consultant, Julie Ferriot, to Room to Read in its San Francisco headquarters to provide high-level technical support and to coordinate Ketchum teams around the world on a range of projects and initiatives, including these:

### **LAUNCH OF TWITTER/ROOM TO READ PARTNERSHIP**

In October, Ketchum launched the Twitter/Room to Read partnership announcing Room to Read as the exclusive nonprofit beneficiary of its Corporate Social Innovation Initiative. Our efforts have resulted in media placements with the Associated Press (150-plus pickups) and more than 100 original stories. The partnership has generated more than 150 million media impressions as of early 2010.

### **ENGAGEMENT FROM 19 KETCHUM OFFICES AND AFFILIATES**

Ketchum offices and affiliates from around the world have participated in our pro bono partnership, and the number of active offices continues to grow. Ketchum employees in North America, Europe, the Middle East, Asia and Africa have all chosen to take part in the global effort.

### **ROOM TO READ GLOBAL MEDIA PLACEMENTS**

Media placements have appeared around the world, including placements in the U.S., Asia and the Middle East, thanks to the support of Ketchum offices and affiliates. Examples include the Associated Press, *USA Today*, *Parade* magazine (U.S.), *Sydney Morning Herald* (Australia), *Gulf News* (U.A.E.) and *The Sunday Times* (Singapore), among others.

### **DEVELOPMENT OF ROOM TO READ MESSAGE ARCHITECTURE**

As Room to Read approaches its 10th anniversary, Ketchum has supported this important milestone by revisiting overall messaging for the organization and helping to develop language that reflects its significant accomplishments and goals for the future.

### **MEDIA TRAINING FOR ROOM TO READ EXECUTIVES**

Ketchum has provided media training to founder John Wood, CEO Erin Ganju and several members of the Room to Read development team. Our counsel has helped Room to Read employees better deliver the powerful message of their organization.

### **DEVELOPMENT OF ROOM TO READ TOOL KIT FOR CHAPTER LEADERS**

Room to Read has more than 40 chapters around the world, all run entirely by volunteers. Last year, Room to Read chapters raised more than \$6 million for the cause. To support their efforts, Ketchum developed a comprehensive communications tool kit to support leaders with media outreach and guidance for general communications to chapter members and potential donors.

### **PUBLICATION AND DISTRIBUTION OF 5,000 CHILDREN'S BOOKS IN LAOS**

A Ketchum fundraising effort in the U.S. and London resulted in the agency's ability to produce a book as part of Room to Read's Local Language Publishing program. Thousands of books were distributed to schools throughout Laos in June 2009.

#### **KETCHUM WEST/ROOM TO READ SUMMER INTERNSHIP PROJECT**

In summer of 2009, the Ketchum San Francisco and Los Angeles summer interns delivered a comprehensive chapter guidebook on how to plan and develop fundraising events at all levels. The interns also created a signature event, “Cycle for Literacy,” for chapters to implement in their own markets. In total, the interns provided more than \$45,000 of donated time.

#### **MULTIPLE LANGUAGE TRANSLATIONS FOR ROOM TO READ**

Support from our international offices has allowed us to translate material into Dutch, German, Japanese and Mandarin to ensure the Room to Read message reaches as many people as possible. Translations have included content for the Room to Read Web site and other communications materials.

#### **ESTABLISHMENT OF 12 LOCAL ROOM TO READ/KETCHUM PARTNERSHIPS**

Ketchum offices and affiliates around the world have teamed up with local Room to Read chapters to support their ongoing efforts to raise awareness and funds for the organization. Support has included media outreach, collateral development and ongoing PR strategy and counsel.

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### **We Are Family Foundation®**

Ketchum senior partner and CEO Ray Kotcher is on the board of governors of Nile Rodgers’ We Are Family Foundation, a leading nonprofit dedicated to building global coalitions that foster tolerance and respect. One of the foundation’s signature initiatives is Three Dot Dash, a program that regularly brings together exceptional global teen leaders who are actively working on projects that address basic human needs and promote peace.

To help the organization gain visibility, Ketchum volunteers each year to handle the media relations around the nonprofit’s annual red-carpet gala, as well as during its Just Peace Summit – a weeklong event that engages these inspirational teen leaders from around the world and brings them to New York to help them learn how to effectively communicate and better tell their stories.

Mini-Interview: **Rob Flaherty**



**Q. WHAT HAS IMPRESSED YOU MOST ABOUT ROOM TO READ?**

**A.** I've had the opportunity to participate in a couple of advisory board meetings and interact with their staff and board members, and what strikes me first is how professionally run this organization is. This is an organization that aims to succeed, and it has the business discipline to match its passion and commitment.

**Q. WHERE HAVE KETCHUM RESOURCES PROVEN MOST HELPFUL TO ROOM TO READ?**

**A.** Our relationship with Room to Read involves resources from literally the entire global Ketchum network, and I think there are three areas in which our support is particularly helpful. The first is the "gift" of Julie Ferriot's time as an on-site consultant. There's no substitute for the on-the-ground support, and Julie's personal commitment and enthusiasm for Room to Read makes this partnership all the more powerful. A second benefit of the relationship is the application of proprietary Ketchum tools and methodologies we've put in place to assist their communications capabilities. And a third is access to our network of local experts, which has been available and involved in North America, Europe, Asia, the Middle East and Africa.

**Q. WHAT DOES KETCHUM GET OUT OF THE RELATIONSHIP?**

**A.** A lot, actually. Room to Read is very gracious in their acknowledgement of Ketchum's support for their mission. Equally important, they are quite generous in allowing us into their organization at virtually all levels, helping us learn as they learn, and apply what we learn for other clients. It helps that they are a dynamic organization with a fantastic mission – our people love to be involved with Room to Read.

# World

Many of the world's most pressing issues are at least in part matters of communication. Broader awareness, deeper understanding and enhanced dialogue among all stakeholders are key aspects of any solution of the problems confronting business, government and civil society today, and Ketchum is proud to have a voice on these matters with active participation in global forums.

Since 2001, Ketchum has been proud to be a member of the U.N. Global Compact, and has practiced its principles through active participation and promotion of its aims to our clients and their stakeholders. Specifically, we have designed our management policies to reflect the standards established by the Global Compact in these areas:

**Harassment and Discrimination Policy** - All employees should be able to enjoy a work environment that is free from harassment – including sexual harassment – and free from discrimination, including that of race, color, national origin, ancestry, religion, disability, medical condition, marital or veteran status, sexual orientation, age, or gender. Any harassment or discrimination of employees or others at Ketchum undermines the integrity of our employment and our relationships. This conduct is unacceptable and is not tolerated. Ketchum expects its vendors and clients to support these guidelines.

**Equal Employment Opportunity Policy** - Ketchum is an equal opportunity employer with individuals hired and promoted solely on the basis of ability, training and experience. The company makes every reasonable accommodation to the known physical or mental limitations of qualified employees with disabilities unless the accommodation would impose an undue hardship on other employees or inhibit the efficient service of our clients.

**Code of Business Ethics Agreement** - At the request of Ketchum's chief executive officer, this policy document is formally acknowledged by each employee. It provides standards for virtually all operations of the company, including truth and accuracy in communications, record keeping, gifts and entertainment, union agreements, conflicts of interest, and privacy.

**Workplace Violence** - It is Ketchum's intent to provide a safe workplace for all employees. Threats, threatening language, or any other acts of aggression or violence made toward or by any Ketchum employee are not tolerated. Threats include but are not limited to any verbal or physical harassment, attempts at intimidation or instilling fear in others, menacing gestures, flashing of concealed weapons, stalking, verbal or physical abuse, or other hostile, aggressive, injurious, and destructive actions undertaken for the purpose of domination or intimidation.

**Anti-Corruption/Transparency** - Ketchum is acutely aware of its responsibility as an active participant in the free flow of information and ideas in our society. The integrity of independent media is a cornerstone of this vital process. A revised policy document, "Ketchum Disclosure Guidelines," ensures that Ketchum employees are transparent in their dealings with the media, identifying the client or other entities as sources of the information.

As vocal advocates for Global Compact principles, Ketchum executives in 2009 produced more than a dozen supporting articles, speeches and conference contributions, and provided artistic and technical services to produce communication materials, including the official brochure, "Moving Forward in Tumultuous Times," in support of the launch of the Global Compact's GCLead program.

Ketchum has also been an active participant in the World Economic Forum since 2004, contributing to its mission to "improve the state of the world" with delegations to its 2009 annual conference in Davos as well as to regional forums in Brazil, Jordan, South Africa and India.

In keeping with a commitment to supporting organizations with technical expertise, Ketchum has "loaned" a consultant, Dafni Kokkidi, from its London office to the Forum's Geneva headquarters for 2009 and 2010 to support activities related to global health, anti-corruption and general media relations and communications.

Ketchum executives also play advisory roles on key World Economic Forum initiatives. David Gallagher, president of Ketchum Pleon in Europe, sits on the Forum's global health advisory board along with leaders from organizations in public health, management consultancy, medicine,

technology, energy and consumer products. The board provides advice and guidance on a wide range of Forum health-related activities, including the fight against HIV, TB and malaria, as well as new initiatives to address chronic disease, nutrition and obesity, and health system infrastructure improvement.

In Brazil, Ketchum's São Paulo office is a member of +Unidos, a CSR initiative spearheaded by the U.S. embassy in Brazil. The +Unidos initiative promotes best CSR practices in Brazil through a network of more than 50 member companies, investing approximately \$250 million in more than 700 CSR projects across Brazil. Among the ways that Ketchum participates in this initiative, the office helps raise awareness for the Brazilian Cancer Association, whose mission is to contribute to the prevention and early detection of cancer and reduce the suffering of the cancer patients. Ketchum also donates its services to promote the Instituto Brasil Acessível (Accessible Brazil Institute), which builds rooms and houses for needy people. And Ketchum lends its expertise to the ONG Alquimia, which has 32 monitors to care for children in slums and provide them a better quality of life.

Mini-Interview: John Paluszek

**Q. YOU WERE ONE OF THE EARLY CHAMPIONS OF COMPANIES MAKING CORPORATE RESPONSIBILITY A PRIORITY. HOW FAR HAVE WE COME?**

**A.** Corporate social responsibility as a client priority has grown tremendously since we first looked at it...and since my colleague Lorraine Thelian and I established a public relations firm in the '70s based on corporate social responsibility. Today, it is almost absorbed into the mainstream of not only language, but also priorities among corporate clients. There are now thousands of companies that have signed on to the concept of corporate social responsibility by any number of names – sustainability, sustainable development, corporate citizenship. They all come down to the same thing: a recognition that the world has evolved, that publics such as customers, investors and communities have priorities that perhaps didn't exist several decades ago, and that companies have to address these priorities. This new reality at the very least demands that companies be cognizant of these suggestions and demands, and at the other end, that they are willing to act on these issues, in the workplace and in every other place companies touch and are touched by external publics. It has come so far that you can even make a



business case for CSR, where for example nonprofits and for-profit businesses work together for their mutual benefit on a cause-related marketing initiative. So in almost every respect, it has become a matter of normal operating procedure, and now thousands of companies are issuing annual CSR reports.

**Q. KETCHUM WAS ONE OF THE FIRST COMMUNICATIONS BUSINESSES TO SIGN ON TO THE U.N. GLOBAL COMPACT PRINCIPLES. WHAT DOES THIS SAY TO YOU ABOUT THE COMPANY'S VALUES?**

**A.** First, let me point out, for those who may not know, the U.N. Global Compact is the world's largest corporate citizenship initiative, and it operates on 10 principles clustered around human and labor rights, the environment, anti-corruption and transparency. At the time of its formation in 2000, Ketchum was doing pro-bono work for the Compact, and ever since then we've been making a strong case for the role of communications in advancing the principles. As part of our membership service, we must produce a communication-on-progress report, and we have done so three times. While there have been as many as 4,000 companies worldwide that were members of the Compact, about 500 have been delisted because of the requirement to file an annual report. Our affiliation with the Compact has always been quite consistent with Ketchum values, and I think it always will be.

**Q. SOME ARGUE THAT THERE IS MORE TALK THAN ACTION FROM MEETINGS SUCH AS THOSE RUN BY THE WORLD ECONOMIC FORUM. HOW DO WE MOVE FROM DISCUSSION TO PROGRESS?**

**A.** I'd say that what happens in between the forums is equally important, or maybe even more important, than what happens at those meetings. As we all know, when you're operating in a club, trade association or professional society, when you meet, you set goals, and you appoint people who achieve those goals, and you measure your progress between meetings, and you come to the next meeting with some sort of report as to the degree of progress, or the obstacles, and you proceed from there.

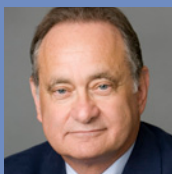
# Integrity

We understand our world is changing. Business and consumer confidence is at an all-time low, and now, more than ever, corporations must answer for more than just their bottom line. In this new climate, companies must conduct their affairs in a manner that makes sense for the business while considering broader societal expectations.

Credibility is at the heart of all our businesses, and Ketchum has an unyielding position on the importance of ethics throughout our operations.

We have made ethical decision-making a core skill of all employees through training, leadership development and practical guidelines to ensure our business is conducted with the highest levels of transparency and responsibility throughout the company.

Ketchum businesses are signatories to the standards of conduct set forth by the various professional and trade bodies around the world overseeing the practices of public relations, public affairs, lobbying, word-of-mouth marketing, and pharmaceutical marketing and communications.



**Q. WHY IS IT SO IMPORTANT TO STRESS INTEGRITY IN OUR BUSINESS?**

**A.** As anyone who's been in this business knows: Without our credibility, we are nothing. Every day, we are placed in a position of trust where we represent ourselves, our business and our clients in one way or another. Not to conduct our activities with the utmost regard for integrity is a breach of our values as a business and it jeopardizes our ability to serve clients as well. There are many circumstances that test our resolve as individuals and as a company to act in accordance with what's right, morally, for our clients and for the business. That's why it's necessary to discuss, make clear, remind and reinforce.

**Q. ARE YOU PLEASED WITH WHERE THE COMPANY IS RIGHT NOW IN TERMS OF INTEGRITY?**

**A.** Clearly, we have the trust of our clients and have grown to be a leader among global communications businesses thanks to our adherence to a code of ethical practices. We have made and will continue to make many commitments to clients, employees, business partners and society – to name but a few of our constituencies. If we continue to be mindful of our behaviors and choices, then we are squarely on the right track. But we can never take our integrity for granted. It will take continuous commitment, training and vigilance.

**Q. WHAT ARE THE BIGGEST CHALLENGES TO A COMPANY THAT WANTS TO BEHAVE ETHICALLY?**

**A.** Maintaining a focus on the fundamentally important role ethics plays in the viability of our enterprise – in a nutshell, that's about the biggest challenge to a company that is committed to ethical behavior. Wherever matters of ethical behavior come into play – client relations, transparency and truthfulness in our relations with the news media, social media and the blogosphere, a healthy workplace free from harassment of any kind – we remain steadfast in our commitment.

# Environment

When it comes to the environment, Ketchum practices what it helps clients preach. We have long been an advocate of responsible energy use, and our businesses around the world have set policies to reduce waste, increase energy efficiency and promote sustainable business practices with employees.

In 2010, we'll distribute a set of global guidelines to help all of our businesses establish improvement targets in energy use reduction; travel/carbon offset policies; supply/service procurement; waste management/recycling; and indoor air quality. These will be based on established programs in our London, New York, Paris and California operations, and set specific measures for constant improvement.

We have launched an ambitious initiative in North America to dramatically reduce the use of paper in daily operations through the use of new information technologies, updated reporting procedures and simple awareness of the unnecessary paper use. This initiative will be rolled out in Europe in 2010 and worldwide in 2011 with the dual benefits of helping the environment and reducing business costs.

And as an advocate for sustainable environmental business practices, Ketchum was a proud advisor to the U.N. and its Conference of the Parties 15 – the Copenhagen summit to negotiate the details of the Kyoto Protocol, set to expire in 2012. As this report was being prepared, Ketchum was finalizing plans for Copenhagen – a global campaign convened by U.N. Secretary General Ban Ki-moon in recognition of this meeting's role as a critical watershed in the long-running debate on climate change.

The initiative was an unprecedented effort agreed by the heads of the major global marketing holding companies (Omnicom Group, WPP, and Publicis) to join forces, and Ketchum took the lead for Omnicom as the sole public relations organization supporting this prestigious campaign.

Ketchum worked alongside the International Advertising Association and some of the leading creative forces in advertising, marketing, branding and communications to drive global public awareness of, and engagement in, the vital issues that were raised at the Copenhagen meeting.

Mini-Interview: Paul Cohen



**Q. TAKING STEPS TO QUIETLY PUT IN PLACE SUSTAINABLE BUSINESS PRACTICES IS ONE THING, BUT TAKING SUCH A PUBLIC STAND WITH HOPENHAGEN IS ANOTHER THING ALTOGETHER. RISKY?**

**A.** Not at all. If we are to take social responsibility seriously, we need to have – and constantly demonstrate – the courage of our convictions. The issue of how we will manage the challenges of climate change is being discussed by citizens, government officials, business and nonprofit leaders, and academics around the world. Ketchum has a responsibility to be engaged in these issues. And we have unique capabilities to make a difference by getting people to be aware and to take action.

**Q. WHAT CAN BUSINESSES LEARN FROM HOPENHAGEN?**

**A.** It's become clearer than ever that business, government and civil society must all work to find solutions to our most pressing problems. Whatever the politicians decide, smart businesses know that solutions must be found. And the best business leaders have a history of embracing the latest science, investing in new technologies, forging new partnerships and playing a leading role in positive change.

**Q. GREEN – NICE TO HAVE OR NECESSITY FOR BUSINESSES TODAY?**

**A.** It's absolutely a necessity. Even beyond our own individual and corporate responsibilities, our clients around the world are working through these issues, in myriad ways. We have to be thoroughly engaged in all aspects of the green space if we are to counsel our clients with credibility and effectiveness.

# Profession

The professional and trade bodies that govern business practices in our companies around the world are incubators for innovation, best practices and leadership development. They also provide platforms for meeting opportunities and solving problems that are bigger than any one company.

We believe as global leaders in the communications business, we have important roles to play in the local, national and international bodies that set standards and establish leading practices in our professions, and our executives serve as leaders in some of the most important of these groups around the world.

David Rockland, PhD, is on the board of directors of the Association for Measurement and Evaluation, a growing trade body whose purpose is to define and develop the industry on an international scale with better professional standards for both companies and individuals.

John Paluszek is chairman of the Global Alliance for Public Relations and Communications Management, which builds on the cooperative efforts of PR professional bodies to tackle common problems with a global perspective. John literally travels the world, speaking on behalf of the Alliance and its mission to unify and link PR professionals, raise standards of service, develop member organizations, and serve the profession.

Ray Kotcher recently completed two consecutive terms as chairman of the Council of Public Relations Firms, the leading trade body representing American and international companies focused on PR services. Under Ray's leadership, the Council launched *The Firm Voice*, a powerful new online periodical serving the U.S. public relations industry, and hosted a global "critical issues forum," calling for leadership and bold action to help restore public confidence in business, government and the media.

David Gallagher is chairman of the Public Relations Consultants Association in the U.K. As chairman, David has helped the association update its governance policies, launch a dozen industry interest groups, form a cooperative partnership with a British charitable organization, invite in-house teams as members, and

spread its reach internationally with members from abroad. David is also a board member of the International Communications Consultancy Organization, the global trade body for national agency associations.

Barri Rafferty is past president of the New York chapter of the Public Relations Society of America, the country's largest unit of the leading U.S. professionals. During her term, she worked to create more opportunities for younger professionals to serve in influential roles and to shift the focus of training to underscore the importance of digital and social media.

Paul Rand is president of the Word of Mouth Marketing Association, the U.S.-based body for the viral, buzz and word-of-mouth marketing industry. Paul has helped the association renew its ethical code of conduct, establishing best practices, unacceptable practices and baseline rules for this rapidly growing field.

Mini-Interview: **Barri Rafferty**



**Q. WHY IS IT IMPORTANT FOR AGENCY LEADERS TO VOLUNTEER THEIR TIME FOR PROFESSIONAL BODIES?**

**A.** Professional bodies help steer thought leadership, professional development and knowledge sharing within the industry. I feel it is our responsibility as leaders in the profession to volunteer in ways that help the industry evolve. That might include volunteering to lead training courses, driving the dialogue that enhances industry reputation or leading key initiatives for professional bodies.

**Q. ARE YOU COLLABORATING WITH THE COMPETITION?**

**A.** PRSA includes agencies, corporations, nonprofits and individual practitioners, so I have never seen it as collaborating with the competition, but as networking with them to enhance the profession. We do not share proprietary information; however, I do feel Ketchum's involvement helps raise the bar on the topics being discussed and pushes the industry overall to think differently at times. It is also a good way to better understand what the competition is thinking and where they are focused.

**Q. WHAT HAVE YOU PERSONALLY TAKEN AWAY FROM YOUR PRSA EXPERIENCE?**

**A.** I have learned more about the industry overall and built a network of people I can tap to help me think through issues or gain insight into how they are navigating varied business situations. If we work together collectively to advance the business, we can also each glean ways to advance our own business. I also truly enjoy mentoring younger people in the profession and helping them shape their voice in the industry.

# Workplace

We are committed to using the best practices and tools for recruiting and retaining a workforce that reflects our global community. By attracting the best talent from diverse backgrounds and experiences, our globally recognized and locally run businesses provide unique perspective and extraordinary creativity and services to our clients. We foster a working environment where all employees can achieve their greatest potential.

## A Great Place to Work – Literally

For the past five years, our London office has been designated one of the best 50 places work in the U.K. by the Great Places to Work Institute and the *Financial Times*. Why? The people, of course – and the employee-run office meetings, an outdoor basketball court, showers for cyclists and runners, and assignments to social “houses” to give all colleagues a close community of friends and encouragement.

## KETCHUM UNIVERSITY

Ketchum prides itself on its reputation for providing the best learning opportunities in the industry. Opportunities for learning and professional development have always been crucial to Ketchum – learning is at the core of our work.

Ketchum's dedication to employee learning continues to translate into value for our clients. As account teams servicing and counseling our clients become more refined PR practitioners, they create programs that are increasingly fresh, creative and effective for our clients. We believe that employee learning is an investment worth making, and we continue to raise the bar we have set as the industry leader in this category.

Through our corporate university, Ketchum University, the agency retains and invests in the industry's best talent by providing learning and development that help employees grow professionally and achieve great results for our clients. The curriculum features more than 50 learning programs that are conducted as local seminars and global sessions. Courses are offered on topics ranging from leadership and business development to core business skills like media strategy and creativity. And activities are highly interactive, enhancing collaboration and drawing on the strengths of course participants while distributing knowledge and best practices throughout our global network. What's more, registration and

course enrollment for learning and development programs are conducted via an online learning management system and personal learning profiles that provide a record of course completion.

Off-site and interoffice learning opportunities are also offered through such programs as our renowned Camp Ketchum and Road Scholar initiatives.

### OMNICOM UNIVERSITY

Ketchum leaders participate throughout the year in programs managed by the Omnicom University Senior Management Program, Postgraduate SMP Program, Financial Leadership Program and Advanced Management Program. These programs, originally developed with the Harvard School of Business, are considered to be among the world's preeminent executive education programs.

### ART@KETCHUM

After a successful debut of this program in London, Ketchum offices around the world are donating their receptions or other public space for local artists to showcase and discuss their work – painting, sculpture, photography, even short films.

Mini-Interview: Sarah Barrett

#### Q. WHAT MAKES A WORKPLACE SPECIAL?

A. Continuous attention to detail on making the working environment relevant, accessible, and engaging. Workplace can of course be defined as the bricks and mortar, furniture and hardware (all critical), but most importantly, it's the culture and tone that's set, which is more difficult to define, develop and measure. Ketchum Pleon London has been recognized as an FT Best Workplace over four years, and the combination of clear and consistent people policies, strong environmental commitments, healthy and organic food options, relax-and-chill-out spaces, cool locations and priorities on the safety and security of our teams, to name just some of our focus areas, all contribute to our exceptional workplace. Most importantly, though, it's inspired leadership that believes this to be the case, and backs the (often small) investments required to deliver on this.

#### Q. HOW DO YOU KNOW YOU'VE ENGAGED PEOPLE?

A. By asking them regularly and genuinely for their opinions and views, and then acting on them!

#### Q. WHAT'S IN IT FOR CLIENTS?

A. Engaged individuals and teams push boundaries and innovate, and are never satisfied – a winning formula for clients.



# Employee

While Ketchum companies benefit from KSR activities, they weren't developed solely for the business; they were developed for us: the employees. We want and need well-rounded, engaged and motivated people who believe they can change the world.

We also believe responsible companies attract responsible people, and build growing, sustainable businesses capable of withstanding fast change and turbulence in the global economy. So by investing in KSR, we're completing a virtuous circle.

KSR activities are designed to engage the largest number of employees possible. Whether we're working on pro bono assignments, volunteering with one of our charitable partners, organizing local community events, or serving as one of the leaders responsible for shaping future initiatives, everyone in the company is part of KSR.

Mini-Interview:  
**Julie Ferriot and  
Dafni Kokkidi**



**WHAT DO YOU THINK ROOM TO READ VALUES MOST ABOUT YOUR PRESENCE?**

**A. Julie:** The true value I provide to Room to Read is being available to them in person or live on the phone any time they need. Over the past year, we have established a great relationship where we are truly partners working together towards the same goal. We want to make Room to Read the trusted leader in the global movement to educate children across the developing world. In addition to being an extension of their own team, another true value I provide is the extraordinary access to the Ketchum network and our numerous experts. No matter the communications challenge, we are able to deliver strong strategic counsel and positive results.



Dafni Kokkidi

**Q. AND THE WORLD ECONOMIC FORUM?**

**A. Dafni:** Having a dedicated resource, who can take a long-term view of the Forum's communication needs in specific areas, and develop and implement communication strategies accordingly. Also, putting in place processes that can facilitate the development of communication plans across a range of areas going forward.



Julie Ferriot

**Q. WHAT HAVE YOU LEARNED ABOUT YOURSELF?**

**A. Julie:** I have always felt passionately about serving the global community and empowering youth through education. However, what I have learned since we started working with Room to Read is twofold. One, the need is enormous, and the time for the world to act now is critical. Secondly, every bit of work done by the individual and collectively through our networks has an immediate impact. In just 10 years, Room to Read has impacted more than three million children, and our goal is to reach more than 10 million by 2015. It's possible, and we're making it happen!

**Dafni:** That I enjoy pushing myself out of my comfort zone. I have gained a lot, professionally and personally, from finding myself in a different organizational and cultural environment. It has given me a clearer vision of what I want to achieve in my career, and it has confirmed my view that I enjoy working in a diverse and dynamic environment.

**Q. HOW DOES IT MAKE YOU FEEL ABOUT YOUR COMPANY AND YOUR FUTURE?**

**A. Julie:** I am so proud and honored to be working for Ketchum and with Room to Read in the capacity I currently serve. It is a big commitment on Ketchum's behalf to dedicate our resources to a nonprofit organization, especially for the long term. In these challenging times, it's even more impressive. When others are shrinking and pulling back, Ketchum recognizes the need is even greater now for those around the world. We recognize the responsibility we have to support and give back, as well as the opportunity it presents for all of our employees to engage and participate in the process.

**Dafni:** I am proud to be part of a company so conscious about its global citizenship responsibilities, and that is involved with an institution such as the Forum, that can have a positive impact on developments on the world stage. I also highly value being part of a company that invests in its employees, and I am excited about potential opportunities such an organization can offer.



# Ketchum Pleon

## New Global Powerhouse

In June 2009, Ketchum announced exciting plans to merge with Pleon, Europe's leading communications consultancy, to form a truly global powerhouse in public relations, public affairs communications and change management. Integration of Ketchum and Pleon businesses began immediately in some markets and will be completed across Europe in 2010.

With its own rich heritage and commitment to corporate responsibility and sustainability, Pleon promises to bring an even greater impact and reach to KSR next year and beyond. A few Pleon highlights in this area from 2009:

#### **EUROPEAN CENTRE FOR REPUTATION STUDIES: REPUTATION CAPITAL**

Pleon co-sponsored an international symposium – the fourth in a series – in Munich with the European Centre for Reputation Management and a half-dozen other companies, academic institutions and nonprofit organizations to examine the rules for earning and keeping reputation capital safe in today's unpredictable and complex markets. The conference served as a backdrop for the launch of Joachim Klewes and Robert Wreschniok's *Reputation Capital*, a book examining all aspects of reputation in the 21st century.

#### **EUROPEAN ACADEMY OF BUSINESS IN SOCIETY**

Pleon continued its partnership with the European Academy of Business in Society, a unique alliance of companies, business schools and academic institutions that is, with the support of the European Commission, committed to integrating business-in-society issues into the heart of business theory and practice in Europe.

The partnership featured a series of conferences with leading academics, practitioners and others connected with corporate social responsibility, with topics including climate change, consumer-driven CSR and the future of corporate citizenship in the aftermath of financial and economic turmoil.



**Q. HOW HAS PLEON LOOKED AT ITS ROLE IN SOCIETY?**

**A.** From the start, we envisioned our role in society. Ranked among the top three communications agencies in Europe, this was not only our ambition; it was expected from us. And rightly so. In 2004, market leaders in their respective countries came together and founded Pleon. This means that Pleon inherited standing practices of social responsibility. Interestingly, the differences we experience as a European company between the approaches of CSR in northern and southern markets and western and central/eastern European markets is exactly the basis on which we are able to work for our European clients in CSR – from strategizing at the European level to implementation with full respect of regional and national cultural differences.

**Q. HOW HAS THIS VIEW SHAPED YOUR BUSINESS PERSPECTIVE?**

**A.** Corporate responsibility was placed within our three business circles from the very beginning of Pleon. Helping our clients to gain stronger reputation, market share and internal pride means putting their societal value and their license to operate at the heart of our work. That is what these times of sustainability call for. Beginning in 2008, the CSR European Practice started to bring together our capabilities as we respected the rise in professionalism at the European level. Nevertheless, we have always kept a keen eye on national expertise.

**Q. WHERE CAN KETCHUM AND PLEON MAKE THE BIGGEST DIFFERENCE TOGETHER IN 2010?**

**A.** Bringing together and mutually strengthening our respective social responsibility efforts. For example, where Ketchum brings in its strong Room to Read partnership to extend to Ketchum Pleon offices where possible, Pleon brings in the Reputation Centre of Reputation Studies and its partnership with the European Academy of Business in Society. We have already seen the first collaborative results and look forward to working together in further strengthening our social responsibility.

**“Ketchum has been a committed and enthusiastic partner** in the World Economic Forum’s mission to improve the state of the world, deepening its engagement even further in the last year through health and anti-corruption initiatives.”

**DIANA EL-AZAR**, Head of Media, Entertainment and Information Industries, World Economic Forum, Cologny and Geneva, Switzerland

**“Ketchum was an invaluable partner** from the beginning in promoting the Hopenhagen campaign. The team combined keen sustainability expertise with world-class PR skills and an impressive global network to raise awareness and spur action around the U.N.’s climate change summit in Copenhagen.”

**MICHAEL LEE**, Executive Director of the International Advertising Association

**“We are grateful to Ketchum** for their long-term commitment to Room to Read and are excited about the great work we will accomplish together in the years to come. By engaging the agency’s full network around the world, we are better able to communicate our message and intention to transform the lives of millions of children in developing countries by focusing on literacy and gender equality in education.”

**JOHN WOOD**, Founder and Chairman, Room to Read

**“We Are Family...it is the name of our organization and perfectly describes the culture, vibe and people at Ketchum.**

In 2008, we developed a program called Three Dot Dash (‘peace’ in Morse code). It identifies Global Teen Leaders (GTLs) who are actively working to address issues related to basic human needs, teaches them how to ‘tell their stories,’ and provides stipends and mentorships for a year to amplify their work. From advocating for climate change in the classrooms of the United Kingdom to teaching basic first aid to civilians in Middle East conflict areas, the GTLs are positively affecting millions of people across the globe. In short, they are game-changers.

Spearheaded by Ketchum CEO Ray Kotcher, a dedicated, passionate and creative team of Ketchum staff donated their time, expertise and hearts to help make Three Dot Dash a success. From program development meetings to hands-on ‘media workshops,’ from securing press opportunities for the teens throughout the year to becoming GTL mentors, the Ketchum ‘family’ was intimately involved in every aspect of Three Dot Dash.

With the Ketchum team’s help, our GTLs positively affected more than four million people worldwide.”

**NANCY HUNT**, President, We Are Family Foundation



PASSION AND PRECISION IN COMMUNICATION