



2016-
2017

**KETCHUM
SOCIAL
RESPONSIBILITY**
Report



Ketchum



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FROM OUR PRESIDENT & CEO, **BARRI RAFFERTY**

Throughout our long history, Ketchum has earned accolades for being creative, collaborative and generous — with our clients, our communities and one another. These are our foundational attributes, essential for delivering the strategic programming, game-changing content and measurable results that build brands and reputations.

They also define our corporate social responsibility (CSR) initiative. CSR is so engrained in our culture that we have even Ketchum-ized its name: Ketchum Social Responsibility, or KSR. In this biennial report, which recaps our KSR initiatives and outcomes for 2016-17, you will get a glimpse of what I am fortunate to feel and observe every day — the passion and commitment our people bring to making our work, and our world, better.

This commitment to KSR aligns with and is inspired by our corporate values — four specific attributes and behaviors that we believe distinguish us. One of our

values is being “a force for good” and the generous spirit that defines this value comes to life across our agency, in countless ways, through KSR.

We regularly counsel our clients to be transparent in CSR reporting and choose to lead by example. For the first time in our CSR history, Ketchum participated in the Global Reporting Initiative (GRI) as part of our 2016-2017 KSR report. GRI is an international, independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights and corruption.

As part of this process, we conducted a formal stakeholder survey to determine areas of KSR focus from the perspective of our clients and employees, as well as nonprofit and academia partners. Findings will be shared throughout this report.

Thank you for your interest in Ketchum and KSR, and I trust you too will be inspired and motivated by our commitments and actions.



Barri

Barri Rafferty
Ketchum President & CEO



ABOUT KETCHUM

Ketchum — in our 95th year — is a leading global communications consultancy with operations in more than 70 countries across six continents. We are organized around 14 distinct industry sectors and 13 communications specialties, supporting clients' needs with a team of 2,200+ experts.

Our future-forward structure is built on a simple yet powerful vision: No boundaries. We place the client firmly at the center of our capabilities and reject the limiting boundaries that can divide and diminish.

The Holmes Report's North American Creative Agency of the Year, Ketchum has won 45 Cannes Lions, 175 Silver Anvils and an unprecedented six PRWeek Campaign of the Year Awards — making us the most decorated agency in the history of the PR industry.

FROM OUR CHIEF COMMUNICATIONS OFFICER,
MINDY RUBINSTEIN

KSR: A Decade of Service to Others

Our formal KSR program is now entering its second decade, but our philanthropic history began the day our agency opened its doors. A pioneer among large agencies, for nearly 100 years, Ketchum employees have generously given their time and expertise to the communities where they live and work.

Working with and at the urging of our employees, we formalized our commitment to CSR in 2007 and established some of the most progressive policies that continue to motivate our employees to engage in CSR and live our brand's values while on the job.

In the decade since KSR was formed, we have empowered our colleagues at every level to choose how and when to contribute to our communities. Ketchum provides the

financial and agency resources needed to achieve their goals, demonstrating that CSR is more than an initiative at Ketchum — it's a calling to improve the world.

KSR doesn't exist so that Ketchum can earn acclaim for our actions. Still, it's gratifying to know that the gracious efforts of our employees are being recognized. Since 2008, KSR has won seven prestigious industry awards — the most recent being the 2017 North America SABRE Award for PR Agency Citizenship.

As one of the people who created our KSR program, it has been an honor to watch it grow these last 10 years as employees bring their ideas and passion to our KSR program. In honor of our anniversary, we put together 10 noteworthy highlights. We are proud to share our accomplishments with you.



Mindy

Mindy Rubinstein

Chief Communications Officer

10 Highlights

FROM 10 YEARS OF KSR

WORLD
ECONOMIC
FORUM

1. SUPPORT FOR THE WORLD ECONOMIC FORUM

Since 2004, Ketchum has provided pro bono communications support to the World Economic Forum, which is the nonprofit international organization for public-private cooperation. Over the years, we supplied highly qualified, mid-level Ketchum employees from England, Germany and the United States to serve in Davos for year-round media support.

2. A GLOBAL MONTH OF SERVICE

One of the first actions we took when KSR officially formed in 2007 was to create a signature program that would engage all employees during a single moment in time. Each September, Ketchum offices and affiliates participate in a month of volunteer service to support local nonprofits in their communities. More than 500 employees participate annually, benefitting more than 250 organizations to date.



Room to Read®

3. GLOBAL PARTNERSHIP WITH ROOM TO READ

In 2008, we established a formal pro bono partnership with Room to Read, an organization focused on children's literacy and gender equality in education across Africa and Asia. Since that time, more than 500 employees have supported Room to Read with communications expertise and fundraising contributions totaling more than \$300,000.



4. ONGOING EMPLOYEE GENEROSITY

Natural disasters affect millions of people every year. In such times of need, our employees have given generously, donating their time and more than \$100,000 toward recovery efforts in the communities we serve around the world.



5. CREATION OF A KSR COMMUNITY

In 2007, Ketchum established a KSR community, open to all colleagues throughout our global network. Today there are approximately 125 active members, who work to develop KSR programs that tap into the passions of our colleagues while working to meet the needs of the wider world.



6. CREATION OF KSR POLICIES

To help achieve our social responsibility goals, Ketchum established a set of KSR policies in 2013 for both social and environmental issues. Our policies guide offices and employees when developing local programs and initiatives.



7. COMMITMENT TO SUSTAINABILITY

Ketchum is committed to being environmentally responsible. In 2015, Ketchum earned the Silver Recognition level by EcoVadis, a sustainability rating platform for global supply chains. This ranking places Ketchum among the top 30% of performers evaluated by EcoVadis on environmental, social and ethical performance criteria.



8. HAPPY ANNIVERSARY: A TIME TO RECEIVE ... AND GIVE

Beginning in January 2017, US-based employees of Ketchum celebrating a milestone anniversary have the option to donate the equivalent dollar value of their anniversary gift to Room to Read. Ketchum has designated 5, 10, 15, 20, 25, 30 and 35-year anniversaries as milestone anniversaries. Donation amounts range from \$50 to \$1,000.



9. INTERNATIONAL WOMEN'S DAY

Ketchum, which is the first large PR agency to be led by a woman, embraces International Women's Day. Every March 8, our KSR community celebrates the achievements of women and raises broader awareness of gender equality issues and solutions.



10. KOTCHER-KETCHUM SCHOLARSHIP

In 2017, Ray Kotcher, Ketchum's non-executive chairman, in collaboration with Boston University and Ketchum, established the Kotcher-Ketchum Scholarship and Internship at Boston University, his alma mater.

The endowed scholarship will be awarded to one African American Boston University College of Communication undergraduate public relations student each year for the next 100 years.



Driven by a Passion for Good

Our award-winning KSR program is employee-generated and employee-led, with individual colleagues from all over the world at all levels introducing causes and organizations to the agency.

Our Chief Communications Officer came up with the idea to call these catalysts “Ketchum Sparks.” Igniting in others a desire for positive change, their leadership is the impetus for KSR’s powerful projects and programs that have had a tangible impact on the lives of thousands of individuals worldwide.

From our KSR beginnings in 2007, the agency has partnered with our colleagues to support both global and local projects that colleagues are passionate about, with a special focus on literacy and children. A decade later, we are extremely proud

of the impact our volunteer Sparks — and our dollars — have made on our longtime pro bono partner, Room to Read, and countless other philanthropic initiatives.

In the past year alone, a quarter of our employees participated in a KSR event or activity to help educate, feed, support, clothe and comfort. During September 2017 — the tenth anniversary of our annual Global Month of Service — hundreds of employees in 30 Ketchum offices and affiliates, across 16 countries, participated.

Our KSR activities — from organizing fundraisers in our German offices to volunteering in a San Francisco food bank, sponsoring Room to Read projects in Southeast Asia or planting trees in Guatemala — reflect the spirit of our employees and their attention to the needs of the communities they serve.

Ketchumites care — about clients, colleagues, communities. It’s in our DNA. This report is filled with examples of our Sparks in action.



OUR SPARKS

/spärk/ noun / anything that activates or stimulates; an inspiration or catalyst.

From brightening an elderly neighbor's day to mobilizing the entire agency to build libraries, train teachers and send young women across Africa and Asia to school, here are a few of the many Ketchum Sparks whose passions around a cause have kindled actions and campaigns that are making a significant difference in the world.



spark

**CONSTANCE
BAUER**

Senior Account Manager,
London

Brightening the Day of Elderly Neighbors in London

When Ketchum's London office relocated from Shoreditch to Southwark, it was time to find KSR partnerships in the new neighborhood. Ketchum Spark Constanze Bauer identified Stones End Day Centre, dedicated to "improving life for older people." For KSR Month, more than 30 colleagues signed up for afternoon shifts to help with the center's client population, most of whom suffer from dementia. It was such a success that colleagues were called back in December to help with holiday celebrations, with Ketchum London's CEO granting colleagues an extra KSR service day. London continues to support the organization year-round with various volunteer activities.

Giving Schools Much Needed Resources in New York

New York Spark Lindsay Wagner let us know that a South Bronx school district with 108 schools in a 30-block radius had a dire need for a new copy machine and school supplies. New York's KSR committee responded by circulating an Amazon wish list of school items (backpacks, calculators, pencils, pens, etc.) that raised over \$2,500 in supplies, and hosting a bake sale that raised more than \$500 for the copy machine. Ketchum client 3M kicked in a donation of back-to-school products, outfitting hundreds of New York grade-schoolers with Post-it® Notes, Flags and Tabs, and Scotch® tape, glue sticks and scissors.



spark

**LINDSAY
WAGNER**

Vice President,
*now Los Angeles



**ELIZABETH
O'CONNOR**

Senior Consultant,
Daggerwing Group,
Chicago

Helping Underserved Girls Get a Step Up

Since 2012, Liz O'Connor has been a champion and Chicago board member for Step Up, an organization that helps young girls in under-resourced communities, ages 13 to 18, achieve their full potential by connecting them with professional women mentors across industries. In 2013, Liz invited Ketchum president Barri Rafferty to speak at an event in Chicago. Barri was so inspired that she joined Step Up's national board, leading to greater agency participation in the organization. Ketchum is now a Sustaining Partner, donating more than \$20,000 annually, and more than 75 New York and Chicago employees have joined in a variety of inspiring mentoring, networking and panel events.



Spreading Auction Fever Office to Office

With a tradition that started in Chicago and since spread to San Francisco and New York, Ketchum has held multiple silent auctions that have raised more than \$15,000 to benefit our pro-bono partner Room to Read. Colleagues auctioned off hundreds of personal items, services and experiences — everything from vacation days, taking a pie in the face, providing magic lessons, a CEO office swap and dog sitting. The highest-bid items included career coaching, a weekend in Sonoma and a bonus personal day. As creators of the concept, the Chicago team developed bid sheet templates, tips and tricks and best practices and shared them with the global KSR community to encourage more offices to participate.

**CAROLINE FRIEDMAN
& STEFANI DUHON**

Chicago

SHUCHI KUMAR

San Francisco

ALLISON SZELIGA

New York

92%

In January 2018, we surveyed our global KSR community of more than 100 employees who implement KSR initiatives in their local offices and communities. And 92% agree or strongly agree that KSR is an important part of our culture. They also told us the most important elements of our KSR program are the employee-led structure (79%) and the support from our CEO and other Ketchum leaders (59%).

As these and other Sparks energize more of their colleagues, our KSR efforts will continue to grow and have an even greater impact in communities across the globe.

Making a Difference:

SPARKING CHANGE IN OUR WORLD

ROOM TO READ

No philanthropic initiative has sparked the interest and passion of Ketchum employees worldwide more than our decade-long pro bono alliance with Room to Read, a global nonprofit organization that seeks to transform the lives of millions of children in developing countries by focusing on literacy and gender equality in education.

With our communications expertise closely aligned with Room to Read's goals of literacy and education, Ketchum provides media relations, reputation management and overall communications support to Room to Read. But our involvement goes well beyond those services, thanks to the willingness of our employee Sparks to donate their time, talent and money to a variety of Room to Read initiatives.



KETCHUM'S COMMITMENT TO ROOM TO READ

PRO BONO PARTNERSHIP ESTABLISHED SEPTEMBER 2008

The global centerpiece of KSR is our pro bono partnership with Room to Read, a nonprofit organization that seeks to transform the lives of millions of children in developing countries by focusing on literacy and gender equality in education.

10 YEARS OF DONATED SERVICE

Ketchum employees have provided more than

15,000 HOURS*

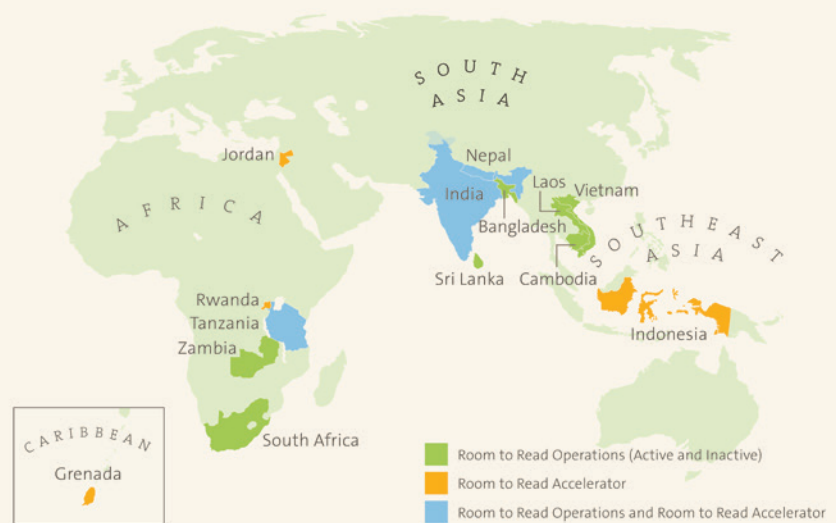
*Does not include time donated outside the U.S.

31 KETCHUM OFFICES AND AFFILIATES engaged in the partnership

More than **500 EMPLOYEES** have supported the partnership

Ketchum has raised more than **US\$300,000** to support the cause

ROOM TO READ OPERATIONS





In 2015, Room to Read celebrated the achievement of benefitting **10 MILLION CHILDREN** across **17,500 COMMUNITIES** in Asia and Africa. The organization aims to reach **15 MILLION CHILDREN BY 2020**.

KETCHUM SUPPORT



Room to Read messaging

Media training

Media outreach

Professional development

Thought leadership

Crisis communications support

Training for global leaders
at Chapter Leadership
Conferences (2009-2017)

Language translations

Social media counsel

Curriculum for global
Room to Read
Communications Summit
(Cambodia 2010,
Sri Lanka 2015)

KETCHUM EMPLOYEE FUNDS HAVE SUPPORTED:



5,000 published
children's books
// **Laos**



4 constructed libraries
// **Cambodia, Nepal,
Tanzania and Vietnam**



82 scholars in the
Girls' Education program
// **Zambia**



95 girls through **4** years
of secondary school
// **India and Tanzania**



200 teachers through
1 year of training
// **South Africa**



540 children enrolled
in **1** year of the Literacy Program
// **Africa and Asia**



sparks

ASHRAF SHAKAH

Managing Director
and

SHAMOUN REEM

Senior Account Manager,
Dubai



Getting Media Attention for Room to Read's Accelerator Program

KETCHUM RAAD MIDDLE EAST, IN DUBAI

Room to Read was eager to kick off an expansion into the Middle East of the Room to Read Accelerator — a program to inspire a love and habit of reading among children — but had little experience dealing with media and influencers in the Middle East. They asked Ketchum for assistance, and the Ketchum Raad Middle East PR team sprang into action.

Shamoun, with support from Ashraf and other staffers in Dubai, reached out to relevant broadcast, print and online reporters — as well as a wide variety of influencers with large social media followings — and invited them to an event announcing the publishing and distribution of 600,000 copies of Arabic children's books to students and refugee youth throughout the country. Several attended, and even those who were unable to do so were so taken by the importance of the Room to Read initiative that they sent after-event photos to their followers.

"This was a project that I really, really enjoyed working on," said Shamoun, "because there is such a need for children's books — especially in the refugee camps." Added Ashraf, "Room to Read is doing much-needed work and we hope to support them even more in the future."

Room to Read India: Catalyzing Change Outside the Workplace

For many Ketchum Sparks, their commitment to philanthropy is not limited to work-related initiatives. It shines forth in every aspect of their lives.

What would you do with 600 Euros? That simple question, offered by Ketchum Spain's leadership team, was intended to generate ideas for KSR projects. But for Guadalupe Saez, it inspired her own personal journey of giving. "From that question, I knew immediately that I wanted to do something for Room to Read," she recalled. "To see in person the extraordinary work they do, and help their mission."

Stirred to volunteer, Guadalupe took a nine-day "vacation" to Mumbai, India, applying her communications skills to further publicize the work being done to enable young students in several schools to enhance their literacy. With the aid of Ketchum Mumbai employee Jayashree Chaudhry, who helped arrange her lodging and logistical needs, she visited Room to Read-supported schools, interviewed students and teachers, and wrote numerous posts on the impact of the program for the organization's Facebook page.

Guadalupe said, "The experience made me even more eager to volunteer." So motivated, in fact, that she is taking another volunteer vacation in 2018, joining her sister in Tanzania to help educate schoolchildren in an orphanage and women seeking to learn English to further their sewing business.



spark

**GUADALUPE
SAEZ**

Group Manager,
Healthcare,
Madrid



Ketchum Supports Room to Read's Literacy Program in Asia

Money raised by Ketchum employees — during KSR Month projects and other initiatives — was used to support two critical Room to Read projects: Establishing school libraries in Cambodia and Vietnam.

In 2016, Ketchum supported a library at the 205-student Kampreal Primary School in the Kamping Thum region of Cambodia. Funds raised by Ketchum employees also helped publish more than 800 local language books for the students to read and enjoy.

In Vietnam, Ketchum donations helped the organization establish one of 40 libraries in the provinces of Dak Lak and Ha Tinh, two of the country's poorer regions, and helped train staff in library management.



A STORY FROM THE FIELD **KETCHUM SUPPORTS A ROOM TO READ STUDENT IN VIETNAM**

Inside a 100-square-foot home in Vietnam hangs a single bulb. Under this beam, Kien has read hundreds of books borrowed from Room to Read's library - just one reason he was given the fourth grade 'Reading Star Award' at his school.

His teacher, Tuyet Nguyen, says Kien's love for reading has also helped him thrive in other subjects, such as Vietnamese, while enhancing his home life. After her long days at work, his mother, Huong, sits with him as they explore new worlds on the page.

"I did not have a quality education. So, when I see that my son really loves reading books, I am very happy," says Huong.

Lending a Hand: EMPLOYEES COME TOGETHER IN TIMES OF NEED

Natural disasters emerge quickly, often without warning — and their suddenness magnifies their devastating impact on people and communities.

When Hurricanes Harvey, Irma and Maria struck in 2017, Ketchum employees didn't hesitate to put their dollars, time and talents to work to help alleviate the pain and suffering.

In September, Ketchum employees leveraged the 2:1 employee match program instituted by our parent firm, Omnicom. Collectively, Omnicom employees raised more than \$230,000 from more than 2,700 donors in the wake of Hurricane Harvey and Irma.



Puerto Rico: Working, and Giving, to Make a Difference

In September, when Hurricane Maria ravaged Puerto Rico, Ketchum's team supporting the Puerto Rico Tourism Company instantly pivoted from promoting Puerto Rico as a vacation destination to soliciting relief for islanders, and then to rebuilding tourism, an industry that accounts for 10% of the economy.

Since then, Puerto Rico has experienced a steady growth of tourists, who responded to the Ketchum-sparked meaningful travel campaign and recent #CoverTheProgress efforts.

The New York-based team — including three members with family ties to island residents — also spearheaded Ketchum fundraising efforts, with most proceeds earmarked for the United for Puerto Rico charity.

For Hurricane Maria, numerous Ketchum employees contributed to the cause — with all funds going to the American Red Cross and United for Puerto Rico. A one-for-one Ketchum match propelled the total raised to \$7,110.

Individual Ketchum offices also jumped in with support. As part of The Empire State Relief and Recovery Effort for Puerto Rico initiative, Ketchum New York established collection boxes throughout the office, with employees donating batteries, flashlights, portable lanterns, diapers, baby wipes and feminine hygiene products for hurricane victims.



Ketchum & the World Economic Forum

The annual meeting of the World Economic Forum helps set the agenda of the global political, economic and social landscape. And Ketchum is proud to play an advisory role as a longstanding pro bono partner of WEF.

Since 2004, we've been on the ground in Davos, Switzerland, the site of the annual conclave of 2,000 heads of business, government officials, and nonprofit and religious leaders. Our presence gives us the opportunity to help shape dialogue and policies that have a profound impact on our clients, and it provides a forum for us to actively discuss timely societal issues.

Ketchum Spark Laura Clementi, a vice president with Ketchum Chicago, completed a two-year secondment with The Forum in early 2016 — working in Davos, Switzerland, New York City and regional locations to provide media relations support.

She was so inspired by her experiences that she returned — in 2017 — on a Ketchum pro bono basis to again provide support for the annual meeting in Davos. Her role centered on bolstering communications for the Arts & Culture Program, which works with international influencers in those disciplines to help shape the global agenda on such key social topics as clean water and childhood education.

With Laura's help, the WEF communications team generated a nearly 100% increase in media mentions of the meeting in 2017, a 1.5 million increase in social media shares, four million page views of website content and over 27.5 million views of WEF video content on Facebook.



GIVING TUESDAY

Since 2012, #GivingTuesday has encouraged individuals worldwide to make charitable donations on the first Tuesday following the onset of the holiday shopping season, with proceeds benefitting our longtime pro bono partner, Room to Read. Collectively, employees raised over \$3,600 in 2017, with a one-for-one Ketchum match doubling the amount to more than \$7,200. The Ketchum-raised total was doubled yet again by an anonymous Room to Read donor, raising the grand total to \$14,400.

Read more about Ketchum and Room to Read on page 12.

KSR Global Month of Service

Every September is KSR Month, our global month of service in which our Sparks and the teams they inspire apply their ingenuity, resourcefulness and caring nature to give back to our communities across the globe.





AMSTERDAM
LONDON ★

★ HAMBURG
★ DÜSSELDORF
★ BONN
★ BERLIN

★ MOSCOW

★ BRUSSELS
★ STUTTGART
★ MILAN
★ FRANKFURT
★ MUNICH
★ ZAGREB

MADRID ★

BEIRUT ★

★ DUBAI

★ MUMBAI

BEIJING ★

★ SEOUL

HONG KONG ★

SINGAPORE ★

SYDNEY ★





spark:
**LINDSAY
WAGNER**
Vice President



Lindsay organized a KSR Month event for the Los Angeles office supporting Khloe Kares, a charity formed in 2014 by then 8-year-old Khloe Thompson, whose mother is a lifelong friend of Lindsay's. The organization regularly distributes "Kare Bags" of toiletries that include soap, toothpaste, hand sanitizer and first aid kits to those who are less fortunate.

Several Ketchum staffers, some accompanied by their children, hosted an afternoon with Khloe and her mom. Using supplies donated by Ketchum and fellow Omnicom agencies in the same office building, they prepared more than 50 care bags of toiletries and other items for homeless women.

LOS
ANGELES



spark:
**GABRIELA
RUIZ**
Regional Talent
Coordinator

Since 1996, Comunicacion Corporativa Ketchum (CCK) has served as Ketchum's affiliate in Central America, with 70 employees and offices in Panama, Costa Rica, Nicaragua, El Salvador and Guatemala.

For KSR month in 2016, a team in Costa Rica organized a press tour to celebrate the 15th anniversary of Creciendo Juntos (Growing Together), which provides aid to elementary and high schools. Volunteers also planted trees in Guatemala and beautified a school playground in El Salvador. In 2017, six initiatives throughout the region involved 65 volunteers, who planted trees with client Toyota; donated blood in Costa Rica with client IGT; packed food for a children's charity in Nicaragua; cleaned several beaches and parks, and more.

According to Gabriela, it's never hard to get CCK employees to participate in KSR. "Our people have this inner motivation to contribute to society," she said. "The faces in our pictures say it all: happiness, gratitude and personal satisfaction!"

CENTRAL AMERICA



spark:
**LUCIANA
AULICINO**
Senior Account
Executive



Luciana and her colleagues in Brazil enjoy supporting nonprofit organizations devoted to serving children, adolescents and their families. In 2016, the team hosted a series of events to support Gotas de Flor com Amor, which assists young people and their families who are personally or socially vulnerable, especially during the time when schools are not in session. Ketchum volunteers held a social media workshop and a series of recreational and educational games for the children, and also raised funds through in-office bazaars.

In 2017, the team chose to support a similar group that works to prevent children and adolescents from becoming involved in crime and drugs. Besides volunteering in-person with the group's participants, the Ketchum team also raised about US\$1,300 through a bazaar, bingo games and a cake sale. Afterward, they were treated to a "thank you" dance presentation from several of the children.

SÃO
PAULO



spark:
ASYA SOSKOVA
Director of
Organizational
Development

Asya and a 20-employee team applied their KSR Month passion to several local charities including a local hospice where they tidied the yard and garden and raised funds to purchase much needed medical and personal care supplies. For Kids' Hearts, a nonprofit that helps children with heart disease, they organized and facilitated a communications brainstorm to help the charity's leadership address various issues.

And finally, the Ketchum Moscow team began an engagement that has lasted well beyond KSR Month — supporting a nonprofit that organizes theater troupes for actors with special needs. Their many volunteer efforts include providing social media training for the organization.

MOSCOW

MADRID

spark:
CARMEN DÍAZ SANCHO
Office Manager



Since the beginning of Ketchum's KSR Global Month of Service, Madrid team members have been enthusiastic supporters. Carmen noted that office volunteers have contributed to a variety of causes including, in 2016-17, preparing and serving food for people in need, donating Christmas presents for children from disadvantaged families and collecting and donating books for a library created by the Sisters of Mercy Day Care Center. In addition, the office has prepared and sold food items, donating the proceeds to Room to Read.



spark:
YONNIE WOO
Managing
Director

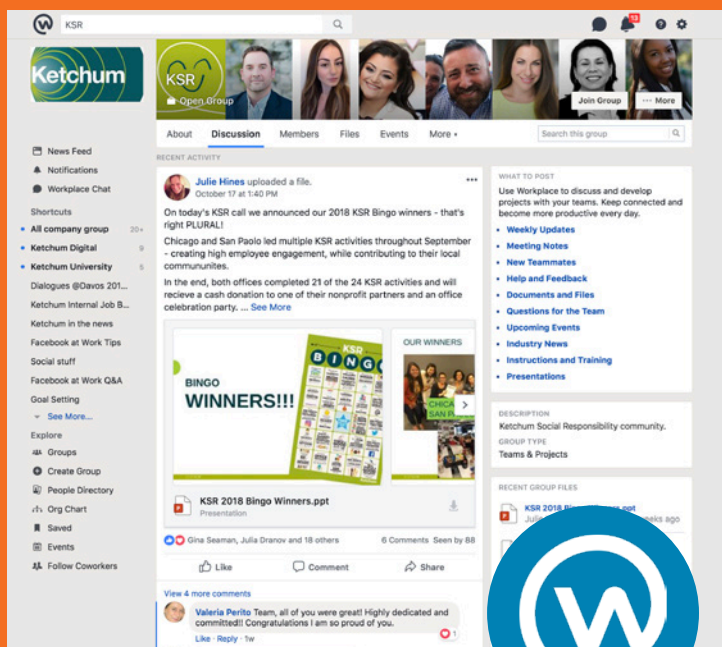
Yonnie and her Ketchum team in Seoul worked with the Korea Blind Union in 2015 to create new braille books for local libraries for the blind. Moved by this experience, Yonnie wanted her office to continue to volunteer for the visually impaired, but do something more personal. In 2016, 19 Seoul employees partnered one-on-one with students from the world-renowned Seoul National School for the Blind and became seeing-eye guides for a day hike at Nam-San Park. The group then enjoyed a dinner together, capping a memorable day that set the tone for future collaborations.

SEOUL

KSR ... AND WORKPLACE BY FACEBOOK

Ketchum's KSR community has embraced Workplace by Facebook, with colleagues regularly sharing photos and videos of local philanthropic activities to educate and inspire one another. Currently, KSR's Workplace by Facebook community has more than 100 active members globally.

In 2016, Ketchum was selected as one of the first companies to pilot Workplace by Facebook, the round-the-clock global collaboration platform. It enables employees to share best practices with colleagues everywhere, crowdsource ideas for client or agency programs, celebrate successes and interact with leaders and colleagues in real-time — such as agencywide meetings via Workplace Live videos.



International Women's Day

BOLD. INNOVATIVE. THOUGHTFUL. DRIVEN. AND SMART!

These are among the many attributes describing the women of Ketchum, and the agency proudly celebrates their social, economic, cultural and political achievements — and those of all women — every March 8th for International Women's Day (IWD). But it's more than a celebration; it's a moment in time to raise broader awareness of gender equality issues and to take steps to address them every day.



International
Women's Day

2016

Pledge for Parity

#PledgeForParity was the IWD theme in 2016, and members of the Ketchum family — of all genders, ethnicities and geographies — took it closely to heart. Numerous offices held IWD events, workshops and other awareness-raising activities hosted by senior female leaders, sparking discussions all across the Ketchum network:



RALEIGH

spark: **ANGELA CONNOR** EVP, Managing Director-Media & Audience Engagement

Angela moderated and facilitated a lunch for 15 employees on the topic of conscious and unconscious bias. "Listening to my colleagues share their personal experiences as part of our IWD discussion made me realize that we have to have this discussion more," she observed. "We can't limit it to a single day."



DALLAS

sparks:

ELIZABETH WATTERS Vice President

LAUREN BUTLER Senior Vice President

An IWD brunch attended by 14 staffers produced lively conversations on parity, diversity and celebrating women in the public relations industry. "The diversity of thought and ideas were great and we talked a lot about speaking up and supporting one another regardless of gender," noted Elizabeth. "I'm glad to work for an organization that encourages this dialogue."



MUMBAI

spark: **BELA RAJAN** Founder & Director, Ketchum Sampark

At the office's IWD lunch, Bela led a discussion on workplace parity in India, sharing her observations on the transformation she has witnessed in her more than 20 years in the communications industry, her suggestions for supporting women employees, and her thoughts on the work that still needs to be done to achieve equality.

"When we started the agency in 1994, there weren't many women working in the industry. Today, within Ketchum Sampark, more than half of our employees are women and several are in leadership positions," she said. "For IWD, we celebrate the social, economic, cultural and political achievements of women at Ketchum, and all around the world."

VIENNA

The office hosted an IWD breakfast for staff that also featured participation from several female clients.

2017

Be Bold for Change

For 2017, Ketchum offices conducted a number of IWD events and activities that emphasized the Be Bold for Change theme:

ATLANTA – In partnership with sister agency BBDO, the office hosted a panel discussion and happy hour featuring women from a number of industries who shared their personal stories about gender equality, life lessons about the challenges they faced and key tips for taking bold action in the future. Featured panelists were Kate Atwood, Executive Director at ChooseATL and Founder of Kate's Club; Theia Washington Smith, Founding Executive Director at The City of Atlanta's Women Entrepreneurship Initiative; and Jenni Luke, Chief Executive Officer of Step Up.

LOS ANGELES – The office joined several other Omnicom agencies by creating an "all hands in" photo that was displayed in the lobby of the building they share. Also, the office displayed a #BeBoldForChange bulletin board where employees could add their own thoughts, inspirations and goals on the topic, and gathered to watch the live stream of Omniwomen's 2017 International Women's Day event in New York.

WASHINGTON, D.C. – The office hosted a discussion and happy hour featuring special guest speaker, Laura Cox Kaplan, a board member at Running Start, a nonpartisan organization that coaches and mentors women to achieve greater political power.

In support of the 2017 theme, Ketchum also conducted a companywide Be Bold for Change contest to recognize and support a Ketchum colleague who embodies that spirit by making significant contributions to her community outside of her day-to-day work. Elizabeth Stoltz, project manager in Washington, D.C. was selected by our team of judges based on her contributions to Concern Worldwide, an organization focused on helping individuals living in extreme poverty. Elizabeth helped raise \$25,000 to support Concern Worldwide's ready-to-use therapeutic food programs through an annual walk in the D.C. area. The efforts helped save the lives of young children in Ethiopia.

Ketchum is... A GREAT PLACE TO WORK

Ketchum's high-quality work, wide-ranging career opportunities and commitment to diversity and inclusion have also earned us recognition for having one of the industry's best workplace cultures.

In 2017, Ketchum was named one of the best agencies to work for in North America by *The Holmes Report* and named a Best Place to Work for Minorities by *Crain's Chicago Business*. For the eighth consecutive year, the agency was also named one of the Top 10 Places to Work in PR, by *PR News*, one of the best places to work in the Midwest for minorities by *Crain's Chicago* and a top five best agency to work for by *The Holmes Report*.

Our KSR programs and initiatives have also garnered well-deserved recognition, earning seven industry awards: five regional SABRE Awards for Agency Citizenship — three in North America and two in EMEA (Europe, the Middle East and Africa) — and two PRWeek Global Awards.

Belong@Ketchum



Be original. Be challenged. Be you.

Diversity, Equity & Inclusion: Good for People; Good for Business

Ketchum is seeking to create a workplace culture where all are welcome and feel a sense of belonging. It's our belief that employees feel empowered and do their best work when they feel like they belong. Having a diverse and inclusive workforce is no longer a "nice to have." The business case for having a diverse talent pool is clear; public relations and communications teams must be representative of the communities and customers their clients want to reach.

It's the reason Belong@Ketchum is our employment brand and the impetus behind Ketchum's Diversity, Equity & Inclusion (DE&I) Program. Our goal is to ensure all employees feel a sense of belonging and empowerment at every step of their employee journey.

Accordingly, we have established DE&I Councils in offices throughout North America to ensure all colleagues feel they Belong@Ketchum. These employee-led groups focus on fostering a work environment where everyone feels welcomed, respected, valued and heard. Council members broaden the awareness of Ketchum among external audiences via sponsorships, employee-staffed booths, speaking opportunities and panel participation at conferences such as ColorComm and organizations like Historically Black Colleges & Universities that target diverse audiences.

In 2016 and 2017, in partnership with our talent team, the DE&I Councils participated in 59 industry, marketing and thought leadership events, hosted students from 39 colleges and universities, and partnered with 17 industry organizations that share our commitment to DE&I in communications.

The efforts of the DE&I Program are bearing fruit. In 2016, the qualified diverse applicant pool at Ketchum rose to 39%, up from 35% in 2015. Importantly, Ketchum improved its retention rate for ethnically diverse talent and increased the number of diverse hires year-over-year. Also, we increased racial and ethnic diversity in Ketchum's 2017 North America internship class to 42%. Ketchum is working to expand the program globally.

In 2016, Ketchum created LaunchPad, a gamified online blind selection process designed to attract and hire more diverse candidates for Ketchum's Summer Fellows Program, our 10-week paid internship initiative in North America.

LaunchPad attempts to level the playing field by evaluating candidates solely on their creative, written and visual communications skills, via a game in which they show off their abilities to solve mock client challenges. This "blind system" serves to broaden and diversify our talent pool, enabling Ketchum to find more candidates based on their potential, raw talent and creative problem-solving skills. The program has helped Ketchum double the percentage of non-traditional hires and increased diverse hires in many of the offices that participated in the program.

Other key initiatives are Ketchum's Diversity Digest Blog, which offers contributors an avenue to discuss current topics of importance to them, and [Belong@Ketchum](#), a DE&I Community page housed on Workplace by Facebook. Ketchum was among the first companies worldwide to pilot Workplace, which has also spurred the creation of other affinity groups where employees are encouraged to share their experiences and points of view on topics of interest and passion.

Mind Your Bias

In 2017, Ketchum University — our corporate learning program — expanded to include Mind Your Bias, an initiative to create more understanding and awareness around unconscious bias so that Ketchum employees can cultivate a more inclusive workplace, together.

Research reveals that encouraging diversity of thought in the workplace increases employee engagement and creates better business results. As a result, Mind Your Bias has been designed to go beyond building awareness, and introduces actionable steps and tools to identify and mitigate unconscious bias in our everyday decision-making. The program is facilitated by Cook Ross, a firm that is a premier thought leader in the DE&I and Unconscious Bias training space.





OPEN Pride

Ketchum is committed to issues and opportunities affecting the LGBTQ community.

As part of the Omnicom People Engagement Network (OPEN) — an employee resource group committed to inclusion and diversity efforts across Omnicom and its agencies — Ketchum is actively involved in efforts to promote awareness, acceptance and advocacy to foster an inclusive and engaging work environment for Omnicom’s LGBTQ community.

Omnicom has been designated as one of the “Best Places to Work for LGBT Equality” by the Human Rights Campaign Foundation. The company achieved a 100% score on the Corporate Equality Index survey, a nationally recognized benchmarking tool for corporate inclusive policies, benefits and practices pertinent to LGBTQ employees.

Mike Doyle, a Ketchum partner and regional president, is co-chairman of the global steering committee and board of directors for OPEN Pride. Part of an employee resource group committed to inclusion and diversity efforts across Omnicom and its agencies, OPEN Pride creates opportunities for leadership, visibility, community involvement, networking and business for Omnicom’s LGBTQ community and its allies.

According to Mike, OPEN Pride sends a clear message to colleagues and clients at Ketchum and its sister agencies that inclusion matters at Omnicom, and that diversity of thought, background and orientation truly matter. “My hope is that through OPEN Pride, all colleagues at Ketchum and other agencies feel they can ‘show up’ at work as their true selves... their open, transparent and richly diverse selves. And that by knowing OPEN Pride was created to make that more possible will inspire them to invite others to do the same.”



Leadership Commitment

Ketchum’s senior-most leaders — Barri Rafferty, president & chief executive officer; and Rob Flaherty, chairman — contribute their time and talents to social and industry causes, including many that are integral to the agency’s KSR focus.

Barri, who assumed the role of Ketchum’s CEO in January 2018, is passionate about promoting gender equity and eliminating bias. She is a frequent speaker on gender parity and unconscious bias, having spoken at TEDxEast and at the World Economic Forum. She also established a women’s leadership network at Ketchum, which inspired Omnicom Group to create a similar network: OmniWomen. Barri is a founding member of the OmniWomen board, and has written often on gender-related subjects; her articles and posts have been published in Forbes, MSNBC and The Huffington Post.

Additionally, Barri is a member of the PR Council’s board of directors and is chairman of the national board of directors for Step Up, an organization that empowers girls from under-resourced communities to become confident, college-bound and career focused. During her

recent induction to the PR News Hall of Fame, she was described as “a role model and champion for women in business.” Barri is also a recipient of the Plank Center’s Milestones in Mentoring Award.

Rob is a former member of Room to Read’s advisory board, and has traveled to Cambodia — at his own expense — to visit schools where the program has a presence. He has also conducted communications counseling sessions for Room to Read board members in preparation for the organization’s celebration in reaching 10 million children in Africa and Asia.

He is the senior leader of the agency’s pro bono relationship with the World Economic Forum, and has frequently served as a facilitator during its annual summit in Davos, Switzerland. Rob serves on the executive committee of the board of the Arthur W. Page Society, and chaired its 2016 Annual Conference in London. He is on the Board of Trustees of the Institute for Public Relations.



Ketchum and Women

Ketchum is committed to gender parity and championing women’s empowerment by making pay equity between our male and female colleagues a reality.

Equally important is our focus on balanced leadership teams. Women comprise 50% of the firm’s senior leadership team, and 10 of the 19 Global Leadership Council members are women. Also, half of the firm’s partners are female, as are two-thirds of senior vice presidents and vice presidents.

OmniWomen

OmniWomen, a global organization that champions the number and influence of female talent within the Omnicom agencies, continues to expand and now has more than 10 regional chapters around the world. Barri Rafferty, Ketchum’s president and CEO, is a founding member of the OmniWomen board of directors and a longtime advocate for women’s leadership. Each year, on International Women’s Day, Barri and other OmniWomen members around the world come together to celebrate the professional and personal achievements of women within the Omnicom family.



omniwomen.

KSR in Pictures







KSR Global Community

MANY THANKS TO OUR
KSR LEADERS AND OUR
KSR COMMUNITY FOR
SPEARHEADING AND
PARTICIPATING IN ACTIVITIES
THROUGHOUT KETCHUM
AND OUR AFFILIATE
NETWORK IN 2016-17.

TORONTO ★
SAN FRANCISCO ★
CHICAGO ★
LOS ANGELES ★
WASHINGTON, D.C. ★
PITTSBURGH ★
RALEIGH ★
DALLAS ★
ATLANTA ★

GUATEMALA CITY ★
SAN SALVADOR ★
SAN JOSE ★

★ SÃO PAULO

★ BUENOS AIRES



Stakeholder Engagement and Materiality

A fundamental aspect of ensuring we continue to be good community partners is engaging in ongoing dialogue with key stakeholders to better understand where our business can make the most impact and what business issues are most important to us and society. We have a network of people, organizations, communities and influencers whose input helps us understand the issues that are important to our business.

KEY EXTERNAL STAKEHOLDER GROUPS

We identify the following groups as key stakeholders for input (in alphabetical order):

- Academia
- Clients
- Employees
- Nonprofit partners



MATERIALITY

Materiality is identifying the issues that matter most to our business and our stakeholders. We plot economic, social and environmental issues that are of most concern to our stakeholders against those that pose risks or present opportunities to Ketchum. A thorough materiality analysis helps us to identify the risks and opportunities with the highest potential to impact our business, and helps us to identify issues our stakeholders want to see us cover in our reporting.

2017 was the first year we conducted a formal stakeholder engagement process as a part of our inaugural alignment to the Global Reporting Initiative (GRI) framework. We employed a third-party provider to manage the survey and provide the data analysis. In our first year of materiality mapping, business ethics, gender equality and employee training and development were ranked as the three most important issues for our stakeholders. Additionally, stakeholders found that Ketchum excels in communicating our diversity and inclusion, and employee training and development policies and programs. We strive to make progress against all of our identified material issues across our community, people, environment and business Practices topics listed in our Materiality Matrix above. These will continue to be top of mind for us as a business, an employer and as community stewards moving forward.

Our goal is to continue to foster a transparent process to engage our stakeholders in discussing and addressing relevant environmental, social and community topics identified as unique to Ketchum. As we continue to grow as a business, we are committed to keeping open lines of communication with our stakeholders.

Appendix

KSR: Our Charter & Principles

CHARTER

At Ketchum, we believe 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.

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.

PRINCIPLES

KSR activities are wide-ranging and designed to meet the specific needs of our businesses globally. 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 to 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.

KSR Policies

To ensure our KSR global community is aligned with our efforts to support social and environmental causes, Ketchum abides by a set of overarching KSR policies. These are shared through the agency to drive employee understanding and engagement, during the KSR Global Month of Service and any other time that community services issues are undertaken. They are available to the general public at: www.ketchum.com.

SOCIAL

WORLD: As a global business, Ketchum is committed to applying core competencies toward international issues that support sustainable growth and prosperity. Ketchum has identified key issues and applies global and local resources to address them in collaboration with leading organizations and businesses.

COMMUNITY: Our businesses are good neighbors and committed to sustaining safe and friendly communities for those who live and work around us. Each year, Ketchum businesses make time available for employees to participate in community improvement projects identified by local management.

PROFESSION: As global leaders in communications, we believe we have important roles to play in the professional associations and trade bodies that set standards, establish best practices and ensure integrity in our professions. Partner-level colleagues and other senior managers actively participate in a relevant professional or business organization of their choice. All colleagues are required to complete training and certification in ethical business practices.

EDUCATION: We are committed to employing colleagues who are well-prepared for success in our businesses. All Ketchum businesses collaborate with leading university and education programs to prepare future employees for careers in our industry.

ENVIRONMENTAL

ENERGY: As part of the Omnicom Group's family of agencies, Ketchum businesses are committed to operating with as much energy efficiency as possible. Our offices — many of which are co-located with other Omnicom agencies — implement or adhere to all local energy conservation policies.

GHG EMISSIONS REDUCTION: Ketchum businesses are committed to reducing the emission of greenhouse gases, primarily through improvements to local travel policies and practices. Ketchum businesses are encouraged to establish local travel policies and adopt commuter support and carbon-offset plans where possible.

WASTE: Ketchum is committed to reducing office waste in our businesses worldwide through use reduction, reuse and recycling activities. Our businesses establish local waste reduction/recycling policies, including establishing baseline reduction/recycling measures and improvement goals on an annual basis.

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GENERAL STANDARD DISCLOSURES

Disclosure Number	Description	Response
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	Ketchum
102-2	Activities, brands, products, and services	Ketchum
102-3	Location of headquarters	New York, New York, USA
102-4	Location of operations	More than 70 countries across six continents.
	For each Aspect, report the Aspect Boundary outside the organization	Stakeholder Engagement and Material Issues, page 34.
102-5	Ownership and legal form	Ketchum, Inc.
102-6	Markets served	More than 70 countries across six continents, but we serve customers worldwide.
102-7	Scale of the organization	Ketchum worldwide: More than 2,200 employees More than 100 offices and affiliates For more information, see Omnicom Annual Report 2017
102-8	Information on employees and other workers	2,200 employees Female: 75% Male: 25%
102-9	Supply chain	At Ketchum, we seek partners who share our value of social responsibility. Specifically, we aim to work with partners throughout our operations and supply chain who treat people and the environment with respect.
102-10	Significant changes to the organization and its supply chain	There were no significant changes during the reporting period.
102-11	Precautionary Principle or approach	We support it but it is not significant to our business.
102-12	External initiatives	United Nations Global Compact Omnicom Annual Report 2017
102-13	Membership of associations	Room to Read, page 12-13 World Economic Forum, page 17 Step Up, page 11
STRATEGY		
102-14	Statement from senior decision-maker	Letter from Barri Rafferty, President & CEO, page 3
ETHICS & INTEGRITY		
102-16	Values, principles, standards and norms of behavior	Omnicom Code of Business Conduct Agreement
GOVERNANCE		
102-18	Governance structure	Page 38 of Omnicom CR Report Pages 5-6 of Omnicom Proxy Statement
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Stakeholder Engagement and Materiality, page 34
102-41	Collective bargaining agreements	0% of Ketchum employees in the United States are covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement and Materiality, page 34
102-43	Approach to stakeholder engagement	Stakeholder Engagement and Materiality, page 34
102-44	Key topics and concerns raised	Stakeholder Engagement and Materiality, page 34

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GENERAL STANDARD DISCLOSURES

Disclosure Number	Description	Response
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	For more information see Omnicom 10-K or 2017 Annual Report.
102-46	Defining report content and topic Boundaries	Stakeholder Engagement and Materiality, page 34
102-47	List of material topics	Stakeholder Engagement and Materiality, page 34
102-48	Restatements of information	N/A; this is our first GRI referenced report.
102-49	Changes in reporting	N/A; this is our first GRI referenced report.
102-50	Reporting period	FY 2016 and 2017
102-51	Date of most recent report	2014/2015 Ketchum Social Responsibility Report
102-52	Reporting cycle	Biannual
102-53	Contact point for questions regarding the report	info@ketchum.com
102-54	Claims of reporting in accordance with GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	Page 30
102-56	External assurance	This report has not been externally assured.
MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its Boundary	Stakeholder Engagement and Materiality, page 34 Letter from Barri Rafferty, President & CEO, page 3
103-2	The management approach and its components	Stakeholder Engagement and Materiality, page 34 Letter from Barri Rafferty, President & CEO, page 3
103-3	Evaluation of the management approach	Stakeholder Engagement and Materiality, page 34 Letter from Barri Rafferty, President & CEO, page 3

TOPIC-SPECIFIC DISCLOSURES

DIVERSITY & INCLUSION		
405-1	Diversity of governance bodies and employees	Diversity, Equality & Inclusion, page 24
GENDER EQUALITY (HUMAN RIGHTS)		
412-2	Employee training on human rights policies or procedures	Pages 39 & 41-42 of Omnicom CR Report
BUSINESS ETHICS		
205-2	Communication and training about anti-corruption policies and procedures	Page 39 of Omnicom CR Report
DATA PRIVACY & IT SECURITY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We take our clients' and employees' privacy incredibly seriously. In addition to our Omnicom Code of Business Conduct Agreement, our employees undergo annual IT security training and we maintain a zero tolerance policy of breaches of conduct.
EMPLOYEE TRAINING & DEVELOPMENT		
404-2	Programs for upgrading employee skills and transition assistance program	Mind Your Bias, page 25
404-3	Percentage of employees receiving regular performance and career development reviews	100% of full-time and temporary employees
COMMUNITY RELATIONS		
413-1	Operations with local community engagement, impact, assessments, and development programs	Social, page 18-23
EMPLOYEE HEALTH & WELL-BEING		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	A full list of our benefits available to employees can be found here: https://www.ketchum.com/perks-benefits/

