

# DOWNLOAD SUSTAINABILITY REPORT

FY23 ESG REPORT



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## ABOUT ZENO

Zeno is a fiercely independent, award-winning global integrated communications agency with offices across North America, Europe and Asia Pacific. Zeno brings together the boldest and brightest talent to help clients across industries and sectors unleash the power of strategic communications to achieve real business value and social impact. Zeno is a Daniel J. Edelman Holdings, Inc. company.

## ABOUT THE REPORT

The content in this report reflects Zeno's 2023 fiscal year (July 1, 2022-June 30, 2023) and is inclusive of our global offices. This report has been prepared with reference to the Global Reporting Initiative (GRI) standards.

## PRIORITY TOPICS

The content of this report is informed by data points relevant to our business and stakeholders based on global reporting frameworks such as GRI and SASB. We also conducted deskside research to identify priority topics across environmental, social and governance.

## ENVIRONMENTAL

Operational eco-efficiency (water, energy, waste)

Climate change

Supply chain responsibility

## SOCIAL

Employee health, safety and wellbeing

Diversity, equity & inclusion

Supplier diversity

Employee recruitment/leadership & development

Responsible marketing

Community engagement

## GOVERNANCE

Privacy and data security

Human rights

Ethics/anti-corruption

Tax policy



# A LETTER FROM OUR CEO

Dear clients, colleagues and partners,

With pride and on behalf of our Zeno team around the world, I am delighted to share our second annual ESG report, *Toward Something Better*.

In last year's inaugural report, we laid the foundation and initial strategy of our ESG approach. In 2023, we focused on integrating our commitments throughout all aspects of our organization – the decisions we make, how we nurture and advance talent and the work we do for our clients who trust us with their business.

While Zeno did not grow financially as much as in years past, we remained steadfast in fulfilling the commitments we made to our people, our communities and the planet. I am proud of the progress we have made this year, and grateful to the hundreds of Zenoids around the world who have worked tirelessly, embracing and advancing our purpose: **champion the courageous to achieve something better for humankind.**

## A FEW HIGHLIGHTS FROM OUR REPORT:

Zeno teams generously gave their time and expertise to our valued pro bono clients and local nonprofits, representing a \$2 million investment, up from \$1.7 million in 2022.

We continued our work to advance progress on diversity, equity and inclusion internally and within the industry. This fiscal year, Zeno mandated empathy and accountability training for people managers and emphasized DE&I related development opportunities for all employees. We also deepened our Agency Allyship with EGAMI Group, the award-winning multicultural communications firm, with expansive new research that opened important conversations with clients about a new Multicultural Mandate.

To be better stewards of the environment, we initiated a comprehensive greenhouse gas assessment, which will help inform our decarbonization strategy as we look to set a science-based, net zero goal. We also moved into two new offices that are LEED and BREEAM-certified and took action to eliminate single-use plastic across our offices.

We remain as energized as ever to continue our work toward something better, in partnership with clients and colleagues around the world. Thank you as always for the trust you place in Zeno.

With gratitude and hope for the future,

**Barby K. Siegel**

Global Chief Executive Officer

# OUR GUIDING LIGHT

Over the past year, we have continued to reinforce our purpose through client work and the actions we take every day to create a positive societal impact.

## PURPOSE

We champion the courageous to achieve something better for humankind.

## MISSION

We are committed to a culture that elevates communications through bold ideas for real business and societal impact.

## VALUES

Ambitious. Kind. Inclusive.  
Entrepreneurial. Collaborative.  
Fearless.



# YEAR IN REVIEW

## ENVIRONMENTAL

Conducted a **comprehensive greenhouse gas assessment**, including material Scope 3

Developed an overarching **environmental policy and sustainable procurement policy**

Approved budget for purchasing **RECs** in several markets and carbon offsets to balance U.S. business travel.

## DE&I

Our **60** member DEI Counsel launched our **three-year DEI strategy**

Created **two** new ERGs: Healthy Mind and UK Pride

Continued to champion the concept of **Agency Allyship** through our partnership with EGAMI Group

## PEOPLE

Hired **215** new full-time employees we call Zenoids and **108** paid interns hired globally

Coordinated our first Global Day of Learning which included **80 teachers, nine hours of learning on 10 timely topics**

**91%** of employees **believe their manager genuinely cares about their well-being** (up three percent from FY22)

**85%** of employees are **proud to work at Zeno** and would recommend us as a great place to work

## COMMUNITY

Our pro bono and volunteer efforts through Zeno Gives Back totaled **more than \$2 million**

Supported **10 organizations** across **14 cities** and contributed **1,861 volunteer hours** as part of our Global Day of Service



# ENVIRONMENTAL



## ADVANCING OUR ENVIRONMENTAL EFFORTS

At Zeno, we understand that creating something better for humankind means not just protecting the planet today, but for generations to come. Last year, we developed an initial global environmental strategy, including time-bound goals, commitments and engagement opportunities to reduce our overall footprint. Today, we factor environmental stewardship into every decision – from leasing new office space to ordering food for meetings. These are critical, initial steps that are part of our broader commitment to submitting a science-based net zero target in FY24. We recognize that there’s more work to be done and we are committed to continued action.

### PROGRESS ON OUR ENVIRONMENTAL GOALS AND COMMITMENTS

|             | GOAL   | UPDATE   |
|-------------|--|--|
| IN PROGRESS | <b>CLIMATE AND ENERGY</b><br>Conduct mandatory Climate Change 101 training for all account staff by the end of FY2024<br><hr/> Source 100% renewable electricity, through usage of quality renewable energy credits (RECs) as needed, for all offices by the end of FY2025   | Connecting with potential vendor partners to develop training<br><hr/> Sourcing RECs for FY2023 electricity use through our partner ACT Commodities  |
|             | <b>WASTE</b><br>Implement recycling and composting, where available locally, with signage and training in every Zeno office by the end of FY2025<br><hr/> Zeno offices will no longer purchase single-use plastics (e.g., bottled water, plastic forks) for employee use by the end of FY2023<br><hr/> Formulate a plan to support fully remote workers’ access to e-waste disposal        | Implemented recycling in 11 out of 15 offices and composting in four; partnering with Eco Crews to audit offices and establish next steps<br><hr/> Our offices are still using up previously purchased single-use plastics and are shifting to non-plastic or reusable alternatives<br><hr/> Developing market-specific guidance for remote and non-remote workers on responsible e-waste approval |
|             | <b>RESponsible SOURCING</b><br>Develop leasing sustainability considerations checklist with criteria that relate to waste, water and energy use<br><hr/> Implement purchasing policy covering environmental and social attributes of branded items<br><hr/> Develop a global food policy that covers environmental and social attributes of the food we purchase for employees and clients | Developed Environmental Policy including sustainability considerations which will be rolled out in FY2024. Our policy is based on the DJEH policy<br><hr/> Developed Sustainable Procurement Policy which will be rolled out in FY2024. Our policy is based on the DJEH policy<br><hr/> Included food section in Sustainable Procurement Policy, which will be rolled out in FY2024                |

# ADDRESSING CLIMATE AND ENERGY

The climate crisis affects all of us. To better understand our impact and drive meaningful change in line with the latest climate science, we initiated a comprehensive greenhouse gas (GHG) assessment, including all Scope 1 (stationary combustion), Scope 2 (purchased electricity, steam, heat and cooling), and material Scope 3 (supply chain) emissions. This data will serve as our baseline and help inform our decarbonization strategy as we look to submit both near-term and net-zero goals to the Science-Based Targets initiative (SBTi) in FY2024.

As a professional services company with all leased office space, we don't control Scope 1 emission sources and have limited control over Scope 2 emissions. However, despite these limitations, Zeno West's Redwood Shores office is powered by 100% renewable electricity. To make further progress toward our renewable energy goal, we are sourcing renewable energy certificates (RECs), to balance the energy purchased in the Australia, China, France, India, Malaysia, Singapore, U.S and the UK. RECs help support current clean energy projects and are an important tool in transitioning the power grid to renewable electricity. We prioritize RECs that meet the highest certification standards, such as Green-e in North America.

rail travel is a reasonable alternative. Similarly, we encourage employees to commute using public transit (subway, rail, bus, etc.) in markets where it's available. We also plan to purchase carbon offsets to balance emissions from travel originating in the U.S. Carbon offsets are investments that compensate for one's own GHG emissions by reducing an equivalent amount of emissions elsewhere, often through projects like reforestation or renewable energy initiatives. Addressing the impacts of our purchased goods and services is a new journey, formalized with our recently created Sustainable Procurement Policy. Guided by our decarbonization strategy, we will engage with leaders and office managers across the globe to implement carbon reduction strategies.

We recognize that climate change impacts our clients around the world. To continue to serve as the strongest business partner and trusted advisor, we believe it's important that our staff be trained on climate change and how it affects people, the environment and the corporate sector. We are working toward achieving our goal of training all account staff by the end of FY2024. We will then extend this training to all Zeno staff.

In our assessment of Scope 3 emissions, we identified business travel and purchased goods and services as two key opportunities for us to address our carbon footprint. Our forthcoming decarbonization strategy will identify opportunities to make reductions in these two areas, in addition to others. Our Environmental Policy, which includes guidance around global travel, outlines our approach and reiterates our commitment to managing travel-related emissions. This policy includes preferences for hotels with sustainable attributes and recommendations on air travel when car or

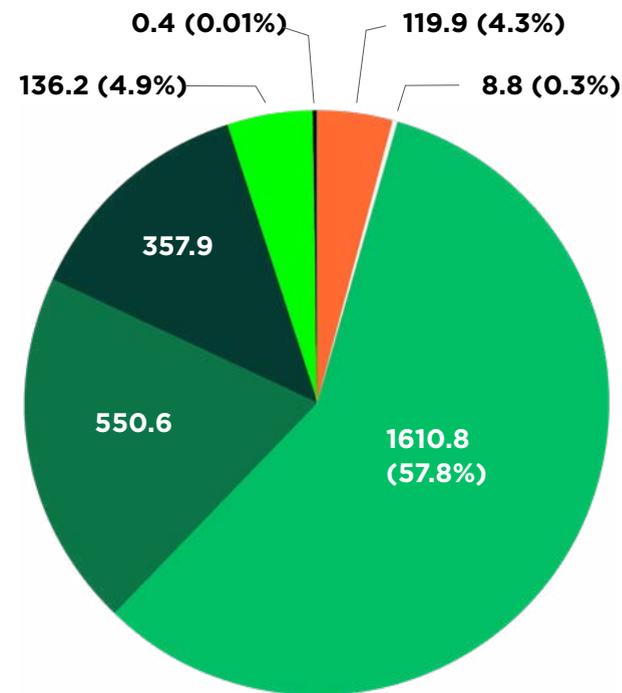
## FY23 EMISSIONS\*

### SCOPE 2

- Purchased Energy - Electricity<sup>1</sup>
- Purchased Energy - Natural Gas

### SCOPE 3

- Purchased Goods & Services
- Business Travel<sup>2</sup>
- Employee Commuting
- Capital Goods
- Waste Generated in Operations



\*In metric tons CO<sub>2</sub>e

<sup>1</sup>Gross location-based and market-based emissions for FY23 are identical.

<sup>2</sup>The business travel calculation only includes travel that originated in the U.S.

<sup>3</sup>Since our offices are under operating leases, the associated emissions from stationary combustion are categorized as Scope 2, per the GHG Protocol.

## TAKING ACTION ON WASTE

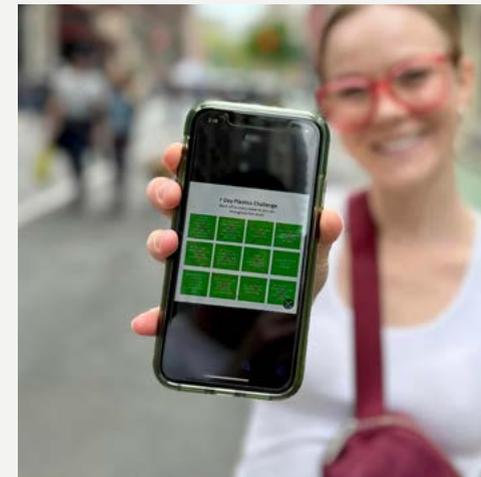
Waste is one of the more tangible ways we can engage employees in our environmental commitments. In FY2023, we made progress toward our goal of implementing recycling and composting where available locally, with signage and training in every Zeno office by the end of FY2025. Of our 15 offices, 11 have implemented recycling and four have composting available. In each office, our Eco Crews serve as ambassadors and help to educate employees on what items can be recycled and composted.

Last year, we set out to no longer purchase single-use plastics for employee use across all Zeno offices by the end of the fiscal year. We have yet to achieve this goal but will continue our work to make this happen. Our offices in Silicon Valley, China, India, Malaysia, UK, Canada and Australia no longer purchase single-use plastic items (except for items where there is no reasonable alternative). To bolster progress, Eco Crews in Singapore ordered Zeno branded items, including a reusable mug, to encourage employees to reduce their use of plastic bags and takeaway cups for coffee and tea. Zeno India also curated plastic free and sustainable gifts for all their employee engagement initiatives, in association with their vendor partner Loopify, an eco-friendly marketplace for companies.

### CELEBRATING EARTH MONTH WITH A 7-DAY PLASTIC CHALLENGE

As part of our single-use plastic goal, Eco Crews hosted a 7-Day Plastics Challenge during Earth Month to inspire Zenoids to share how they eliminate single-use plastics from their lives. We also encouraged employees to use the EarthDay.org Plastic Pollution Calculator to understand their personal plastic consumption.

Overall, Zenoids from around the world participated in the challenge and shared their efforts on our internal employee intranet, Workplace, such as bringing their own food containers to take home leftovers from a restaurant or seeking personal care products in cardboard or without any packaging. Three winners were selected from across Zeno’s global regions to receive a prize to dine at a local sustainable restaurant of their choice.



“The 7-Day Plastics Challenge was a great initiative to engage the whole agency and remind people that small changes can have big impacts. I also appreciated being able to experience a sustainable restaurant near our new office!”



**Allie Pinder,**  
Senior Account Director,  
Zeno London

We abide by a DJEH e-waste policy to ensure that our offices collect and dispose of e-waste, including computers, office equipment and batteries, in an environmentally and socially responsible manner. We are formulating a plan to support fully remote employees' access to e-waste disposal.

### RESPONSIBLE SOURCING

Zeno prioritizes working with suppliers who share our values. As part of our Environmental Policy, we developed a leasing sustainability considerations checklist with waste, water and energy use criteria. Our Sustainable Procurement Policy covers environmental and social attributes of branded items and food ordered for meetings. We were deliberate in ensuring that our approach was both measurable and achievable and reflected discussions with a myriad of stakeholders, from DJEH to Global Procurement. Our focus in FY2024 and beyond will be rolling out these policies across the organization.

### EVALUATING WATER USAGE

Our environmental footprint exercise revealed that we are not a large user of water. Since our offices are leased, it is difficult to influence water usage. However, we continue to identify opportunities to reduce water use, including choosing to lease, where possible, buildings with low-flow water fixtures.

According to the WRI Aqueduct Water Risk Atlas, 40% of Zeno offices are in water-stressed areas, including many employees who reside in California and Texas. We will continue to educate employees on mindful water use.

## CLIENT CASE STUDIES



### KIND

KIND Snacks, a company on a mission to create a kinder and healthier world, wanted to raise consumer understanding of the positive impact regenerative agriculture has on our global food system. It launched the **KIND Almond Acres Initiative (KAAI)**, a three-year pilot project, testing a combination of regenerative agriculture and modern technologies on 500 acres in California. In conjunction, KIND announced its commitment to source 100% of its almonds from farms leveraging regenerative agriculture practices on a mass balance basis by 2030. KAAI is an important step forward, raising awareness for how the company engages with its suppliers as they transition to more sustainable practices.

To further invest in regenerative agriculture and help consumers understand its importance, KAAI expanded across the almond supply chain by:

- Inviting consumers to learn about the initiative - KIND pioneered digital and PR-led activations to reach consumers, through immersive VR/AR content and long-form educational videos, which garnered more than 1.3 million views over the course of four weeks. KAAI was also featured in more than 40 earned media articles including Forbes, GreenBiz and Newsweek.
- Supporting the next generation of sustainable change agents - KIND awarded eight scholarships to students in sustainable agriculture programs at UC Merced (a Historically Spanish Institution).
- Sustaining the health of farming - KIND became a member of the California Water Action Collaborative (CWAC), a huge first step in collaborating with the broader industry while helping to build water resilience in California.



## S2G

S2G Ventures was founded in 2014 on the belief that harnessing the power of innovation can create better environmental outcomes for all. With a commitment to create long-term, measurable impacts by implementing sustainable societal shifts, S2G actively invests capital and provides mentorship to entrepreneurs, infusing meaningful innovation and thought leadership into the space.

S2G leads with an understanding that if we are to successfully and expeditiously bring about climate-smart change, there must be as many stakeholders at the table as possible. To catalyze critical capital across the climate tech ecosystem and bring others along, S2G has worked with Zeno to elevate its visibility and spotlight meaningful solutions and innovations that are driving progress.

S2G's investment in strategic communications has spurred deeper conversations and built relationships to drive substantial impact and ROI. For example, S2G co-founded and amplified the launch of the Food, Nutrition & Health Investor Coalition (FNHIC) to convene investors around a shared interest in food and human health. In 2023, S2G announced the launch of its Special Opportunities fund, which offers tailored and creative financing solutions, and leveraged earned media around the announcement to spotlight the unique needs of climate tech companies at scale.



## ZENO DC

In FY2023, we secured a new office for our team in Washington, D.C. We were able to ensure that the new office met our criteria for energy use, waste and water. Similar to Zeno Chicago, the new D.C. office building is LEED Certified, which denotes proficiency in today's sustainability design, construction and operation standards.



## ZENO LONDON

Over the last two years, Zeno London has made meaningful progress on its sustainability journey. In 2022, we moved into a new office with several sustainable attributes and completely overhauled our environmental governance. We also defined our inaugural commitment, 22 for '22, which consisted of 22 actions across five areas: climate, economic, social, DE&I and environment. For example, Zeno London partnered with carbon offsetting platform, Ecologi, to plant trees in sites around the world including Madagascar and Uganda for each new joiner to Zeno London. This effort was re-upped with 23 updated commitments for '23.

To bring these efforts to life, Zeno London partnered with The Sustainability Group (TSG), an independent organization that partners with businesses to create bespoke sustainability improvement plans. We uploaded evidence of our progress to TSG's FuturePlus platform, which benchmarks 250 indicators from a variety of sources such as ESG indices and the UN Sustainable Development Goals (SDGs). Our next step is to co-author a sustainability roadmap with TSG for other agencies that aspire to be better stewards of the environment.



# SOCIAL

## WHERE CAREERS ARE BUILT AND LIVES ARE LIVED

Zeno's values and purpose have inspired all that we do for our clients and colleagues to make a positive impact on people's lives and on society at large. Zeno encourages employees to bring their authentic selves to their work, push the limits of convention and embody our "Fearless Pursuit of the Unexpected."

In FY2023, we continued to cultivate a culture of caring by putting our people first, prioritizing wellness of mind and body, and providing employees with resources to succeed. We rolled out a flexible work arrangement, expanded benefits beyond traditional healthcare, launched our Healthy Minds employee resource group (ERG) and hosted our first Global Days of Learning event. We also continued advancing diversity, equity and inclusion (DE&I), embedding this business imperative within everything we do for our employees, our clients and the industry.



**“At Zeno, we are intentional about creating a culture of caring – both for the work we do and each other. From celebrating team and individual wins daily to matching people with clients that align with their personal passions and professional ambitions, we know that a happy workplace and good business go hand-in-hand.”**



**Grant Deady,**  
Chief Culture Officer, President,  
Zeno U.S.

## CREATING A CULTURE OF CARING AND KINDNESS

### Advancing Employee Health, Safety and Well-Being

How we show up for our employees is a point of pride at Zeno. We believe in providing a comprehensive approach to wellness that offers support and flexibility for employees to care for themselves and those they love. We recognize that wellbeing has many factors including mental, physical, family and financial health. Some highlights from Zeno’s FY2023 benefits and well-being initiatives include:

#### FLEXIBLE WORK

We rolled out a new hybrid way of working as part of our return-to-office strategy. Inspired by our values — collaborative, kind and inclusive — Zeno asks employees to come into the office twice a week, choosing which days will be the most impactful and offering flextime that allows for off-peak commuting. Around the world, Zeno offices offer employees the opportunity to sign off early on Fridays throughout the year.

#### HEALTH ADVOCATE

In the U.S., employees and their families have access to an assistance service that helps them identify and connect with healthcare providers and specialists, understand treatment options, resolve questions about benefits and interpret insurance claims.

#### PARENTAL AND FAMILY LEAVE

In the U.S., a parent who gives birth can take up to 16 weeks of paid leave in addition to annual paid time off. All parents may take eight weeks of paid leave following the birth, adoption or placement of a foster child. Employees also receive eight weeks of paid leave to care for a loved one for any reason. Zeno allows flexibility for caregivers to adjust their work schedules to care for their families. Additionally, Zeno Singapore employees get an extra day of paid leave each year to spend quality time with parents or other important elders in their lives.

#### PAID SABBATICALS

Zeno provides additional time off for employees who reach 10 years with the company, and again after every five additional years, increasing in duration up to six weeks of paid time off.

#### EXPANDED HEALTHCARE BENEFITS

Zeno U.S. offers benefits and resources for family planning, gender affirming medical care and a range of programs that support healthier lifestyle such as smoking cessation and weight loss coaching with financial incentives for goal achievement. In FY23, Zeno partnered with Maven, a benefit for family planning that includes coverage for people experiencing fertility challenges. Maven also provides supplemental educational, financial and medical assistance. In India, Zeno employee health insurance coverage extends to their parents and parents in-law.

#### AUSSIES EXPLORING APAC

Zeno Australia offers Stopover Holiday Extensions for those traveling long-haul that funds up to three nights for employees to work from a different APAC office. Additionally, to celebrate employees’ one-year anniversaries, Zeno Aussies Abroad pays for employees to work from another Zeno office in the APAC region for one week.



# BE KIND TO YOUR MIND

Since 2019, Zeno has prioritized employees' mental health through our Be Kind to Your Mind programs. We continue to evolve and grow our list of offerings, invest in resources that empower employees to care for their mental health and destigmatize this topic in the workplace. Some of these programs and benefits include:

**GLOBAL EMPLOYEE ASSISTANCE PROGRAM:**

Employees have access to free, confidential counseling sessions with certified mental health professionals, plus additional resources for financial and legal advice.

**WORLD MENTAL HEALTH DAY:** Zeno observes this holiday by closing all offices around the globe to provide a day of rest and reflection.

**SELF-CARE DAYS:** Employees are encouraged to take time off for physical and mental well-being as needed, no questions asked.

**MENTAL HEALTH ALLIES NETWORK:**

In FY2023, Zeno invested in training 33 people around the world to become certified as Mental Health First Aiders. In doing so, we built a network of mental health advocates in every Zeno office, trained to recognize the signs and symptoms of mental challenges, listen in confidence and without judgment and connect colleagues to resources.

**ZENOFIT:** Each year, employees in North America receive an allowance of \$960 toward activities, products or services that reduce stress and promote wellness including fitness, self-care services, social outings and entertainment. In FY2023, we reimbursed just under \$300,000 directly to employees.

**HEALTHY MINDS EMPLOYEE RESOURCE GROUP:**

In FY2023, Zeno launched a new employee resource group focused on mental health, available in all offices. The Healthy Minds ERG has become a place where employees around the world can find community, ask questions, talk and share resources with the broader agency.

**SAFE SPACE SHARING SESSIONS:** Following events related to violence, civil and racial injustices, Zeno offers inclusive venues for staff to support one another through guided conversations and resource sharing.



# LIVING OUR ZENO GREEN MACHINE CULTURE

At Zeno, how we work is just as important as the work we produce. Over our 25 years of growth and change as individuals, as an agency and as a society, our core Zeno culture has remained resilient. With our Chief Culture Officer and President, Grant Deady, at the helm and culture crews leading the charge across our offices, we proudly nurture the community, camaraderie and collective energy that makes us Zeno.

## HOW WE WORK

Work has looked different since the onset of the COVID-19 pandemic. Our teams have demonstrated adaptability and nimbleness by working successfully through the transition from full-time in-office, to fully remote, to a hybrid format. As the emergency order was lifted around the pandemic, FY2023 became a year of recovering, rebuilding and recognizing that we needed to think differently about workplaces. We adopted new learnings based on what made sense for our employees and the sustainability of the company. With flexibility as our priority, we eased into our hybrid model by asking employees within a reasonable radius of a Zeno office to come in one day per week of their choice for a month-long trial. Then we extended to two days per week, welcoming Zenoids to commute during off-peak times as needed. Through this experience, we have found that culture can be cultivated even from a distance, but nothing replaces being together. The energy of our teams in-person will always be foundational to our culture.



## THE TRAVELING BASSINET

What started as a simple act of support from one Zeno mom to another has now become a tradition at our Chicago office, helping care for 11 babies (and counting). This unique tradition of the traveling bassinet began in 2016 and continues to symbolize the support of coworkers and fellow caregivers long after we log-off for the day.



## REMOTE ZENOID CULTURE EVENTS

Employees around the world have taken it upon themselves to connect virtually and in-person, even when working fully remotely. The Green Machine has brought people from cities around the globe together with happy hours, Fiscal New Year's Eve celebrations and more.

“Our cluster of Colorado team members gets a burst of energy from connecting IRL and talking about our work, our lives and our enthusiasm for being able to do all that in the Rockies.”



**Tracey Thiele,**  
Managing Director,  
Global Creative Services

## CULTURE CREWS

At the heart of Zeno's culture is our people and Culture Crews. In every office, Culture Crews coordinate local outings, signature events and global gatherings — including Zeno Gives Back and seasonal celebrations — to keep their fellow Zenoids engaged and connected locally and internationally.



## ZENO DAY OF PLAY

Each year, we set aside one day for employees around the world to refresh, recharge and have fun. We encourage Zenoids at all levels to spend this day in whatever way brings them joy. We appreciate the support of our clients on this special day.

# AWARDS AND RECOGNITION

## INTERNAL AWARDS

We believe in recognizing and rewarding those who go above and beyond. From shoutouts in our weekly all-team calls or internal emails, giving kudos is a major part of Zeno culture. We also have more official awards to celebrate high-impact work on behalf of our clients.

**PITCH PERFECT AWARD:** Given monthly to Zenoids who secure valuable media coverage in the U.S.

**ZENOID OF THE MONTH:** Honors high-performing Malaysian and Australian employees

**ZENOID OF THE SEASON:** Highlights four Zeno China employees each year for exceptional work and collaboration.

**COURAGEOUS COLLEAGUE AWARD:** Applauds Zenoids in China who have made an impact beyond client work.

**FEARLESS FLYER AWARD:** Celebrates Zeno's London employees for high-quality work.

**ACCOMPLISHMENT COMMITMENT AND EXCELLENCE (ACE) AWARD:** Recognizes one team across all Zeno offices that delivers best-in-class experiences to its clients.

**THE DAN AWARD:** Honors one Zenoid who embodies the values of our founder, Dan Edelman.

**PURPOSE CHAMPION AWARD:** A new award announced for FY24, acknowledges an employee who consistently demonstrates Zeno's values and has contributed to our purpose of championing the courageous to achieve something better for humankind.



## EXTERNAL AWARDS

Zeno has proudly received awards and acknowledgements around the world for our work, people and our culture. In FY2023, awards received include:

**2022 PRCA INTERNATIONAL CONSULTANCY OF THE YEAR**

**2022 PRCA LARGE AGENCY WORKPLACE CHAMPIONS**

**2022 PRWEEK BEST PLACES TO WORK BEST LARGE AGENCY**

**2022 PRWEEK PURPOSE AGENCY OF THE YEAR**

**2023 PROVOKE PURPOSE DRIVEN AGENCY OF THE YEAR**

**2023 WORKPLACE CHAMPION, TRAINING AND DEVELOPMENT**



PURSUIT OF THE UNEXPECTED

# A STORIED JOURNEY OF 25 YEARS

For Zeno, 2023 marked our quarter-century milestone. Though the agency has grown exponentially since Dan Edelman founded it in 1998, we remain committed to the core values and culture that inspired our beginnings.



# DAN'S DREAM

A Poem written by Annie Tomsche,  
Designer, honoring Dan Edelman

**DAN'S DREAM**

The power in starting over.  
The beauty in trying again.  
Knowing the risks,  
choosing to take them anyway.

Excitement.  
Frustration.  
Setback.  
Patience.

But also,  
conviction.  
An unwillingness to give up.  
Passion.  
Belief.

A dream.  
His dream.  
Dan's dream.

The reason so many of  
us get to live our dream.

The dream that he worked  
so hard to accomplish.  
The dream that would become  
an unimaginable triumph.

The dream that so many of us carry  
in our hearts every day  
as we wake up,  
and walk through the door,  
and imagine Dan saying,  
"Thank you for joining Zeno;  
this is exactly where you're meant to be."

Because none of this  
happened by accident.

When the days grew dark,  
and we couldn't find the light,  
we created it.

When the days grew quiet,  
and we didn't know what to say,  
we found our voice.

When others doubted,  
we doubled down.

When the man himself departs  
we kept going.

We held on.  
We did the work.  
We found our footing,  
and we paved our own path.

Disrupting the industry.  
Gaining trust and respect.  
Making our own name  
while building upon his.

Fearless.

Creating extraordinary work.  
Developing incredible oppo  
Embedding ourselves  
into our clients' business.

We nurtured Dan's dream.

Every milestone.  
Every award.  
Every client.  
Every obstacle.  
Every moment.

They begged the question:  
"What would... Dan say?"

And while there's no way of  
we can only imagine,  
that Dan would be proud...  
breathing in the views from  
somewhere nobody, not even  
thought we would find ourse

The hero's journey.  
The unexpected choice.  
The underdog story.  
The dark horse...

Now a force,  
carrying the dream forward.

*To celebrate our accomplishments over the last 25 years, Zeno brought together past and present leadership, clients and friends for an anniversary party at the DuSable Black History Museum and Education Center. Annie Tomsche, a designer, presented her poem that captured the spirit of founder and culture-setter, Dan Edelman. An excerpt of which can be read below.*

A dream.  
His dream.  
Dan's dream.

The reason so many of us  
get to live our dream.

The dream that he worked so hard to  
accomplish.  
The dream that would become an  
unimaginable triumph.

The dream that so many of us carry in  
our hearts every day as we wake up,  
and walk through the door,  
and imagine Dan saying,

"Thank you for joining Zeno;  
this is exactly where  
you're meant to be."  
Because none of this happened  
by accident.

# AN EVOLVED APPROACH TO TALENT

At Zeno, we recognize that providing an inclusive, empowering and supportive workplace is critical to employee productivity, retention and success. Zeno was built on our people-centric culture and delivering an excellent employee experience is core to our strategy. As our CEO often says, “we will grow, but never lose our soul.” Over the past year, we hired 215 employees, bringing us to 800 employees globally — resulting in 5.4% global growth, not including freelancers and other temporary team members. We also introduced the next generation of talent to the Green Machine by welcoming 108 paid interns to our teams around the world, across practices and sectors.

## EMPLOYEE ENGAGEMENT SURVEY RESULTS

**551**

Zenoids responded to the survey ending March 3, 2023, totaling **70%** global participation

**91%**

of participants report that their manager genuinely cares about their well-being (compared to **88%** at same time year prior)

**87%**

believe that people are treated fairly regardless of their race, ethnicity, gender expression or sexual orientation

**85%**

would recommend Zeno as a Great Place to Work

**85%**

noted they are proud to work at Zeno

**81%**

agree that leaders at Zeno demonstrate that people are important to the company’s success

**78%**

report that they can be their authentic self at Zeno

**75%**

believe that Zeno’s commitment to social responsibility is genuine

**73%**

feel supported when they need to take time off to prioritize their mental health (compared to **67%** the prior year)

## IMPACT SCORECARD

Feedback from our annual Employee Engagement survey revealed Zenoids wanted a better understanding of the impact their work has on the overall organization. In response, the Talent team reimagined performance reviews to create an “Impact Scorecard” that allows employees and their managers to set goals, assess contributions and measure success through the lens of impact. Using the scorecard, we examine the impact each person is making with colleagues, clients, the business and our Zeno community.

## GROWING THROUGH LEARNING AND DEVELOPMENT

Zeno provides employees ongoing opportunities for learning and development that inspire curiosity and supercharge our skillsets. From real-time feedback and continuous performance management to technical training courses, Zeno opens new pathways for professional growth.



### FEARLESS UNIVERSITY:

Zeno’s global learning and development platform, Fearless U, houses trainings created by Zenoids, on-demand LinkedIn Learning courses and hosted sessions from outside experts to get new employees up to speed and keep tenured employees sharp.

### ZENO FAM (FEARLESS AGENCY MENTOR):

U.S. offices have over 200 employees participating in our mentorship program that pairs mentors and mentees based on shared interests.

### ZENO LIFT:

Our APAC office has a skill development program that advances Zenoids at all levels, from tailored online training modules to monthly sessions working through real-world management issues with regional president, Paul Mottram.

### CAREER PATH TRAINING:

Zeno London provides tools and insights to support employees as their careers progress. Tailored to various job levels, the training is divided into a 5-week program covering confidence, trust building, leadership behaviors, and goal setting.

### ZEST - ZENO’S QUEST FOR LEARNING:

Zeno India introduced twice-monthly learning sessions with industry leaders, clients and media. From quiz games to debates, the 14 sessions held in FY23 were uniquely formatted to increase employee engagement.

### MID-DAY MASTERY SESSIONS:

In Canada, Zeno offers monthly hybrid learning sessions that cover topics relevant to our industry, such as best practices for client management and artificial intelligence.

## ZENO CHINA COACHING PROGRAM

Zeno China's senior-level employee coaching program has enhanced collaboration and cross-office resource sharing between Beijing and Shanghai. This program builds greater understanding between teams and leaders and allows for more integrated client services.



“Everyone is empowered to voice their experiences, share business insights and explore management’s multifaceted challenges. These coaching opportunities shape our leadership, cultivate an entrepreneurial spirit and support our personal growth and well-being.”



Cassie Wang,  
Senior Manager

## GLOBAL DAYS OF LEARNING

With hundreds of new Zenoids joining the company and the expansion of our capabilities and offerings in recent years, the time had come to take a pause for learning. Zeno “closed its doors” for two half days across the global firm. Everyone, including our strategic partner EGAMI, participated in our first **Global Days of Learning**. More than 80 teachers spent nine hours covering 10 timely topics, with a focus on raising employee awareness of Zeno’s full suite of capabilities.

Our employees appreciated the time to learn. When surveyed, Zenoids reported feeling “much more connected to the practice areas, our people and clients,” and found it “valuable to pause our workdays to listen and learn from colleagues around the world.” The program, returning in FY24, integrates participant feedback and suggestions.



# ADVANCING DIVERSITY, EQUITY, AND INCLUSION

Zeno’s purpose is embedded across the agency and, perhaps most profoundly, in the firm’s steadfast commitment to diversity, equity and inclusion — a business imperative embraced throughout the organization. We aim to incorporate DE&I into all we do while recognizing the work that still needs to be done. Central to our commitment is transparency and accountability, openly sharing talent data and formally surveying staff for honest feedback. Although progress is slower than we would like, accelerating our work to make Zeno a place for everyone remains a top agency priority.

## CREATING A MORE DIVERSE WORKFORCE

Diversifying our offices means taking a global approach to inclusion. Zeno India tapped into the country’s remote areas to provide disadvantaged youth with communications skills development and mentoring. The initial program began with five interns and plans to grow yearly. In London, Zeno has made progress toward their target to achieve a workforce where at least 20% of people identify as racially or ethnically diverse by the end of calendar year 2023, and a minimum of 25% by the end of 2024. While we did not meet our 2023 goal, Zeno London continues to make positive strides. The London office also joined 37 U.K. agencies in PR Week and People Like Us’ industry-wide initiative to increase transparency and address gender and racial pay disparities by publishing salaries. In Singapore and Malaysia, Zeno worked with National University of Singapore, Nanyang Polytechnic and Taylors University on innovative workshops and bootcamps for communications students to learn about best practices and provide opportunities for top performers to land Zeno internships.

To reinforce that the PR and communications industry is a destination for diverse talent, Zeno has deepened our relationships with educational institutions, especially those that serve underrepresented students. In FY23, Zeno was chosen as one of two capstone agencies for the prestigious Howard University. Over the course of eight weeks, Zenoids from an array of practices and services will lead in-person and virtual lectures as well as engagement and networking activities with senior-level students at Howard in FY24. Through this partnership, Zeno will provide real-world learning opportunities to students, highlighting the PR industry as a destination for diverse talent to flex their skills, while allowing Zeno to learn from and engage with the next generation of practitioners.

Zeno’s commitment to diversifying our workforce impacts all roles at every level and we remain dedicated to sharing our workforce data.

## ZENO CROSSOVER PROGRAM

After a successful pilot of our Crossover Program, Zeno expanded the program in North America in FY23. For three months, select high-performing junior Zenoids and employees from EGAMI Group engage in an immersive learning opportunity with teams outside of their core practice area. Through this program, participants experience the full breadth of Zeno’s capabilities and explore their own potential.

“Being part of the Zeno crossover program is a highlight of my career so far. Not only did I learn the ins and outs of purpose and impact, corporate communications and influencer marketing, but I also discovered a newfound passion for working with consumer brands. Once I completed the program, I was added to more consumer and influencer marketing accounts doing what I LOVE.”



**Rebecca Flores,**  
Senior Account Executive,  
Digital

## RACIAL AND ETHNIC DIVERSITY OF ZENO'S U.S. WORKFORCE

Zeno strives to increase the racial and ethnic diversity of our workforce. For the last few years approximately **one quarter** of our U.S. workforce identifies as racially and ethnically diverse. As of June 30, 2023, that figure is **25%** compared to **28% in FY22** and **24% in FY21**. Of our new hires, **22%** identified as ethnically or racially diverse, compared to **37% in FY22**. This fiscal year we also saw a decrease in the diversity of our senior leaders with **18%** of employees at the VP level or above identifying as ethnically or racially diverse, compared to **23% in FY22**. Despite our focused training and recruitment efforts, we recognize more work needs to be done for real progress to be made. We will continue taking a deliberate and thoughtful approach to bringing diverse talent to Zeno and in supporting all employees by cultivating an inclusive environment where they can thrive.

## FOSTERING A MORE INCLUSIVE CULTURE

This fiscal year, Zeno mandated empathy and accountability training for people managers and emphasized DE&I related development opportunities for all employees. Expert-led, live and virtual trainings taught employees how to recognize and respond to microaggressions and how to identify, understand and overcome implicit biases. We also offered workshops throughout the year including the *Making the World More Equitable* series, *Leading Gen Z* and *Removing Bias from Interviews*.

Zeno's DEI Council sustained the engagement of our more than 60 members, who work to reinforce a more inclusive, empowered and culturally competent global workforce that encompasses the many aspects of diversity. In collaboration with the DE&I Council, our seven employee resource groups (ERGs) activate around cultural moments for the agency at large and facilitate safe space conversations in response to societal issues.



## CREATING EQUITY AND EQUALITY

How we act on our commitment to advance DE&I agency wide might look different around the world, but our goal to create a space for everyone remains the same. In London, Zeno hosted People Like Us, an award-winning not-for-profit that celebrates and supports journalism, marketing and communications professionals from Black, Asian, multiracial and historically underrepresented ethnic backgrounds to help foster a fairer workplace through equitable pay.



## CREATING INCLUSIVE SPACES THROUGH OUR ERGS

Our seven employee resource groups (ERGs) provide community and connection for Zenoids with similar backgrounds, experiences and identities inclusive of their allies. Each ERG facilitates regular meetings and offers special programming, educational opportunities and panel discussions bringing together internal and external voices. ERGs also lead activations for the broader agency. FY23 brought new depth and dimension to our cultural heritage and awareness month activities. Black History Month included a virtual visit to The DuSable Black History Museum and an intimate conversation with President and CEO, Perri Irmer. We observed AAPI Heritage Month and Caribbean American Heritage Month with hosted panel discussions and explorations of relevant history and contributions to pop-culture, art and science. Minority Health Month, Autism Awareness Month, Mental Health Awareness Month and Pride Month, among others, were also spotlighted across offices to promote learning, build understanding and inspire allyship, thanks to our ERGs.

### ASIAN-CY

is an inclusive space for Asian, Asian American and Pacific Islander employees.

### PRIDE

provides a safe and empowering space for those who identify as part of the LGBTQ+ community.

### ZINMIEDO

is a network of Hispanic/Latine employees where we celebrate our cultures and honor our heritage. We aim to empower our members both culturally and professionally.

### ZENO BLACK VOICES

is an open and safe space for all employees across the diaspora to learn, connect and grow, not only as Black professionals but as Black people in America.

### ZENO VILLAGE

is designed to be an advocate for current or future Zeno parents and caregivers — of babies, kids, teens and adults — and help them be their best selves at home, work and beyond.

### FRESHMAN HOMEROOM

brings early career colleagues together to learn and support one another as they are introduced to the PR agency environment.

## WELCOMING OUR NEWEST ERG: HEALTHY MINDS

Zeno's newest global ERG, launched in FY23, focuses on removing the stigma of mental health in the workplace and creating safe spaces to be open about needs and support.

“The launch of Healthy Minds has helped Zeno offices from around the world put even more of a focus on employee well-being. Employees now have a space where they can more openly support each other, share resources and discuss mental health challenges in the workplace.”



**Allison Pierce,**  
Account Supervisor  
Corporate Affairs

# COLLABORATION FOR CHANGE



In FY22, we announced our partnership with and strategic investment in EGAMI Group — the award-winning, multicultural communications firm. As defined by CEOs Barby Siegel and Teneshia Jackson Warner, Agency Allyship is a partnership between two or more agencies, “aligned in unwavering and selfless advocacy, focused on fueling one another to push through and eliminate systemic barriers.” The hope is to inspire more agencies, big and small, to unite with their peers to unlock the power of inclusion and diversity industrywide.

Through this partnership, Zeno provides resources and mentorship to help EGAMI scale its business while remaining an independent, minority-owned enterprise. We have built integrated teams for various clients including the CDC Foundation and Danone North America. This collaboration is also leading our strategic “Multicultural Built In” imperative, which aims to build diverse client teams from the start, versus “bolting on.” Together, our agencies have developed a new model of collaboration for change and provided proof of concept for advancing diverse talent.

## AGENCY ALLYSHIP ON A GLOBAL STAGE

In 2023, Zeno CEO Barby Siegel and EGAMI Group Founder and CEO Teneshia Jackson Warner returned to Cannes Lions International Festival of Creativity to talk about our pioneering collaboration model and key highlights from our work advancing multicultural competency. Joined by one of our shared clients and Liv Lewis, executive vice president at EGAMI Group, the discussion covered how allyship challenges the traditional agency partnership model and brings new opportunities and ideas to account teams and clients.

In year two of the partnership, our agencies are doing what we set out to accomplish: achieving something better for our people, our clients and the industry at large. For EGAMI, the investment has helped contribute to 70% growth in practitioner head count, an 80% revenue growth over the two-year period and upgraded technology and productivity software. For Zeno, the partnership continues to inspire creativity and greater multicultural competency in how we work internally and the strategic counsel we provide to clients. EGAMI employees have joined Zeno’s major learning initiatives including Global Days of Learning and the Crossover Program, engaged in ongoing coaching at all levels, partnered on notable client work and collaborated on developing new intellectual property. Though the benefits and success of this partnership are felt by both agencies, our collective desired outcome is for Agency Allyship to be adapted by others to help move the entire industry forward.

“The partnership between EGAMI and Zeno Group has proved to be incredibly transformative. I am especially amazed by our model of ‘one team, one dream.’ We are changing not only our clients and the industry but the world for good.”

**Sydney Howard,**  
New Business Coordinator,  
EGAMI Group

“Zeno’s partnership with EGAMI Group has been such a rewarding experience as we’ve brought to life memorable and meaningful campaigns across verticals to engage multicultural consumers. We look forward to doing even more amazing work with our EGAMI team while continuing to learn from and build genuine connections with each other.”

**Shannon Powell,**  
Account Supervisor,  
Zeno



## THE NEW MULTICULTURAL MANDATE

To gain a deeper understanding of multiculturalism today, Zeno Group and EGAMI Group conducted proprietary research surveying 6,000 Americans. Building on Zeno’s *The Human Project*, findings articulate a new multicultural mandate that will help companies and leaders forge deeper connections with highly influential and globally minded groups of individuals. Notably, the research also uncovered the significance of a new group – Generation Self Defined – that identifies as two or more ethnicities and is one of the fastest growing U.S. segments, representing 10% of the population. The study provides a dramatically altered view of how companies and employers should engage with multicultural groups to create a more diverse, inclusive and equitable future for us all. At their 2023 awards, **Diversity Action Alliance** recognized Zeno and EGAMI’s work for Best DE&I Communication Research.

## COLLABORATING WITH CLIENTS TO TAKE ACTION

Beyond our pro bono work, we continued to advance action with our clients globally to achieve their purpose. Among the projects sparking the greatest gratification and overall impact were those linked to today’s most critical issues. These results underscore the significant power of strategic communications.

## CLIENT CASE STUDIES



### CDC FOUNDATION

In partnership with EGAMI Group, Zeno took the Centers for Disease Control Foundation's Live to the Beat (LTTB) campaign to the next level, from awareness of cardiovascular disease to action. Black Americans die of heart disease at a rate that is two times higher than their white counterparts, so we executed a targeted campaign to reach those most likely to be affected. We developed digestible, platform-specific content with actionable messaging for key target audiences. The new campaign strategy resulted in **1.92** million video views and a **523%** increase in traffic to the CDC Foundation's website housing resources to help people learn about the small, practical steps to incorporate into their everyday lives that can improve heart health.

**1.92M**  
video views

**523%**  
increase in  
website traffic

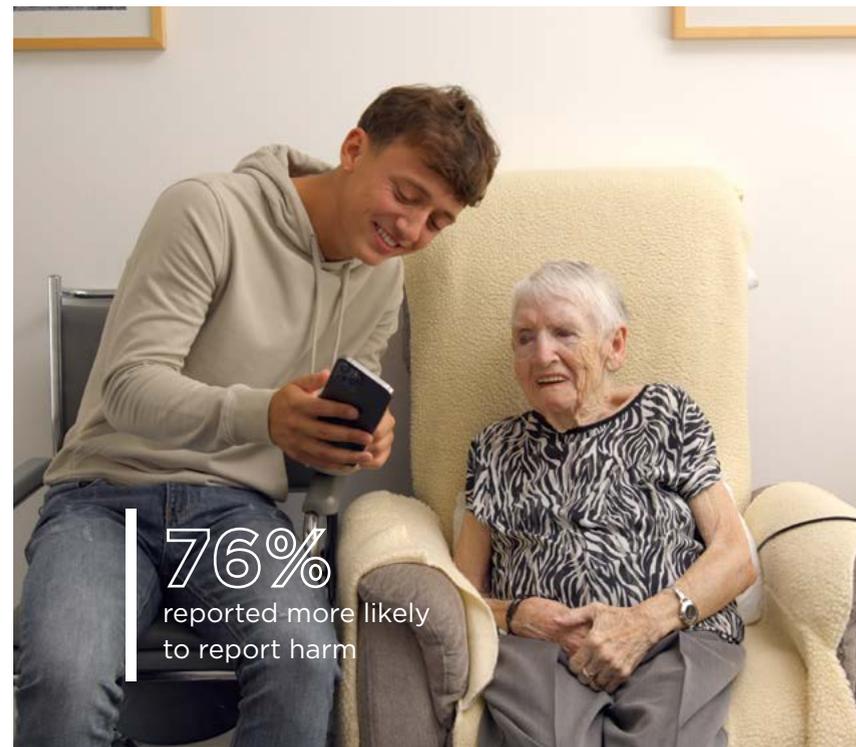


**\$22M**  
commitment to improve  
access to nutritious and health  
promoting foods

WHITE HOUSE  
CONFERENCE ON  
**HUNGER,  
NUTRITION,  
& HEALTH**

### DANONE NORTH AMERICA

Zeno partnered with leading food and beverage company Danone North America on its mission to bring health through food to as many people as possible. FY23 efforts kicked off with Danone announcing a \$22M commitment to improve access to and availability of nutritious and health-promoting foods at the White House Conference on Hunger, Nutrition and Health. In order to delve deeper into the barriers and perceptions of nutrition in the U.S., Zeno and Danone conducted nationally representative, first of its kind primary research on the State of Nutrition Equality, which found food accessibility was one of the most important issues facing the nation. Using this data, Danone convened leaders across the private and public sector at the prestigious Aspen Ideas Festival to discuss findings and opportunities, which Zeno supported with media relations, event coordination, social amplification, relationship management and more. Our efforts resulted in national media attention as well as deeper relationships with customers and key opinion leaders in nutrition security.



**76%**  
reported more likely  
to report harm

### ONLY NANS

In the U.K., 70% of 13 to 24-year-olds admitted they had seen or experienced harmful content on social media but few report it and the cycle of harm continues. As the U.K. regulator, Ofcom appointed Zeno London to help break the cycle and show them change was possible on the platforms where they see harmful content.

We developed the Only Nans campaign and recruited our hero influencer, Lewis Leigh, and his all-important Nan, Phyllis. Lewis and Phyllis had gone viral during lockdown, sharing heart-warming TikTok dance videos that generated worldwide coverage. Working with Lewis to create homegrown style content, he scrolled through a mixture of good, bad and ugly content, then asked his Nan if she "was a fan." A thumbs down meant Lewis would report it. This encouraged others to report harmful content through a simple idea: "If I wouldn't show my nan, then it's probably harmful." Post campaign, 76% of the target research audience said they would be more likely to report harm.

**1.8M**  
U.S. employee time  
invested



**\$2M+**  
time invested globally



**1,861**  
**VOLUNTEER  
HOURS**  
donated through our  
Global Day of Service



# ENGAGING WITH OUR COMMUNITIES

Zeno’s social impact strategy for FY23 focused on empowering people who are often marginalized, discriminated against and subject to unequal economic opportunity compared to their peers.

Across all offices, we fortified partnerships with existing pro bono clients and welcomed new ones. We continued work with the [Auschwitz Pledge Foundation](#), building a global movement to eradicate indifference, from racism and antisemitism to misogyny and discrimination, and [The DuSable Black History Museum and Education Center](#), supporting their boundless evolution as the authority and destination for the education and celebration of Black people and culture. We also activated brand awareness strategies for two long-term pro bono clients [Year Up](#), a national nonprofit ensuring disadvantaged young adults gain the skills, experiences and support needed to reach their full potential, and the [Material Change Institute](#), a nonprofit providing easier onboarding into venture capital for underrepresented people through virtual learning, mentorship and hands-on incubator experiences.

\$2M  
donated



### GIVING BACK YEAR ROUND

In addition to the Zeno Gives Back Global Day of Service, Zeno France has instituted a tradition of giving during the holidays. Employees support the charitable organization, Espoir, by making gift boxes for unhoused people in the Paris community.

Zeno donated more than \$2M globally in professional services and through our fifth annual **Zeno Gives Back** Global Day of Service. On one day each year, Zeno employees around the world pause their workdays to give back to local communities. Regional offices also use this day to give financially to organizations in their local community, like Zeno Canada who participated in the Kessel Run and donated to a children’s hospital through the SickKids Foundation. Whether supporting food assistance programs, environmental maintenance, or animal rescue centers, among many other causes, Zenoids embody our commitment to creating a better world through service to others.

Each year, U.S.-based Zenoids also have the opportunity to take 12 Civic Action Hours off to use for voting, election-related activities or to support other civic and societal issues.

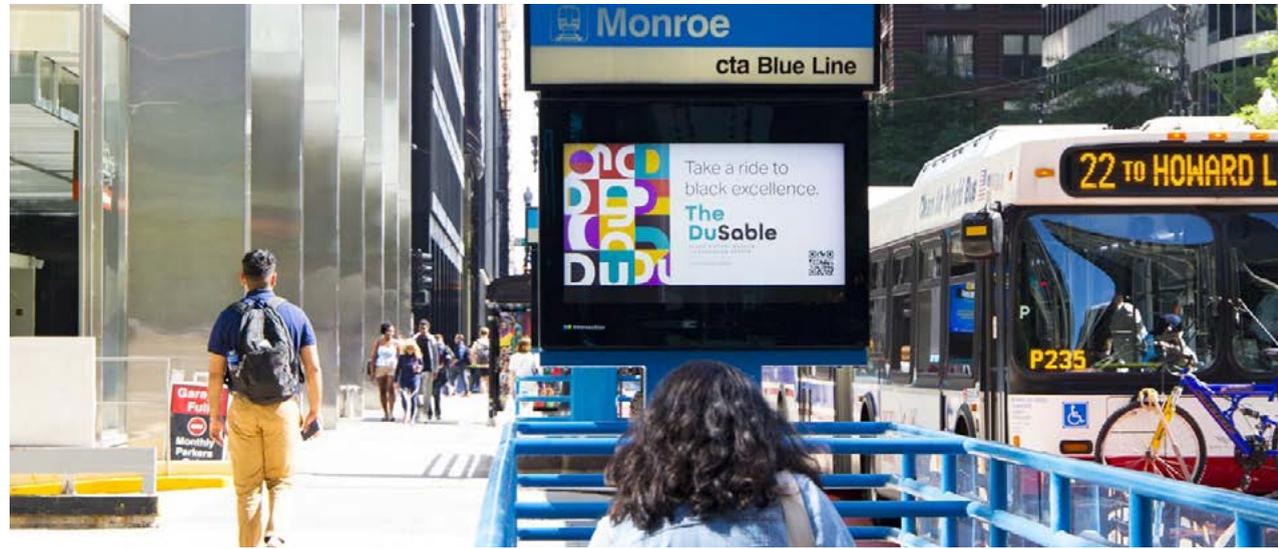


“ [In our partnership with Espoir] Each employee can, if they wish, gather in a box an object from each of the following categories: a piece of warm clothing or accessory, a hobby, a hygiene product, a treat and a little attention, such as words of encouragement, a greetings card or a drawing.”



**Sarah-Jane Peschoux,**  
Office Operations, Marketing &  
Culture Manager,  
Zeno France

CLIENT CASE STUDIES



**DUSABLE BLACK HISTORY MUSEUM AND EDUCATION CENTER**

After more than 60 years, the DuSable Black History Museum and Education Center, the nation’s first independent museum of Black history, collaborated with Zeno to develop a new creative strategy. In FY22, Zeno helped the museum relaunch as a national authority and destination for education and celebration of Black people, history and culture. This included a full rebrand, renaming from its original DuSable Museum of African American History and an awareness campaign that earned national coverage.

In FY23, Zeno donated more than 765 staff hours focused on driving greater exposure and additional revenue opportunities for the museum. We also amplified the rebrand through in-kind ad placements with the Chicago Transit Authority, new merchandise production and retail partner engagement.

**765**  
 donated  
 Zeno staff  
 hours focused  
 on driving  
 exposure and  
 greater revenue  
 opportunities for  
 the museum



**THE PLANK CENTER FOR LEADERSHIP IN PUBLIC RELATIONS**

For the past several years, Zeno has been an active participant and sponsor of The Plank Center for Leadership in Public Relations’ DE&I Summit and Milestones in Mentoring Gala. These events focus on partnering with senior and emerging public relations leaders to share tips, advice and personal stories with the goal of building pathways to leadership for diverse professionals in the industry. In addition to being a part of the board, Zeno took to the summit stage with EGAMI Group to discuss the power of Agency Allyship and encourage students to make their own bold moves for real change. We also hosted an in-office panel conversation with student attendees to have a more intimate discussion about what a career in the industry can look like for diverse professionals.



## FOOD EDUCATION FUND

Based in NYC, Food Education Fund (FEF) is a not-for-profit organization on a mission to prepare, impact and empower high school students through experiential learning in hospitality. FEF provides a comprehensive suite of programs that gives students access to invaluable opportunities and hands-on experiences to enhance their economic and social mobility and allow them to cultivate sustainable careers.

Zeno helped FEF raise awareness and funds by securing high-caliber attendees and media coverage for FEF’s annual fundraising gala and crafted a media strategy leveraging the gala’s guest list, FEF’s board member and event host, Desus Nice, for interviews. Zeno’s outreach efforts helped FEF reach potential donors and future program participants.

## FORGING MEANINGFUL IMPACT IN APAC

Zeno Asia Pacific sent a call to action across regional offices in FY23 to survey employees, identify social issues that matter to them and choose an organizational partner to champion change on that topic locally. So far, the results sparked meaningful philanthropic partnerships that will continue developing into FY24.

Some offices opted to continue growing existing relationships with organizations, such as **Zeno Australia** with **Stand Tall**, an organization supporting the mental well-being of youth, and **Zeno China** with **Heart to Heart Foundation**, a fund providing corrective surgery for children with congenital heart disease and need financial support. Others are forging new relationships, like **Zeno India** looking to support LGBTQ rights and wellness through a community-based organization.

**Zeno Singapore** is in the planning phase with **Project Dignity**, an organization offering training and vocational assistance for disabled and disadvantaged adults. In FY24, Zeno will provide support across all aspects of the business, from branding and social media marketing to building out their fundraising strategy.





# GOVERNANCE

## AFFIRMING OUR COMMITMENT TO RESPONSIBLE BUSINESS

Responsible business is the cornerstone of our ESG efforts. Zeno is committed to responsible and ethical practices across all aspects of our business. As a DJEH company, we abide by many of DJEH's policies on important issues including human rights, employee conduct, financial management and client engagement. We are also guided by our own policies for data privacy and security and supplier conduct.

DJEH is also a signatory of the United Nations Global Compact, a voluntary pledge to operate responsibly, in alignment with universal sustainability standards and take actions that support society. By incorporating the [Ten Principles of the UN Global Compact](#) into the business, DJEH is establishing a culture of integrity and setting the stage for long-term success.

## ENSURING PRIVACY AND DATA SECURITY

Protecting the privacy and security of the sensitive information we hold as part of doing business is our top priority. We conduct our business according to [Global Privacy Principles](#) for collecting, using, storing and processing personal information and ensuring this occurs per applicable laws.

We regularly review and update our data privacy and information security practices to align with Information Security Standards ISO 27002/27018/27701 and NIST Common Security Framework to safeguard personal and business data. We educate our employees on their role in promoting privacy and data security through mandatory annual Information Security and Foundations Training and IT Security and Awareness Training.

## UPHOLDING HUMAN RIGHTS

The [DJEH Human Rights policy](#) outlines our commitment to upholding human rights in every aspect of our business, avoiding directly or indirectly infringing on individuals' human rights and addressing any negative impacts on human rights if they occur.

## ABIDING BY ETHICS & ANTI-CORRUPTION

The [DJEH Code of Conduct](#) guides our employees and articulates our expectations for ethical behavior. The companion [DJEH Day-to-Day Situation Guide](#) also assists employees on issues concerning the nature of work in the communications and PR industry.

We also follow a [Supplier Code of Ethics](#) to ensure that subcontractors, freelancers, suppliers and other third parties understand and agree to meet these same standards, and an [Affiliate Code of Conduct](#) to ensure customers experience the same standard of performance and excellence, whether served by Zeno or a partner.

Zeno's CEO, CFO, regional presidents, finance directors and other financial, accounting and management employees follow the DJEH Code of Ethics for Financial Management. This code is set and overseen by the DJEH Compliance team.

Zeno employees must take mandatory compliance training on:

- anti-corruption
- information security
- dignity at work
- acceptable use
- our code of conduct
- economic sanctions
- the Foreign Agents Registration Act
- resolving potential client conflicts
- other trainings as required by law



## ENGAGING NEW AND EXISTING CLIENTS

It is important that we work with clients that share our values. Zeno has internal guidelines to determine those clients with whom we will and will not work. Our executive leadership team evaluates new business opportunities that present unusually high levels of risk, potential reputational sensitivities to the company or other characteristics that may raise concerns. We also abide by [DJEH's Climate Principles](#) and have incorporated these principles into engaging new and existing clients. This means that we work with clients to constructively participate in the dialogue around climate change and contribute to policy discussions with the goal of making progress on this shared global challenge. We carefully vet clients before engagement and do not accept client assignments that aim to deny climate change.

## PROVIDING EXECUTIVE OVERSIGHT

Our Chief Executive Officer leads Zeno and reports to the Chairman of Daniel J. Edelman Holdings, Zeno's holding company. We regularly share updates with the DJEH Board of Directors on financial, employee and client metrics.

Zeno's CEO and Chief Financial Officer also sit on the DJEH Governance and Operations Committee. Our Global Leadership Team comprises of executives at the president and managing director level who represent Zeno's markets (Australia, Canada, China, France, Germany, India, Malaysia, Singapore, U.K. and U.S.) and managing directors responsible for practice areas.

## ESG GOVERNANCE

To hold ourselves accountable for integrating ESG throughout our network, Zeno formalized a global ESG Steering Committee comprised of global leaders representing key functions including finance, DEI, social impact, as well as regional leadership presenting APAC and UK/EMEA. This Steering Committee is led by the Global Managing Director of Purpose and Impact and checks in regularly with the Global Leadership Team on progress.

# GRI INDEX

## STATEMENT OF USE

Zeno Group has reported the information cited in this GRI content index for the period (July 1, 2022 - June 30, 2023) with reference to the GRI Standards.

## GRI 1 USED

GRI 1: Foundation 2021

## GRI STANDARD

## DISCLOSURE

## LOCATION/CONTENT

### GRI 2: GENERAL DISCLOSURES 2021

2-1 Organizational details

Zeno Group is a privately-owned company with headquarters in Chicago. We operate offices across North America, Europe, and Asia Pacific.

2-2 Entities included in the organization's sustainability reporting

2023 ESG Report, About the Report, pg. 3

2-3 Reporting period, frequency and contact point

2023 ESG Report, About the Report, pg. 3

2-4 Restatements of information

Zeno is restating governance policies that have remained the same year-over-year.

2-5 External assurance

We did not seek external assurance for the information included in this report.

2-6 Activities, value chain and other business relationships

Please visit <https://www.zenogroup.com/services>

Our supply chain consists of many elements, including but not limited to media services, consultants, and equipment manufacturers. There are no significant changes from the previous reporting period.

2-7 Employees

2023 ESG Report, An Evolved Approach to Talent, pg. 22

2-8 Workers who are not employees

Due to DJEH's practices regarding confidentiality, we do not share this information.

2-9 Governance structure and composition

2023 ESG Report, Providing Executive Oversight, pg. 37

2-10 Nomination and selection of the highest governance body

2023 ESG Report, Providing Executive Oversight, pg. 37

2-11 Chair of the highest governance body

2023 ESG Report, Providing Executive Oversight, pg. 37

## DISCLOSURE

### GRI 2: GENERAL DISCLOSURES 2021

2-12 Role of the highest governance body in overseeing the management of impacts

2-13 Delegation of responsibility for managing impacts

2-14 Role of the highest governance body in sustainability reporting

2-15 Conflicts of interest

2-16 Communication of critical concerns

2-17 Collective knowledge of the highest governance body

2-18 Evaluation of the performance of the highest governance body

2-19 Remuneration policies

2-20 Process to determine remuneration

2-21 Annual total compensation ratio

2-22 Statement on sustainable development strategy

2-23 Policy commitments

2-24 Embedding policy commitments

2-25 Processes to remediate negative impacts

## LOCATION/CONTENT

2023 ESG Report, Providing Executive Oversight, pg. 37

2023 ESG Report, Providing Executive Oversight, pg. 37

2023 ESG Report, ESG Governance, pg. 37

2023 ESG Report, Affirming Our Commitment to Responsible Business, pg. 36

The content of this report is informed by data points relevant to our business and stakeholders based on the GRI and SASB reporting frameworks. We also conducted deskside research to identify priority topics.

The Global Leadership Team learns of potential risks and opportunities from a variety of sources, including internal stakeholders, local and global peer groups, industry experts, climate experts and other stakeholders around the globe.

The Global Leadership, along with the ESG Steering Committee, assess the performance of the company's performance with respect to management oversight on these topics on an annual basis.

Due to DJEH's practices regarding employee confidentiality, we do not share this information.

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2023 ESG Report, Advancing Our Environmental Efforts, pg. 8

As a DJEH company, we abide by many of DJEH's policies on important issues including human rights, employee conduct, financial management, and client engagement. To view DJEH's policies, please click [here](#).

Employees are trained on the DJEH Code of Conduct and key policies. All employees are required to annually certify their commitment to comply with the DJEH Code of Conduct.

DJEH has a full-time compliance and ethics department, led by our Global Ethics & Compliance Officer and supported by Regional Directors of Compliance and Internal Audit in each of our regions. At the core of our program is the DJEH Code of Conduct which, together with the companion Day-to-Day Situation Guide, outlines the responsibilities that we have to one another, to our clients and stakeholders, and to the firm and our industry. The company's Listen Line provides employees with a confidential and, where desired, anonymous means of reporting compliance or ethics concerns. The firm's Compliance Team and, where appropriate, the Legal Team is responsible for overseeing the investigation and resolution of compliance allegations or incidents, whether identified by the Listen Line or through other communications.

**DISCLOSURE**

**LOCATION/CONTENT**

**GRI 2: GENERAL DISCLOSURES 2021**

2-26 Mechanisms for seeking advice and raising concerns

Individuals may raise concerns about the organization’s business conduct by raising the matter to their managers or Human Resources, contacting the Global Ethics & Compliance Officer directly or anonymously via the Listen Line. The DJEH Code of Conduct and Situation Guide are also available to employees.

2-27 Compliance with laws and regulations

There have been no significant instances of non-compliance with laws and regulations during the reporting period. There have been no fines for instances of non-compliance with laws and regulations that were paid during the reporting period.

2-29 Approach to stakeholder engagement

Zeno engages with stakeholders in various ways including surveys and subject matter expert interviews. We will continue to refine our approach to stakeholder engagement.

2-30 Collective bargaining agreements

The percentage of Zeno employees covered by collective bargaining is zero. In the United States, Zeno does not have any labor unions organizing activity at our office nor do we have employees who are covered by collective bargaining agreements.

**GRI 3: MATERIAL TOPICS 2021**

3-1 Process to determine material topics

Zeno has not conducted a comprehensive materiality assessment. The content of this report is informed by data points relevant to our business and stakeholders based on the GRI standard. We also conducted deskside research to identify priority topics.

3-2 List of material topics

2023 ESG Report, Priority Topics, pg. 3

3-3 Management of material topics

2023 ESG Report, Priority Topics, pg. 3

201-2 Financial implications and other risks and opportunities due to climate change

Zeno has not reported on the financial implications and specific risks and opportunity associated with climate change.

201-3 Defined benefit plan obligations and other retirement plans

As a DJEH company, Zeno provides U.S. employees with a diversified 401(k) (defined contribution) plan with company matching contributions to save for retirement.

The company match contributions begin after one year of employment and is vested in increments of 33.3% over a three-year period.

1 year of employment = 33% match

2 years of employment = 66% match

3 years of employment = 100% match

Employees can contribute 100% of pay with either pre- or post-tax contributions up to the IRS allowed contribution maximum. The company provides 60 cents for every dollar an employee contributes up to the first 5% of total compensation. Newly hired U.S. employees are automatically enrolled in the 401(k) plan after completing three months of employment.

3-3 Management of material topics

2023 ESG Report, Affirming Our Commitment to Responsible Business, pg. 36

**DISCLOSURE**

**LOCATION/CONTENT**

**GRI 205:  
ANTI-CORRUPTION 2016**

205-1 Operations assessed for risks related to corruption

205-2 Communication and training about anti-corruption policies and procedures

205-3 Confirmed incidents of corruption and actions taken

Zeno monitors and reviews 100% of its operations for corruption risks on an ongoing basis.

2023 ESG Report, Affirming Our Commitment to Responsible Business, pg. 36

There have been no confirmed incidents of corruption or public legal cases brought against the organization or its employees.

**GRI 206:  
ANTI-COMPETITIVE  
BEHAVIOR 2016**

3-3 Management of material topics

206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

2023 ESG Report, Affirming Our Commitment to Responsible Business, pg. 36

There have been no legal actions pending or completed where Zeno has been accused of anti-competitive behavior, or anti-trust or monopoly violations.

**GRI 303: WATER AND  
EFFLUENTS 2018**

3-3 Management of material topics

303-1 Interactions with water as a shared resource

2023 ESG Report, Evaluating Water Usage, pg. 11

2023 ESG Report, Evaluating Water Usage, pg. 11

**GRI 305: EMISSIONS  
2016**

3-3 Management of material topics

305-1 Direct (Scope 1) GHG emissions

305-2 Energy indirect (Scope 2) GHG emissions

305-3 Other indirect (Scope 3) GHG emissions

2023 ESG Report, Addressing Climate and Energy, pg. 9

2023 ESG Report, Addressing Climate and Energy, pg. 9

2023 ESG Report, Addressing Climate and Energy, pg. 9

2023 ESG Report, Addressing Climate and Energy, pg. 9

**GRI 306: WASTE 2020**

3-3 Management of material topics

306-1 Waste generation and significant waste-related impacts

306-2 Management of significant waste-related impacts

2023 ESG Report, Taking Action on Waste, pg. 10

Zeno does not currently track waste generation for all of our offices.

2023 ESG Report, Taking Action on Waste, pg. 10

**GRI 401:  
EMPLOYMENT 2016**

3-3 Management of material topics

Information on lessons learned and engagement with stakeholders regarding effectiveness of topic management is not available currently, and we do not anticipate gathering this information within this reporting period.

**DISCLOSURE**

**LOCATION/CONTENT**

**GRI 401:  
EMPLOYMENT 2016**

401-1 New employee hires and employee turnover

New hires by gender

- Female: 172
- Male: 43
- Undisclosed: 1
- Total hires: 216

New hires by region

- APAC: 70
- Europe: 31
- Canada: 11
- U.S.: 104

Employee turnover by region (%)

- APAC: 56%
- Canada: 17%
- Europe: 31%
- US: 20%

Employee turnover by gender (%)

- Female: 69%
- Male: 29%
- Unidentified: 2%

Due to DJEH's practices regarding employee confidentiality, we do not share information on rate and age group of new hires. We also do not share the total number of employee turnover.

2023 ESG Report, Advancing Employee Health, Safety, and Well-Being, pg. 15

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

2023 ESG Report, Advancing Employee Health, Safety, and Well-Being, pg. 15

401-3 Parental leave

In FY23, 21 females and nine males took advantage of Zeno's parental leave benefits. This information is not available for locations outside the U.S., and we do not anticipate gathering this information in the future.

**DISCLOSURE**

**LOCATION/CONTENT**

**GRI 404: TRAINING AND EDUCATION 2016**

3-3 Management of material topics

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404-1 Average hours of training per year per employee

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404-2 Programs for upgrading employee skills and transition assistance programs

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404-3 Percentage of employees receiving regular performance and career development reviews

2023 ESG Report, Growing Through Learning and Development, pg. 23

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Zeno does not have a way to accurately calculate the average hours of training per year per employee. Much of employee training happens outside of Fearless University and is not tracked.

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2023 ESG Report, Growing Through Learning and Development, pg. 23

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100% of employees receive regular performance and career development reviews.

**GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016**

3-3 Management of material topics

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405-1 Diversity of governance bodies and employees

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405-2 Ratio of basic salary and remuneration of women to men

2023 ESG Report, Racial and Ethnic Diversity of Zeno's US Workforce, pg. 30

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Zeno U.S. is the only region that self-reports their race and ethnicity. As of June 30, 2023, approximately 25% of Zeno's U.S. workforce identified as racially or ethnically diverse.

Zeno U.S. Employee Racial and Ethnic Diversity

- American Indian: 0.18%
- Asian: 7.31%
- Black: 5.67%
- Hispanic: 8.59%
- Islander: 0.55%
- Multiple: 2.56%
- White: 75.14%

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Zeno does not provide the ratio of basic salary and remuneration of women to men due to confidentiality restraints.

**GRI 418: CUSTOMER PRIVACY 2016**

3-3 Management of material topics

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418-1 Substantiated complaints concerning

2023 ESG Report, Ensuring Privacy and Data Security, pg. 36

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Zeno has neither discovered nor received reports of any material incidents or substantiated complaints concerning leaks, theft or losses of customer data.

We champion the courageous  
to achieve something better  
for humankind.

**ZENO**