

IMPACT REPORT 2023



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# Barkley OKRP

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## This way forward

The spirit of continuous improvement is at the heart of the B Corp movement.

We are proud to join more than 8,000 B Corp Certified businesses around the world in sharing our plans to pave the way for better business.



# BarkleyOKRP at a glance

BarkleyOKRP is one of the largest full-service independent marketing firms in the U.S. and a Certified B Corporation™. As an alternative agency model, BarkleyOKRP is independent enough to make bold work that sticks with the modern consumer and big enough to build whole brands with our full spectrum of capabilities.



**800+**  
employees



**1964**  
established



## Awards

Ad Age A-List

Ad Age's "Agency of the Year: Culture, Convergence

Adweek's Fastest Growing Agencies

Adweek's "Agency of the Year" Shortlist

AAF Workforce Inclusion, Mosaic

4A's Foundation Independent Agency of the Year

ANA's Multicultural Excellence award

ANA B2 Award: Thought Leadership



**6**  
offices:  
Kansas City  
Chicago  
Austin  
Denver  
New York City  
Pittsburgh



**100%**  
independent



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A MESSAGE FROM OUR CEO

# Proving the power of purpose

**Every meeting at BarkleyOKRP begins with shout-outs — it's an expression embedded in our company culture.**

Together with our core belief to “Add Good” and our status as a B Corporation, these concepts create a necessary framework that empowers us all to bring our best to the world, one idea at a time.

At the time of this publication, I'm especially grateful for the last year, which has brought growth and change to our organization: we've expanded both our client roster and the number of offices we now call BarkleyOKRP. We've also been building the business case for the power of organizational purpose as we grow our Impact practice and integrate our capabilities into the firm.

As a result, our people and clients alike are starting to understand that purpose + sustainability are inextricably linked to our impact on the world: The more your purpose powers

your commitments to people, community and the planet, the more inspired your employees are to deliver profit and continuous impact.

We also spent much of the year sharing this POV with external audiences. We presented proprietary research on purpose as a brand's performance accelerator with a global marketing think tank and at Fast Company's Innovation Festival. And we published a how-to guide for conducting materiality assessments and trained executives on leading purpose-driven organizations.

We believe that change is progress, and we are constantly iterating and evolving to build resiliency in our own organization, in the same manner as we advise client brands to consider their own. As we scale both our business and our impact, we challenge the



philosophy of business as usual — finding ways our learned experience in this space can help influence positive impact across a variety of industries. As we define what's next for our growing organization — in step with our fellow B Corps inspired by this annual theme — we are especially thankful for our team members, the people who make our business possible.

Your passion, creativity, and resilience are the driving forces behind all that is good about BarkleyOKRP.

**– Jeff King,  
CEO BarkleyOKRP**

THIS WAY FORWARD

# Our plan to add good

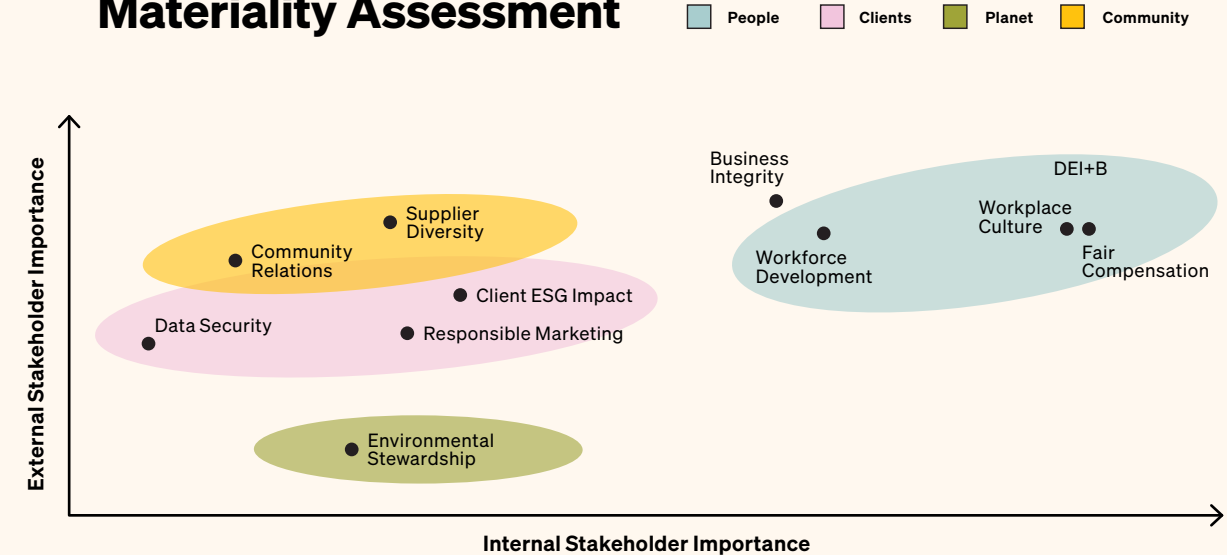
As a Certified B Corporation™, we are part of a change movement that uses the power of business to positively transform the global economy into a more inclusive, equitable, and regenerative system.



As a result, we are continually adjusting our own behaviors that impact climate change, nurturing our company culture, and recruiting and retaining talented employees. This is how we're shaping a resilient future and showing how our purpose-driven model can function across geography, sector, and size.

From where we've been to where we are headed, we see change as progress, every milestone a lesson to assess, adjust, and level-up as an organization. Four years ago, we became the largest independently owned firm at that time to be certified as a B Corporation. Fewer than 2% of all U.S. agencies currently hold this designation. Along the way, we've invited others to join us – we've even consulted with other advertising agencies who were interested in becoming B Corps. In 2022, we identified material issues to our organization, creating a framework for risk and opportunity analysis.

## Materiality Assessment



In this report, we examine our impact across four key pillars: People, Planet, Clients and Community. In the last year, we have:

- Increased the number of impact-driven clients we work with — both in revenue and in total number of clients we partner with
- Increased the number of partners involved in pro bono and volunteer work
- Reduced our greenhouse gas emissions to meet our Planet goal in 2022, and maintained that progress in 2023

As we see the B Corp community establish and refine standards, we're also preparing for the continuous improvement that comes with inspired change. That's the very definition of sustainability, and we'll share new goals for 2025 and beyond with employees later this year.

Our journey as an organization is about the pursuit of progress, not perfection. We've made significant strides, but this process continues to unveil innovative ways to improve climate justice, racial equity and a stakeholder-driven economy. The trajectory is set: It's work, it's worth it, and we're here for it all.

– Lindsey DeWitte, Chief Impact Officer

# Add Good Scorecard

★ = achieved    ● = in progress    ☆ = evaluating

Goal	Year	Status	2023 Progress
<b>People</b>			
Achieve 25% BIPOC representation among employees	2025	●	19% BIPOC representation, a slight decrease from 21% the previous year.
Parity of women employees at the Director+ level, compared to total organization	2025	★	Female employees represented 56% of management, compared to overall female representation of 63% — a 2% increase YoY.
Achieve 20% annual increase of BIPOC representation at the Director+ level	2025	★	BIPOC representation at the Director level was 23%, exceeding our YoY target of 20%.
Achieve an employee well-being satisfaction score of at least 65%	Annual	★	At year's end, more than 90% of our employees reported being satisfied with the organization.
100% participation in management development and effectiveness training annually	Annual	●	59% of managers completed this training, representing a 12% increase YoY.
100% of employees complete Rocket Science training and curriculum	Annual	●	81% of employees participated in training and development and logged a total of 9,800 hours of training in 2023.

Goal	Year	Status	2023 Progress
<b>Client</b>			
50% of revenue meets our Client Impact Criteria	2025	●	37% of revenue aligned to Client Impact Criteria. Impact-clients fluctuate annually due to project-based work requests.
75% of clients contribute to our Client Impact Criteria	2025	☆	47% of clients have met our impact criteria based on their model, mission and actions.
<b>Communities</b>			
100% of employees volunteer eight "Goodworks" hours annually	Annual	●	80% of employees spent more than 5,123 hours on volunteer and pro bono work.
Increase spend with local, women-owned and minority-owned vendors to 25%	2025	☆	10% of our vendor spend came from local, minority-owned and/or women-owned vendors, flat increase from 2022.
Increase spend with minority-owned media vendors to 2%, and maintain annually	2025	☆	3.8% of total media spend was directed towards local, women-owned and minority-owned vendors; <1% of total media spend specifically came from minority-owned vendors.
<b>Planet</b>			
Reduce GHG emissions by 50% in own operations	2030	★	Reduced our GHG emissions in Scope 1 and 2 by 96% since 2019 — though Scope 3 increased by 44%. Overall GHG emissions reduced by 54% compared to base year.
Zero waste to landfill	2025	●	Reduced waste generated in our largest office by 75% since 2022.
100% renewable energy	2025	★	Continued to base 100% of our business operations on renewable electricity in 2023.

Our plan to add good



BE NICE  
TO PEOPLE

Creating a  
culture where  
our people  
can thrive.



**People**

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CREATING A CULTURE WHERE OUR PEOPLE CAN THRIVE

# Win Inside to Win Outside™

**Our culture is rooted in the idea that we leave the world in a better place than we found it.**

We welcome all who join us, supporting the community within and beyond our walls, crafting ideas that improve experiences and make a lasting impact for the better so that together, we can add good. This core belief inspired an updated set of values, which we introduced to our organization early in 2023:

**Demand Diversity:** It's up to every employee to make space for colleagues to speak their truths and share their perspectives on the world. By welcoming people to be themselves, we invite different perspectives as inputs for innovative ideas.

**Act like an Entrepreneur:** We are in the business of creating ideas — and we want to support our employees as they go the extra mile to get those ideas across the finish line, take risks, fail forward, and try again.

**We over Me:** We are a community with a common goal. Success comes when we embrace collaboration, assume generosity and offer grace while pushing creativity to the next level. The best idea wins — no matter where it comes from. And we fuel each other through gratitude along the journey.

Creating space within an organization for all people to feel a sense of belonging requires sustained action and assessment — removing barriers to opportunity and inviting diverse perspective to important conversations. We recognize this work is critical to our success, both with our internal culture and with external stakeholders.

**Diverse Representation:** We have shifted from a commitment of BIPOC parity in leadership to a year-over-year increase



“ True diversity and inclusion is not about ticking boxes; it's about ensuring that every voice is heard, valued, and empowered.”

– Jesse Pedraza, Diversity Director

of BIPOC employees in leadership that ensures sustained progress and long-term equity. This approach acknowledges the need for continuous improvement, fostering a culture of inclusion and diversity while actively addressing systemic barriers to representation. By setting incremental goals, the firm can track progress, adapt strategies, and prioritize actions to achieve genuine and lasting diversity at all levels of leadership. As a result, we have a new goal: to achieve a 20% annual increase in BIPOC representation at the director level and above.

We sponsored six interns from the BrandLab, a nonprofit dedicated to empowering young talent from Indigenous, Black, Brown, AAPI and Hispanic/Latinx backgrounds to launch sustainable careers in advertising and marketing.

**A Culture of Belonging:** We don't just want diversity for the sake of hitting a KPI. We truly believe our workforce will be stronger and have a better sense of well-being when we live our commitment to diversity, which is why we continually monitor

employee well-being with quarterly surveys designed to help us improve how we create a sense of belonging for our employees.

We also focused on our employees last year with education, events and programming to foster an inclusive culture where all employees belong. We created Open Spaces, a monthly event that makes a safe space to discuss issues like misperceived identities, affirmative action and Native American culture. We expanded our Tools for Rocket People, a newsletter that provides Diversity, Equity Inclusion + Belonging (DEI+B) education on issues like Black resistance and climate change. And we offered team sensitivity training + workshop around D+I issues and empathy in the workforce.

We also know that what we celebrate shapes our culture, which is why we observe Juneteenth, Pride, Black History, and Women's History like the moments of inspiration they are. Think live-streamed parades and dance festivals, Barkapalooza in drag, and rhythmic dancers at all-staff meetings.



Finally, per our commitment to be fully transparent about our goals and progress in creating more diversity, our current statistics are as follows:

**2023**  
**By the numbers**

**23%**  
of new hires were BIPOC

**19%**  
BIPOC employees

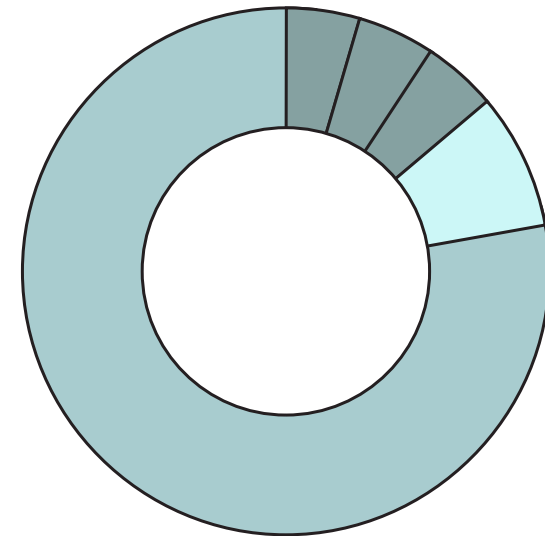
**23%**  
BIPOC employees in leadership

**63%**  
women employees

**56%**  
women in leadership

**5**  
professional development days per partner

**90%**  
employee satisfaction



- 2% two or more races
- 2% Asian
- 2% Hispanic or Latino
- 4% Black or African American
- 91% White

SPOTLIGHT:

# DEI+B Readiness Assessment

**Diversity and inclusion are crucial factors in a brand's success, both with its external stakeholders and, most importantly, with its internal culture.**

That's why we created the DEI+B Readiness Assessment tool — and used it to evaluate our own organization across five different dimensions of DEI+B: Internal Representation, Commitments, Culture, External Representation, and Communication. This gave us an understanding of how nearly 200 employees rate our performance on DEI+B, what got us there, and where we might go to improve the employee experience.

The assessment classifies organizations into one of three stages: Early, Emerging, or Established. Our results placed us in the Emerging stage of our journey, offering a valuable benchmark for our ongoing growth. While our strongest area was engaged culture, we recognize the need for improvement in diverse representation.

As a result, we're planning future actions in the following areas:

**Recruitment Efforts:** Expand our outreach and recruitment efforts to attract a more diverse pool of candidates across all levels of the organization.

**Training Programs:** To foster an inclusive culture, we will provide ongoing training and development opportunities focusing on unconscious bias, cultural awareness, and inclusive leadership.

**Policies + Practices:** We will review our internal policies and practices to ensure they promote equitable opportunities for all employees a continuous improvement process by monitoring and evaluating the initiatives, identifying areas for improvement, and celebrating successes every step of the way.

➤➤ **This Way Forward:** As the heartbeat of our organization, our employees make our business possible, and we are constantly evaluating how we support them. In the coming year and beyond, we have big plans to reboot our approach to recruitment, reimagine how we meet and support existing employees in their work-life balance, and create vibrant learning opportunities that equip them to do their best work. And we'll continue to use data to guide our impact and determine which programs drive inclusion in the right direction.



**Each year, we recognize two employees for their exceptional contributions during our annual creativity festival, Good Night, Great Day.**

In 2023, Director of Human Resources Mia Rhodes received our Add Good award, given to the person who inspires everyone around them and makes everything they touch better — culture, community and our work.

And our EVP, Creative - Fuel Matt Mills received the Bill Award, an annual honor given to those entrepreneurs who are brave enough to know that creating the new often means discarding the old and that progress is something you literally make.



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SPOTLIGHT: PARTNERS IN PURPOSE

As the heartbeat of our organization, our employees are our greatest asset. They energize our brand and live out our purpose. Here are a few that make our business possible.



## Jordan Williams

PRODUCER

I'm a versatile problem solver with a knack for style. One of my superpowers is meeting people right where they are. As a producer, I guide advertising projects from start to finish— leading teams, managing timelines, and overseeing vision and budgets. Whether collaborating with vendors and creatives or managing post-production processes, my main focus is bringing creative concepts to life on time.

Before joining BarkleyOKRP as a fellow in its inaugural Creative Accelerator program, I was a full-time entrepreneur, spearheading my menswear venture, Keefe Cravat. I would design custom bow ties and market them as conversation starters. As I take up space in advertising, I aspire to make a significant impact and carve out a substantial presence as I master the intricacies of production.



## Reshma Karnik

CHIEF MEDIA OFFICER

I was born and raised in Mumbai. Growing up, I'd sit by the ocean and wonder what was on the other side of the world, across the seven seas. I often wondered what it would be like to experience the culture, the life, the food and explore the land where all my favorite movies were made.

After my undergrad in Economics, I completed my MBA in Marketing and settled into the life of being a banker, but kept wanting to learn beyond what I knew. So I applied to a Masters of Science in Economics program here in the

U.S. and that started my journey. After grad school, I moved to New York City, my home away from home.

Making a career in something quantitative made sense, but then an opportunity came up to explore the world of media and advertising, blending the qualitative and quantitative sides of my work. It's been a superb, fun-filled career path. Seventeen years of business development, digital media, ad tech, and analytics expertise, which I now bring to BarkleyOKRP.



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SPOTLIGHT: PARTNERS IN PURPOSE

# Melanie Lopez

BRAND MANAGER

I learned the hard way that success is never a straight line. Halfway through my time attending the University of Oregon, I chose to follow a dream that scared me the most. I put my college education on hold and traveled around the world on my own for the first time. It was during this time that I learned the value of traveling and opening yourself up to new experiences (especially challenging ones). I learned more about myself and the world in six months than I ever had in a classroom. My sense of adventure, courage, and confidence did not stop there — it was nearly the catalyst.

Since then, my adventures have led me to work on remote olive farms in the mountains of Spain; go piranha fishing in the middle of the Amazon rainforest; volunteer at an adult care home in the U.K.; and backpack through some of the most beautiful national parks. Traveling made me aware of the impact I want to have on this world before I leave it.



The lessons I've learned along the way have helped me cultivate a career and life path that brings me joy, but there is still so much I want to accomplish. Some days I feel small in comparison to my dreams, but I know I can make an impact if I follow my heart, work diligently, and show kindness to everyone along the way.



# Michael Rysavy

SENIOR PROJECT MANAGER

I've always considered myself a collection of eclectic (and often conflicting) experiences. Not to get all philosophical, but that has imbued me with a strong sense of adaptability while remaining true to myself and my values. It's a skill that could have easily taken my entire life to learn, but now I get to use it daily. I think that really drives and informs my passion for DEI+B.

As a member of the LGBTQ+ community, I learned from a formative age the importance of safe and equitable spaces.

Focusing my efforts on directing resources to the most vulnerable in all communities and amplifying their voices is something I feel very strongly about, and I want to lend my skill sets to that effort in any way I can. From my roots in rural South Dakota to changing majors in college and trying on different careers, all the way to where I am now — managing projects (and personalities) in the frenetic whirlwind of the advertising industry. It hasn't always been easy, but I wouldn't want it any other way.



Building a world  
with more  
whole brands.





# Adding good to the world

**Consumers expect brands to lead with purpose, stand for something bigger than profit and then prove it.**

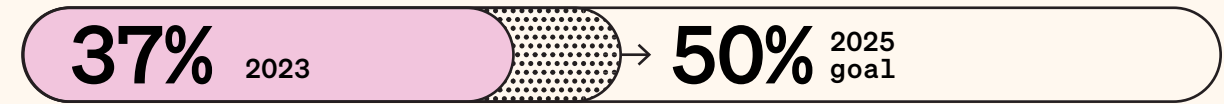
That's why we are committed to building a world with more whole brands — those that operate as holistic systems, guided by a core idea and purpose. We help our clients understand their environmental and social footprint and develop strategies to build more sustainable businesses.

This Impact-driven work is not only a business opportunity, it's an imperative for being a B Corp. To do this, we developed Client Impact Criteria to continuously monitor and disclose our product and services' impact and benefits.

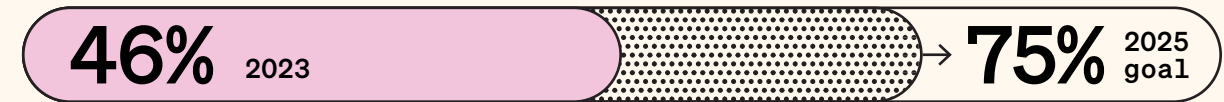
“The most powerful way to bring about a more inclusive, sustainable world is through the work we do for our clients.”

– **Stephanie Parker**  
Chief Client Experience Officer

Total revenue from impact-driven clients (includes nonprofits)



% of clients contributing to impact-driven revenue (includes nonprofits)



**Our Client Impact Criteria:**

We set long-term goals with our client partners to help us better understand how we are making progress across different business dynamics — one focused on the amount of good work we can measure through our revenue, and the other through the number of clients we work with to advance key social and environmental challenges. The following criteria help us measure our clients' impact:

Clients that meet two or more of these criteria are included in our impact metrics, and non-profit clients are automatically included.

Some of our top impact clients include:



**Mission:** Does the client have a strong purpose committed to meeting social and environmental needs?

**Model:** Does the client have a business model that drives action against the United Nation's Sustainable Development Goals?

**Action:** Is the firm actively engaged in programs or campaigns that move the business model toward positive social and environmental impact?

» **This Way Forward:** We plan to leverage our existing expertise in ESG and purpose-driven strategies to help our clients maximize their impact. Rallying our organization around our Impact capabilities — and sharing them with clients as well — will help us integrate this work into untapped aspects of our firm.

SPOTLIGHT:

# Purpose-driven clients in action

The most powerful way we can bring about a more inclusive and sustainable world is through the work we do with our clients. Here are some examples.



Motel 6 believes the mountains belong to us all and no one proved this better than legendary ski bum, Joe Miron. He's been skiing on a budget for 50+ years, and has made Motel 6 his go-to mountain lodge every season — proving no mountain is out of range — or budget — if you stay at Motel 6 in a campaign we called Ski For All.

"Joe Ski," as we lovingly called him, was a perfect new chapter of our broader "For You" campaign. This initiative took the brand's 34-year-old iconic tagline and added an important period and pause, highlighting the often misunderstood but deeply inspiring hardworking guests for whom we always keep the light on.



1 IN 3 BITES OF FOOD  
COME FROM POLLINATORS,  
LIKE BEES.



Justin's is a delicious nut butter and confection brand that's not only dedicated to providing superior products with mindfully sourced ingredients but also to engage in corporate social responsibility efforts each year. Its latest focus? Pollinator conservation.

In 2023, we helped them create an educational campaign to remind people Justin's not only makes delicious products, it helps them have a positive impact every time they buy a jar of almond butter.

Using the fact that one in three bites of food come from pollinators like bees, and the shocking statistic that bee populations are declining at a rate of 39% each year, we devised a hidden-camera stunt at a one-night-only, pop-up restaurant. Unassuming diners came in for an exclusive meal during which waiters removed one-third of everything that was served to them. We captured diners' reactions as they grew more bewildered until it was finally revealed during a dessert of Justin's peanut butter cups that we were taking one-third of their meal as an opportunity to teach them about the plight of pollinators.





**Teach for America (TFA) is a non-profit organization of nearly 70,000 leaders who start in the classroom and continue pursuing the vision that one day, all children will attain an excellent education.**

As it enters a new era in the fight for educational equity, TFA partnered with us to call on a new generation of creators to be teachers. We created a new rally cry — to illuminate the light in every learner — as well as a new brand identity that is bold and purposeful, just like TFA’s work.

We designed a new logo that symbolizes a fierce network of teachers who unite to protect — and nourish — the light in every learner. We brought in artwork from real students to share their unique perspectives. Every element we created, from our ADA-compliant color palette and open-source fonts to our voice and tone, speaks to the bright, equitable future that TFA is working toward.

TFA’s new design system and branding are rooted in diversity, equity, and inclusion. A brand that inspires creativity and answers the hard questions. A brand that doesn’t just represent a spark but also acts as a spark.

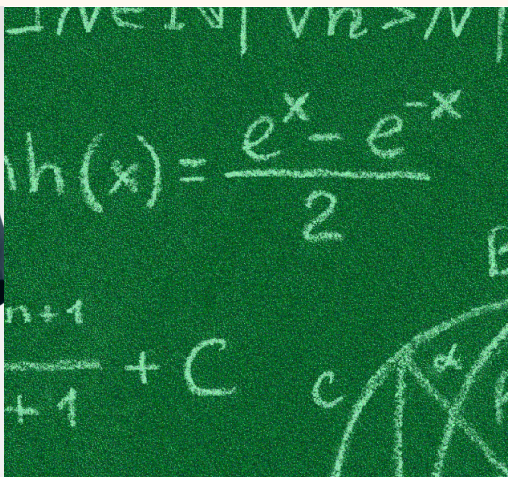


**Premier Nutrition Company (PNC) is the company behind Premier Protein and Dymatize, leaders in ready-to-drink and powder protein shakes. The company operates with a people-first culture that emphasizes building, playing to win and connecting. Employees strive to be “Good Energy People.”**

PNC wanted to create a purpose-driven mantra that would help guide employees in activating the company’s values beyond their customers and selling products. This mantra needed to work within the company’s ambition to become a worldwide leader in convenient nutrition and dovetail with the brand missions of Premier Protein, which is focused on joy and whole health; and Dymatize, which is

centered in the fulfillment of personal fitness and athletic goals. After considerable reflection with the PNC team, we discovered that the underpinnings of the mantra were already on the wall of PNC’s Emeryville, CA headquarters. All we needed to do was to help bring some focus to it.

**Changing Lives with Good Energy:** Together with PNC, we brought the mantra to life by collecting stories of real people whose lives have been changed for the better through our products and good works in the community. We introduced the story with a brand purpose video, office signage and corporate communication content that inspires all of PNC to continue to channel their energy into positive impact in the world.





Using our talents  
to advance

diversity + equity.



**Communities**



USING OUR TALENTS TO ADVANCE DIVERSITY + EQUITY

# How we prove our purpose

**B Corp isn't an idle logo on the cover of our report, it's also part of being a business community and a movement that requires collective action. We need all partners to maximize our impact as an organization in the world.**

That's why we have a goal to encourage every employee to give back in a way that's meaningful for them: 100% participation across the firm through our two days of paid volunteer time off. We believe that when we "add good" through volunteering, we can enhance our gratitude, empathy and creativity as people and employees.

This is the key driver of Add Good Day, an annual volunteer experience that fosters connection across the firm by including all employees in giving back across all of our communities. Our key areas of emphasis? Community partners that sit at the intersections of education, social justice and creative arts. We've increased company-wide participation in this area, with 80% of our partners involved in volunteer activities.

We're also studying how we select and commit to pro bono opportunities in alignment with our criteria: projects that advance social or environmental equity in our communities.

In terms of vendor management, our total spend across local, women-owned and minority-owned vendors remained flat over the previous year and equated to 10% of our total spend across production, media and the firm in 2023. In response, we streamlined our vendor set-up process and implemented company-wide training to create new space and deep levels of engagement to continue to try to make progress on this area of impact.



## 2023 By the numbers

**5,123**  
hours spent on  
volunteer +  
pro bono work

**8%**  
vendor spend  
with businesses  
local to our  
office  
locations\*

**2.2%**  
vendor  
spend with  
women-owned  
businesses\*

**1.5%**  
vendor  
spend with  
minority-owned  
businesses\*

**»» This Way Forward:** We're looking for ways to use our talents and spend within our communities more consistently — from how we select and support pro bono projects to how we encourage partners from across all offices to contribute. We're also studying how we manage our vendor partnerships, improve visibility of our vendor spending across all departments, and seek new opportunities with veteran, service-disabled, and LGBTQ+-owned vendors.

\*Because we are assessing diversity factors that encompass proximity to a certain location, gender and minority representation, it is possible for some vendors to be included in multiple categories.



SPOTLIGHT:

# Pro Bono Initiatives

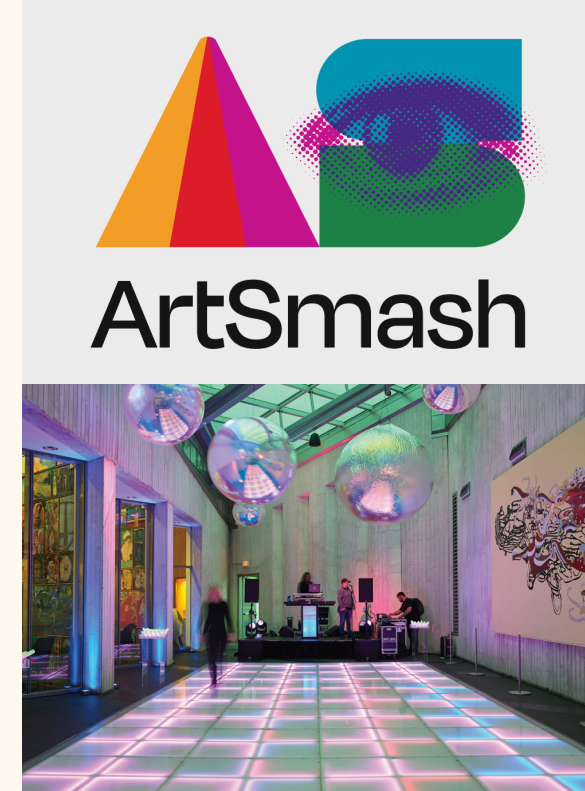
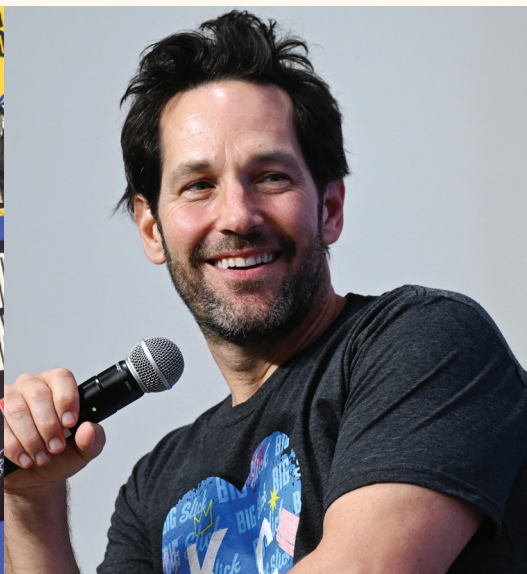
We strategically provide support to nonprofit partners in our communities through pro bono work, in addition to each partner having 16 hours of paid volunteer annually. In 2023, we invested an estimated 2,680 hours towards ventures that uplift local causes.

## BIG Slick

### Beating pediatric cancer

The Big Slick is a Kansas City charity hosted by locally-grown, globally-loved celebrities to raise money for Children's Mercy Hospital. For 11 years, we've had the privilege of creating

the annual big idea, design system and event marketing materials — all of which helped raise \$3.5M towards eradicating pediatric cancer in 2023. Our 1,026 pro bono hours helped Children's Mercy recruiting efforts, attracting top medical and research talent from around the world.



## Kemper Museum of Contemporary Art

### Innovating access + inclusion

As Missouri's first and largest modern art museum, the Kemper Museum of Contemporary Art enriches Kansas City by providing a creative safe space for diverse artists and free entry to exhibits for all. Through 385 hours of pro bono work we supported their annual ArtSmash gala, which celebrates Kemper's place as an inclusive center of expression, by creating the Evergreen

Platform, designing reusable marketing materials and conceiving the overall theme. This effort raised more than \$540,000, enabling Kemper to provide year-round free access to community members, remove barriers between art and current (and future) art-lovers, and foster meaningful engagement between artists and the community.





**VETERANS**  
COMMUNITY PROJECT

**Bringing veterans home**

The Veterans Community Project (VCP) provides veterans with their own fully-furnished tiny home and wrap-around services to help them navigate back into society. Case managers work closely with residents on wellness, employment, financial literacy, and the development of a personal support network.

We contributed 508 pro-bono hours to support VCP's efforts to broaden national reach by creating videos, strategizing their online

campaign, and other content creation. Our out-of-the-box thinking and disruptive creativity sparked the Homeless Listings PR play, in which we used photos of real homeless shelters and listed them on vacation rental sites across the country to showcase the sobering conditions many veterans face.

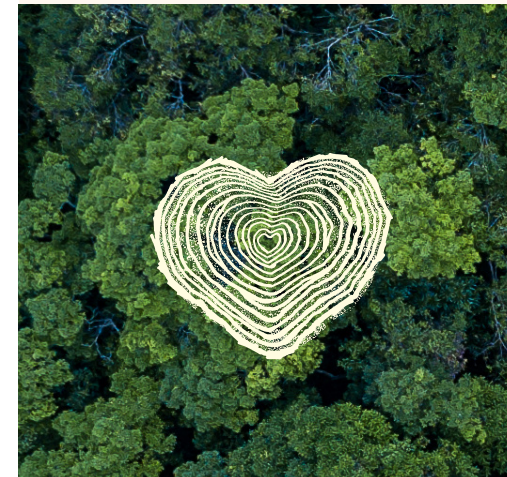


**forest**

**Heart Forest / Regenerative America:  
Restoring ecological and social health**

Located near the Kansas City International airport lies the first and largest heart-shaped forest in the world. First planted in 1987 by Regenerative America, the Heart Forest (HF) is an ecological and social initiative symbolizing


the rejuvenation of the American Midwest, and was created to inspire "heart-centered action." In an effort to increase the fundraising needed to restore HF and reinvigorate communication with stakeholders, we contributed 48 hours and worked closely with HF's co-founders to form a strategic plan, messaging and a creative rebrand. We will continue to sit on HF's Stewardship Council to ensure that it remains a reminder of KC's commitment to a sustainable future.



“BarkleyOKRP brought value and energy to our Heart Forest initiative; their creativity and collaborative approach, together with the breadth, depth and diversity of their experience, has made them invaluable members of our leadership team! Not only are they fun to work with, they've inspired us while adding clarity and interest to our story.”

- Robert Berkebile, Principal Emeritus, BNIM and Co-founder, Foundation for Regeneration





Operating  
within our  
Planetary limits.



**Planet**



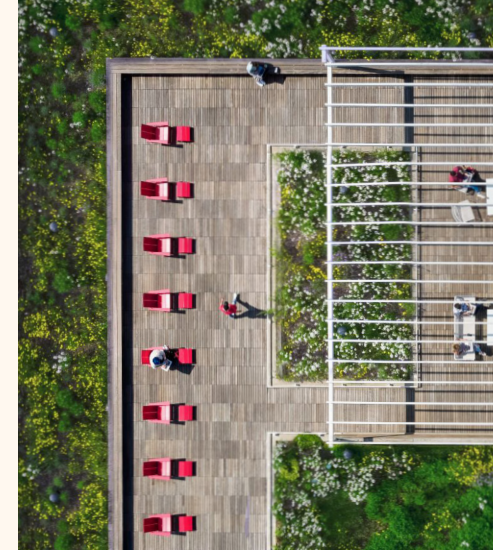
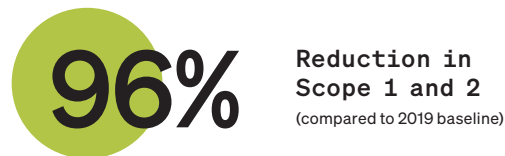
# Intentional changes for a resilient future

**What is a planetary limit? It's the earth's capacity to support everything, including our business. When we stretch and surpass the limit, the delicate balance that supports all life suffers.**

From the lunch we eat with clients to how we heat our buildings, every action we take to run our business can be linked back to a natural resource. And we recognize that our success as an organization depends on how we balance our corporate responsibility to protect the earth's resources with our own growth and success. That's why we continually look for new ways to add good to our environmental performance, too.

**Lowering our greenhouse gas emissions:** In 2019, we committed to reducing our emissions in line with the Paris Agreement's 1.5 degree pathway and began monitoring our greenhouse gas emissions. Five years later, we have a more comprehensive look at our trends.

Since 2019, our overall (Scopes 1, 2 and 3) market-based GHG emissions have decreased by 54%. Although we're making progress, we still have work to do. We reduced our GHG emissions in Scope 1 and 2 (our own operations) by 96% of our base year, and although our Scope 3 (emissions from what we buy, use and dispose of) increased in the last reporting year, this has decreased 44% overall compared to base year.



## Reducing trash and food waste

Since 2022, we reduced the total waste generated in our largest office, Kansas City, by 75%. Part of this accomplishment is attributed to composting 100% of the food waste generated and using zero-waste caterers for company events. In 2023, three of our locations participated in office-wide composting, with at least one more program coming to our other locations in 2024. We also reduced the trash that is sent to the landfill by 94%. This was achieved by purchasing responsibly sourced recyclable and compostable materials, and ensuring items we consume are disposed of properly. Other notable waste efforts include battery recycling in Denver, Kansas City, and Pittsburgh; recycling of light bulbs and fluorescents in Pittsburgh; and electronics recycling in Kansas City and New York City.

## Improving our energy efficiency

When we look at our gross energy consumption (prior to buying Renewable Energy Credits,

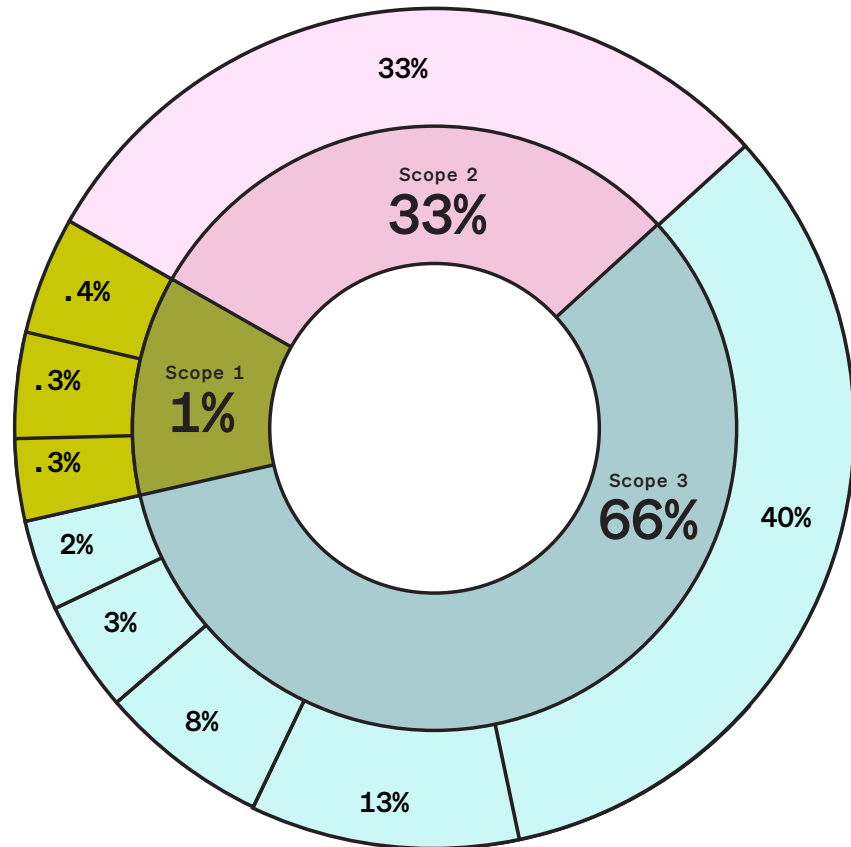
or RECs, we reduced our overall electricity consumption by 17% between 2022 and 2023 through energy efficiency equipment and practices, including LED lighting, EnergyStar appliances, conventional appliances set to energy-saving mode, timed lighting, and optimized print settings.

For the second year in a row, we continue to use renewable electricity through the purchase of RECs for 100% of our energy use across all our offices. Sourced from the Bonneville Environmental Foundation, the RECs purchased supported the Bluefield Preserve and Bluefield Springs Solar Projects in Florida. These ground-mounted solar projects span hundreds of acres and supply enough clean energy to power about 30,000 households, all while providing habitats for native wildlife and supporting local jobs with American-made energy.

## Conserving water

In 2023, we developed a water-use baseline for our offices and will continue to capture more accurate data as we grow. This will help inform and identify opportunities for better resource conservation in the office. To help conserve our local water resources in Denver, we installed low-flow aerators to reduce water flow from 3 gal/minute to 1.5 gal/minute. In Pittsburgh, we added motion sensors for bathroom faucets and low-flush toilets. And in Kansas City and New York City, filtered water dispensers encourage partners to use refillable water bottles.

# 2023 by the numbers



- Scope 1
- Scope 2
- Scope 3

See data on next page

- **Scope 1: 1%**
- .4% generation of electricity, heat, & steam
- .3% fugitive emissions
- .3% transportation of materials, products, waste, employees
- **Scope 2: 33%**
- 33% electricity related indirect emissions (purchased electricity)
- **Scope 3: 40%**
- 40% purchased goods and services
- 13% business travel
- 8% upstream fuel and energy related activities
- 3% upstream leased assets
- 2% capital goods, transportation & distribution, waste from operations

**»» This Way Forward:** We'll identify cost efficiencies and accountability measures across all offices so we can better track our energy and water usage. And we'll dig deeper into Scope 3 data improvements and reductions. We'll also begin to benchmark our Media carbon footprint.

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# About BarkleyOKRP

BarkleyOKRP is one of the largest full-service independent marketing firm in the U.S. and a Certified B Corporation™. As an alternative marketing firm model, BarkleyOKRP is independent enough to make bold work that sticks with the modern consumer and big enough to build whole brands with our full spectrum of capabilities.

Our dedicated Impact Team helps brands define their unique purpose and develop transformational strategies that ignite behavioral change inside and outside. This approach creates an authentic connection with people in a way that fuels profit and growth, and leaves a positive impact on the world.

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