

Barkley Impact Report 2021





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A mission with momentum.

A message from our CEO and President

Jeff King + Dan Fromm

As an independent creative idea company, we're on a mission to build a world with more whole brands — those that see everything they do as a creative opportunity to have a positive impact. A brand has never been about logos and advertising — it's the sum of every action it takes, from how it treats its employees to how it speaks to the world. What an exciting, worthwhile palette to play with.

And creativity? For us, creativity is simply the act of finding new ways to do things. It's an act of discovery, a fresh-eyed approach to problem-solving and often, a way to give the world something it didn't know it was missing. And for whole brands, creativity is vital, like oxygen.

In 2021, we applied creativity to rethink how, where and to whom we're selling our products and services, how people experience us, even the stories we tell. We've used it to map every part of our own operating system, from business ideas to marketing ideas and all ideas in between. And we funneled it into the key imperatives we set at the start of the year for what we hope to accomplish. These goals weren't based on revenue, but rather how we empower our partners to do the best work of their careers for our clients and communities.

While the pandemic continued to disrupt business, it also provided ample opportunities to prove our thesis that creativity can solve any problem. And, because of our creativity, we kept our business humming with big new business wins including Midas and Reece Group while providing business continuity to our clients. We ultimately reached our highest revenue in our company's 57-year history.

Doubling down on our commitment to increase diversity at all levels of the company has brought success in recruiting BIPOC talent. Our efforts, in addition to company-wide unconscious bias training, earned us a 4A's Enlightened Workplace certification. We established a partner advisory council to collaborate on our work, our learning and our culture. We introduced diverse youth to our profession through our engagement with The BrandLab, and launched a creative accelerator program to jumpstart the careers of young BIPOC professionals. We also developed a fellowship program aimed at fast-tracking diverse mid-level leaders into our industry.

Every day, we're finding new ways to express and live out the importance of operating as a responsible, sustainable, certified B Corporation. This status — a designation less than 1% of agencies hold — means we're constantly

auditing our actions for ways to amplify our commitment to sustainability and equality. It also guides us in terms of employee engagement, how we operate our organization and our commitment to ESG. It's a recruitment tool for top talent who want to work for an agency focused on "adding good." And it attracts clients interested in our whole brand approach.

We have momentum around our mission: to build a world with more whole brands, the kind that spread their strength across a defined set of actions, grow faster, win more customers and have stronger cultures than the competition. The kind that acts as a force for good.

The world needs us all to rethink how we're doing business. That starts with us.



B you.

B our one and only you.

The Rocket Person we hired to B none other in the B Corp we call Barkley.

Let's make B stand for:

Building community strength

Becoming a more equitable society

Making our environment stand up and go Bloom

Blazing on to give work dignity and purpose

To B, let's ask more Beautiful questions, with all the Bonafide

Bravery it takes to Become your truest, you-est self.

B a force for good, for Bleeding the Best ideas.

B creative. B original. B Brand new.

B the caring human B-ing who came to Barkley to go

Beyond what you knew you could do.

Blend out among us. B ready for your Biggest possible future.

And B here now for your journey to it.

We'll B who we are as long as you B you.

Barkley at a Glance.

We're a full-service, independent creative idea company that helps build whole brands and modern consumers. We are committed to knowing modern consumers and employees better than anyone and are proud to be a certified B Corporation with the firm belief that all brands, including ours, can be a force for good in the world.

450+
partners

3 offices
Kansas City,
Pittsburgh, Denver

1964
established

100%
independent

Certified

Corporation



Our plan to add good.

Refining our goals

Lindsey DeWitte, Executive Vice-President,
Purpose + Sustainability

As the challenges of the world intensify, businesses must play a role in driving systemic change. It is our view that it’s not only possible but imperative for brands to balance purpose with profit. Now, more than ever, purpose is also a powerful differentiator: companies should have a social purpose beyond financial performance, states BlackRock Inc.’s CEO Larry Fink, one that involves a positive contribution to society. In 2022, he shared new guidance: “Stakeholder capitalism is all about delivering long-term, durable returns for shareholders. And transparency around your company’s planning for a net-zero world is an important element of that.” These are timely words as the S.E.C. moves closer to enacting a sweeping change that will require all publicly traded companies to disclose their action and inaction on climate change.

While we are a proudly independent organization, we also recognize the importance for private companies to get sharper on disclosures and provide more transparency with teams in order to drive successful business and change. This thinking inspired us to double the amount of staff in our Purpose, Sustainability and Culture practice as well as to enhance our measurement and reporting capabilities. It also guides how we advise clients in transforming their business to meet the



rising demands of stakeholders: From modern consumers who want to live more sustainable lives, to investors who want to know if brands are prepared to address their role in climate change, to employees who expect accountability and transparency from their employers.

Being a B Corp means we look for ways to be better — both big and small — because it results in positive impacts across our business. It also means an ongoing commitment from a leadership perspective to set improvement goals and measure our impact in transparent ways. This report shares our progress throughout four pillars in our Add Good Plan: Partners, Planets, Clients and Community. And it provides a blueprint for where we can go next.

Brand impact is a virtuous loop — when you power your commitments with purpose, you inspire your brand culture to deliver profit and continuous impact.



Partners

Create a culture where our people can thrive.

- BIPOC representation and gender parity at all levels of our organization
- Partner well-being and satisfaction
- Professional development and growth



Planet

Operate within our planetary limits.

- Reduce greenhouse gas emissions
- Invest in renewable electricity
- Zero waste to landfill



Clients

Build a world with more whole brands.

- Increase the number of clients with a strong purpose committing their mission and actions to social and environmental impact
- Increase the percentage of revenue meeting our Client Impact Criteria
- Share our talents through pro bono work with nonprofit organizations












Community









Use our talents to advance diversity and equity.

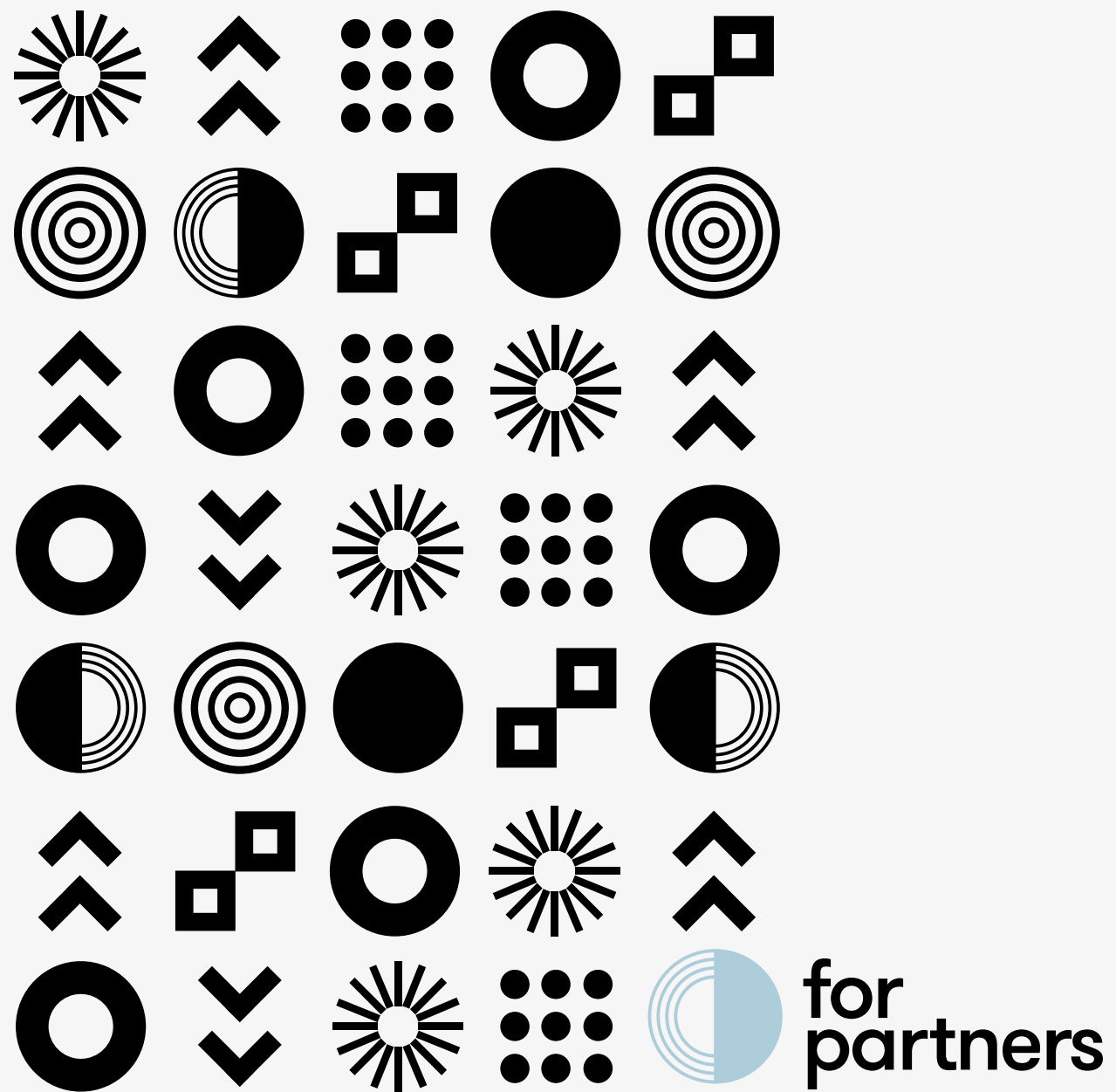
- Increase the amount of company volunteering
- Donate to nonprofit organizations that align with our community vision
- Increase spending with local, women-owned and minority-owned vendors

Add Good Scorecard

 = achieved  = in progress  = evaluating

Goal	Year	Status	2021 Progress
Partners			
Achieve 25% BIPOC representation among Barkley partners	2025		19% of Barkley's partners were BIPOC by year's end.
Parity of women partners at leadership levels, compared to total organization	2025		Female partners represented 51% of management at the director level or above, compared to Barkley's overall female representation at 59%.
Parity of BIPOC partners at leadership levels, compared to total organization	2025		BIPOC partners represented 9% of management at the director level or above, compared to Barkley's overall BIPOC representation at 19%.
Achieve a partner well-being satisfaction Annual score of at least 60%	Annual		Our latest employee well-being survey was 62% at year's end.
Implement Manager Orientation	2022		In 2021, we worked on developing a manager orientation, which was successfully implemented in 2022. We offer all newly hired and promoted managers a hands-on session within the first 12 months of their position.
Increase partner professional development hours by 25%	2021		We completed this goal by increasing the number of days each partner received for paid professional development from four days to five days a year.

Goal	Year	Status	2021 Progress
Planet			
Reduce GHG emissions by 50%	2030		We reduced our greenhouse gas emissions in our Scope 1 and 2 by 45% compared to our base year 2019.
Zero waste to landfill	2025		We created baselines and absolute measurements for all waste streams in our own operations.
Support our operation through 100% renewable electricity	2025		We invested in 17% renewable electricity in our own operations.
Client			
50% of revenue meets Barkley's Client Impact Criteria	2025		42% of our revenue aligned to the Client Impact Criteria, essentially the same amount of revenue that was also attributed to the impact criteria from the previous year.
75% of clients contribute to Barkley's Client Impact Criteria	2025		The number of clients that we attributed to our Client Impact Criteria based on their model, mission and actions remained at 53%.
Community			
100% of partners volunteer eight "Good Works" hours annually	Annual		Due to the pandemic and no company-wide volunteer events, 17% of Barkley partners volunteered in 2021.
Increase spend with local, women-owned and minority-owned vendors to 25%	2025		We achieved 10% of our vendor spend from local, minority-owned and women-owned vendors, a 3% decline compared to 2020.
Increase spend with minority-owned media vendors to 2%, and maintain annually	2025		We achieved 1.3% of our media spend from minority-owned vendors by making improvements to our data management processes.



Creating a
culture where
our people
can thrive.

Win inside to win outside.

Investing in our creative conditions

The heartbeat of any great brand is the people it employs — which is why brand culture is both a vital part of being a whole brand, and potentially a competitive advantage no matter what business you're in.

At Barkley, we intentionally invest in the people who energize our brand. Our partners have always been our greatest asset, but the pandemic and social justice issues paved the way for uncomfortable but fearless conversations and changes. Those catalysts position us as a creative idea company today and for the future — because we're choosing to face them. Together.

First, we believe creativity demands diversity. This past year, we solidified our commitments to recruiting and retaining diverse talent. We increased our goal for BIPOC representation from 20% to 25%. This requires steady growth in our recruitment of these individuals, an 85% retention rate and the facilitation of diversity at all levels. We consider BIPOC candidates for all open positions. We grow young talent by participating in the 4A's Multicultural Advertising Internship Program, and host BIPOC interns through our partnership with The BrandLab. And we launched a fellowship program to grow mid-level BIPOC talent and a creative accelerator program to allow young BIPOC professionals to earn experience and bypass portfolio schools.

We prioritize the well-being and safety of our partners, committing to protect all jobs through 2021. We also came back to the office, full-time, five days a week, with a side of flexibility. This decision reflected a year's worth of employee morale surveys, in-depth interviews with partners, leadership discussions — and the goals we set for ourselves during our certification process to become a B Corporation. Additionally, our annual, all-company meeting focused on supporting our employees' Whole Self, and later established a renewed commitment to training and education, the creation of Employee Resources Groups and Open Space forums.

We also committed to an annual wage analysis to ensure partners are earning a living wage in accordance with local guidelines and costs of living. We achieved our goal to increase partners' professional development time, which now stands at five days a year. And we continued to offer unlimited PTO, requiring partners to take at least 18 days off each year.

Ultimately, we want employees to work with us based on something bigger than perks and policies, like our culture, and our commitment to adding good to everything we do. Quite simply, great people want to work around great people. Find them, give them reasons to stay, and our culture becomes a competitive advantage.



Barkley Fellowship and Creative Accelerator

Whole brands leverage all voices and lines of difference to produce the best work possible. That's the thinking behind two programs we launched in 2021 — The Barkley Fellowship and the Barkley Creative Accelerator — designed to invite BIPOC professionals to jump into the field of advertising.

2021
By the
numbers.

19%
BIPOC partners

9%
BIPOC
partners in
leadership

30%
of new
hires were
BIPOC

5
professional
development
days per partner

59%
women partners

51%
women in
leadership

A roadmap that leads to belonging.

Q+A with Adam Miller, Director, Diversity and Inclusion

Q: How does Barkley define DEI+B, and why is the B so important?

A: We define DEI+B as a journey of self-discovery with an indeterminate endpoint. Along this journey, there are only two checkpoints to the destination: The Beginning and The Continuation. If we think about DEI+B along a spectrum, Diversity is the first step. It is being invited to the party. Equity is the proceeding step and involves getting what you need at the party. As noted diversity advocate Vernā Myers says, “Diversity is being invited to the party. Inclusion is being asked to dance.” Inclusion is being asked to dance, but there is one step remaining: Belonging. The truth of Belonging is that our partners feel so comfortable with themselves and their environment that they can dance like no one is watching.

It is incredibly difficult to arrive at a place of Belonging, but just because the journey is arduous does not mean we should shrink away from the responsibility of that challenge.

Q: What role does the DEI+B Advisory Council play at Barkley?

A: The DEI+B Advisory Council is essentially our elected Senate that ensures we are delivering

on our goals, both internally and externally. They represent the perspectives and interests of our partners and clients alike by providing the agency with a prismatic perspective across various dimensions of difference. Within this council, there are three major verticals: Educate & Discuss (focus on partner education and crucial conversation), Our Work (focus on assisting our clients on their DEI+B journey), and Diversity + Belonging (focus on creating the foundational conditions for partners to bring their full self to work each day). This group of leaders is the heartbeat of our DEI+B practice and keeps the blood flow throughout the extremities of Barkley.

Q: What’s next for Barkley’s pursuit of a more equitable workforce — and a wider impact on advertising as an industry?

A: We have experienced some success in our practice so far, including the honor from the 4A’s as an Enlightened Workplace, but we are not resting on our laurels. We have pushed our goal for diverse talent recruitment from 20% to 25% by 2025. We have launched programming such as the Barkley Creative Accelerator and the Barkley Fellowship to ensure that we are creating avenues of diversity in the full, lexical expression of the term that is inclusive of divergent thought

and experiences. We will soon begin to turn our own DEI&B efforts into learnings and opportunities for any client, current or prospective, who is serious about bolstering their commitments but needs guidance and partnership along the way.

Q: How do your DEI+B efforts extend beyond Barkley?

A: We focus our DEI&B efforts not only inside our organization but outside of our organization by making long-term financial commitments to Junior Achievement and The Brand Lab to facilitate more diversity in the next generation of creative minds. In 2021, we committed more than \$200,000 annually to create inroads for BIPOC talent into our industry — and we will increase our investment for 2022 (and beyond) to \$500,000 annually. As part of our Partner Referral Program, we also donated \$4,000 on behalf of partners to nonprofit organizations that create inroads for diversity in our community.



Barkley is everybody's business.

Q+A with Sara Buck, EVP Partner Experience

Q: You have a unique role at Barkley — not all agencies have positions like yours. What is your daily focus?

A: As whole brand builders at Barkley, we believe that great businesses are built from the inside out, that how employees experience a brand is just as important as how customers and clients do, ours included. That's why I sit between operations and creative with open lines to human resources, and my responsibility is to nurture, maintain and amplify Barkley's culture. It's what sets us apart from our competitors as an independent agency with a strong, independent spirit.

Q: How did another year of work-from-home challenges impact your commitments to nurture and support Barkley partners?

A: We intentionally invest in the people who energize our brand — our partners — and this year was especially busy, in spite of pandemic challenges that delayed a complete return to normal. We still celebrated our entrepreneurial spirit and set initiatives for the year — virtually — during our January Independence Day. We hosted our annual creative festival, Great Week, to celebrate the best ideas of the year as well as the people who add good and lead

with an entrepreneurial spirit. We were a captive audience for Alok, an internationally acclaimed, gender non-conforming writer and performer, who challenged us to rethink not only who we invite to the metaphorical table but the very design of the table itself. And we regularly share gratitude for each other, publicly and with gusto — a ritual we honor every chance we get.

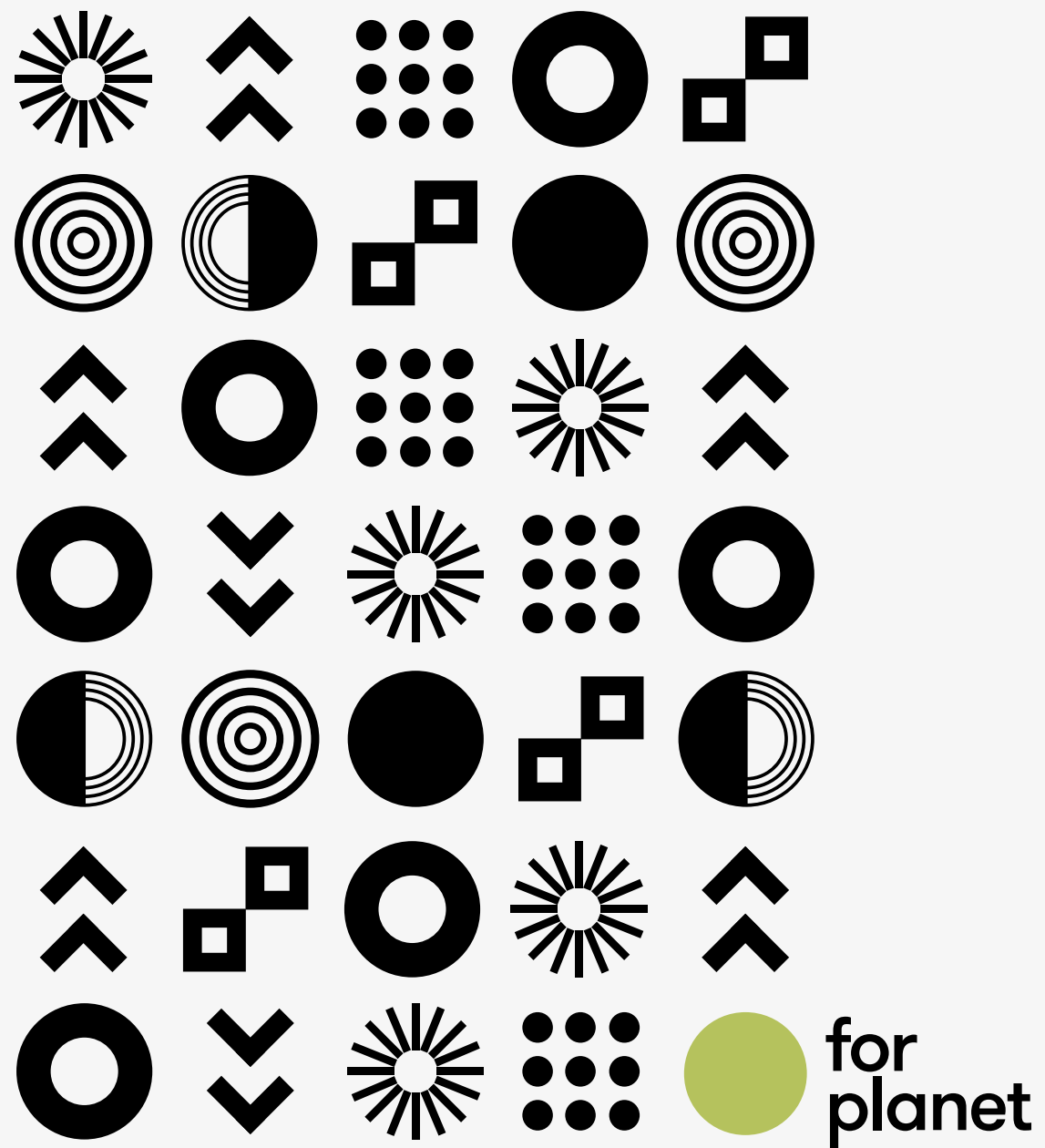
Q: How did you evolve your plans after the Delta variant delayed a full return to in-person collaboration?

A: We leaned into flexibility. Through the stops and starts 2021 threw our way, we learned the value and importance of intentional in-person activities to increase opportunities for mentorship, growth and of course, our creative ideas. Slowly, methodically, we created environments around our offices to welcome partners back — we believe in-person connection helps us maintain the creative energy required to do our best work. The opportunity to define what flexible work means for partners gave us the chance to work closely together, strengthening our collaborative spirit.

Q: How important is a brand's culture to maximizing its impact in the world?

A: While we have amazing benefits and yes, beer taps and ping pong tables, we want employees to work with us based on something bigger than perks and policies, like our brand promise, our ambition, our commitment to adding good to everything we do. It is our culture that attracts and retains the best people and inspires them to do great work as a force for good. A strong culture is a competitive advantage, one that opens up so many possibilities for what we can create together.





Operating
within our
planetary limits.

Taking climate action.

Our global impact starts here

The world needs more whole brands — those that measure success by balancing profit and performance with its impact on people, communities and the planet. That’s why we’re committed to the ongoing measurement of our own environmental impact on the planet — and we’ve set a Science-Based Target for a 50% emissions reduction by 2030, based on a 2019 baseline. We also support clean energy and eliminate waste within our operations, every chance we get.

Lowering Emissions

Pandemic constraints once again reduced our environmental footprint in 2021, due to a large number of partners working remotely. Since 2019, we’ve decreased our emissions in our Kansas City and Pittsburgh offices by 41%. Our Scope 1 emissions from company offices and fleet vehicles remained flat from 2020 to 2021. Our Scope 2 emissions (purchased electricity) decreased by 52% due to using less in our offices (including temporarily closing/moving our Denver office space), as well as increasing our investment in renewable electricity. And Scope 3, the largest portion of our environmental footprint, has decreased by 40% since 2019, attributable to a decline in business travel.

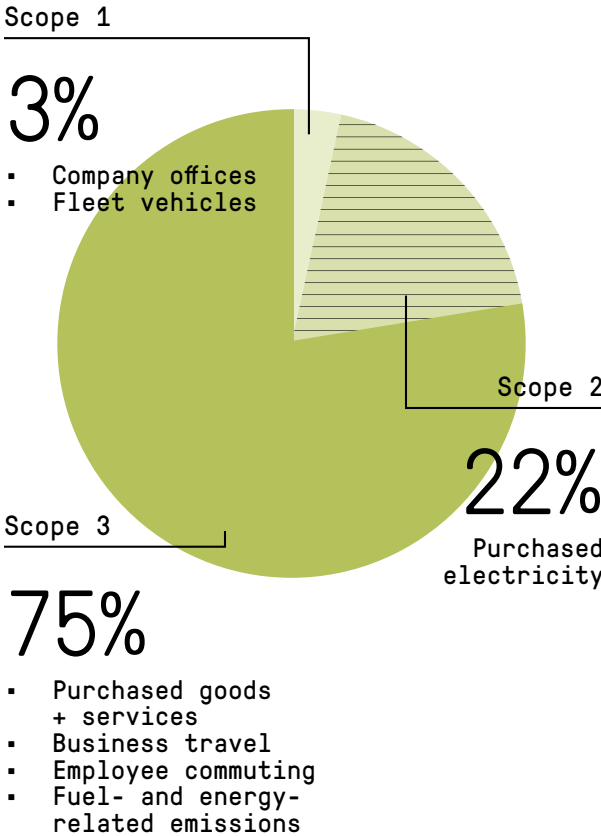
Diverting Waste from Landfill

As some of our partners returned to the offices in the middle of 2021, reducing and diverting more of our waste became a top priority. We launched an on-site composting program for Kansas City that diverted more than 4,900 pounds of organic waste last year. We also centralized compost-recycle-trash stations that included removing all deskside trash cans.

In 2022, we plan to continue to roll up our sleeves (literally!) and conduct quarterly trash audits to continue to determine solutions to divert even more waste from the landfill. We are working to reduce waste by 20% throughout 2022, on track for a zero-waste-to-landfill goal across all offices by 2025.

We’ll continue to minimize our waste, refine business travel and commuting opportunities, and engage our partners in these efforts. And we’re working to more accurately calculate the footprint of remote employees given quickly changing work dynamics. We also plan to minimize our purchased goods and services within Scope 3, which makes up the largest piece of our footprint.

Our 2021 footprint.



Committing to Renewable Electricity

We’re accelerating our sourcing of renewable electricity with a commitment to reach 100% by the end of 2022. In 2021, we purchased Green E-Certified renewable energy credits (RECs) from wind farms equivalent to 17% of the energy we use across all our offices. Sourced from the nonprofit Bonneville Environmental Foundation (BEF), these RECs also support their community solar project with the Blackfeet Nation Reservation in Montana to provide energy resilience and solar energy learning opportunities at their community college campus. We calculate emissions for our business using methodologies consistent with the Greenhouse Gas (GHG) Protocol. Our Scope 1 and 2 emission factors were based on the EPA Tool. Our Scope 3 emission factors were based on the GHG Protocol Scope 3 Evaluator tool created by Quantis.

Going green as a growing team.

Q+A with Jess Best and LaRon McKinnis,
Barkley's Green Team co-chairs

Q: What inspired you to establish the Green Team?

Jess Best: Everyone cares about a different area of impact. For me, the impact we make printing, buying plastic — my heart hurts thinking about how some of the most basic things that can be recycled are trashed. If all we needed was a little education on the impact we can make and what can actually go where, I was happy to do that. The Green Team has welcomed dozens of volunteers over the years — writers, designers, Recycling Game Show guinea pigs — and now we have a dedicated squad to help us get it right. Not in our spare time, but all the time.

Q: How have Barkley's environmental strategies changed over the years?

Best: In the beginning, we didn't have a strategy for waste diversion, but we believed recycling should be a given in every office in America. So that's where we started. After basic recycling, we finally found a glass recycling partner and added that component. Just last year, we added composting as a third bin in all our kitchens.

Q: What were some examples of the programs and policies that you helped put into place to improve Barkley's environmental impact?

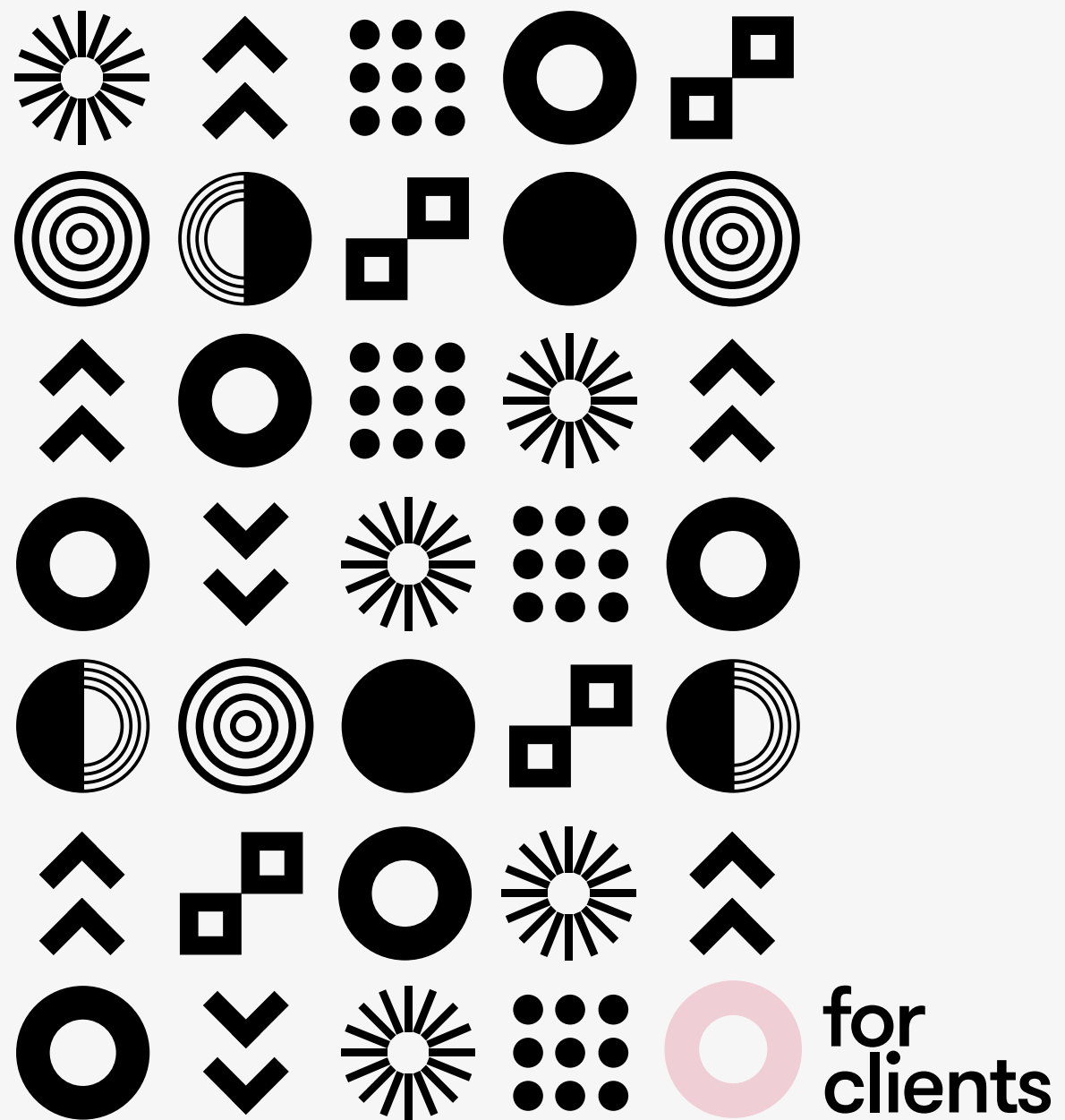
Best: I'm floored by the amount of waste we've diverted in just under a year of composting. That's a BIG impact with one additional vendor partner and a little employee education.

Laron McKinnis: I remember when I first heard how just one banana peel in a landfill, mixed in with other pollutants and toxins generates so much methane gas that's 86 times more potent than CO2 as a driver for climate change. More than 50% of what we send to landfills is compostable yet we only compost 5% of our waste. Our partners eat bananas daily, so our company kitchen seemed like a good place to add a compost bin. It was at that point that I understood the responsibility in my role at Barkley and helped roll out the compost program. Now we have compost bins available in every kitchen at the KC office and are still working on opportunities at our other offices across the country.

Q: How do you inspire partners to do better?

McKinnis: Simple reminders, on repeat: Take the time and just sort what can be composted. Take the time to care about this world and pause before you throw things away. If everyone just took the time to care, think of how much progress we can make. We can do it. There's still time.





Build a world
with more
whole brands.

Client impact, on purpose.

Adding good to the world

A whole brand knows that all stakeholders increasingly expect brands to lead with purpose, stand for something bigger than profit and commit to actions that add good to the world. And, as whole brand thinkers, we believe the most powerful way we can contribute to a more inclusive and sustainable world is through the work we do for our clients.

Our focus is on adaptability and investment in our long-term partnerships ahead of our own short-term revenue goals, a strategy that led to another record year of growth for our company in 2021. We also maintained nearly the same amount of impact-driven client revenue, but our overall additional revenue growth with non-impact clients decreased our overall percentage to 42% from 44% in 2020.

Our nonprofit work also continues to grow: In 2021, 12% of our revenue was from nonprofit organizations, a 4% increase over the prior year.

Our Client Impact Criteria

Through our Whole Brand approach, we have developed criteria to measure the impact of our client’s work based on the following principles:

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 UN Sustainable Development goals?

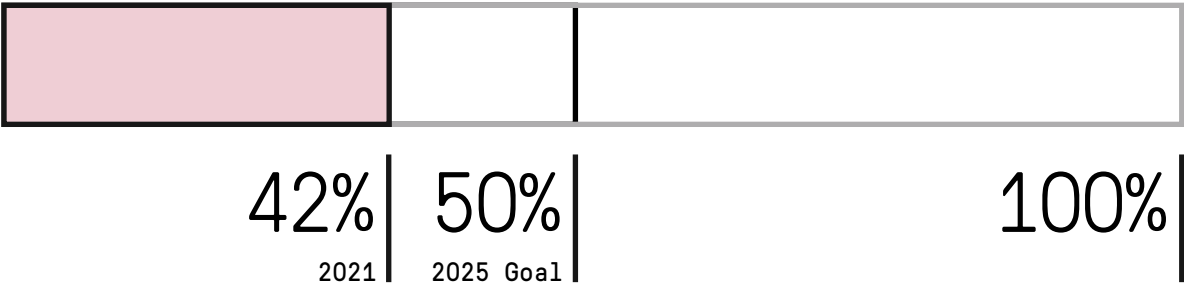
Action:
Is the agency actively engaged in actions/ programs/campaigns that move the business model and action on the SDGs forward?

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

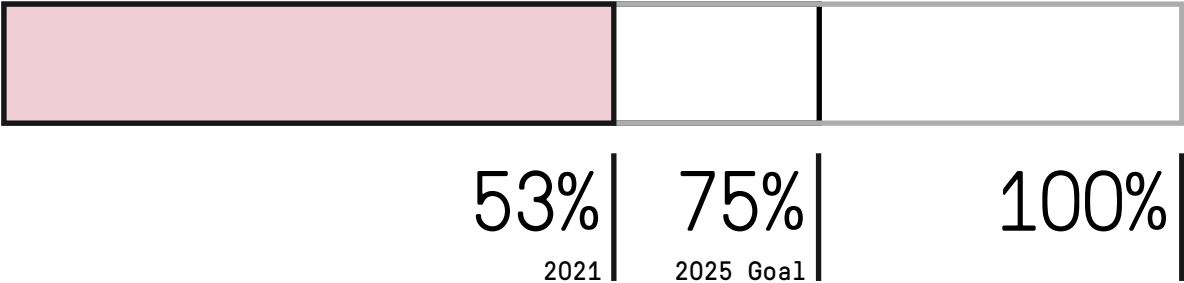
We are working to achieve two long-term goals with our client-partners — one focused on the amount of good work we can measure through our revenue, and the other through the number of clients we work with to advance key social and environmental challenges. The resulting metrics help us better understand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

2021 By the numbers.

Total client impact revenue (includes nonprofits)



% of clients contributing to client impact revenue



With more than half (53%) of our clients contributing to our client impact revenue in the past two years, we’re on track to our goal of 75 percent of clients contributing by 2025. As we move into 2022, we’ll stay true to our impact goal of 50 percent of revenue meeting our client impact criteria by 2025.

A holistic approach to client services.

Q+A with Steph Parker, Chief Client Experience Officer

Q: In a still uncertain year, how did Barkley lead clients through new ways to adapt, evolve and grow?

A: 2021 was in some ways, a greater challenge than 2020. The first year of the pandemic leveled the playing field for brands. Everyone received the same brief at the same time. In 2021, Barkley led clients to seek a deeper understanding of their modern consumers and their new needs. Those clients who took proactive steps in product and service innovation and re-imagined experience design that inspired fresh messaging in new and unexpected places are the brands that are still outperforming their categories.

Whole brand thinking, creativity and business continuity for clients powered impressive growth in 2021: we celebrated our third consecutive year of record revenue, with 19 new clients and a pitch success rate of more than 60%.

Q: How did Barkley itself evolve to answer client needs?

A: We deepened our talent and capabilities in key areas that connect a whole brand inside and out for our clients. We grew Barkley's Impact Group, a team dedicated to purpose

and sustainability consulting. We expanded our innovation practice for more rapid development of new products and services to meet the needs of modern consumers. We invested in media and performance to deliver across all channels and bring insights to continuously optimize. Bringing those areas together, we evolved Barkley's Brand Operations group with broader project management capabilities to deliver more inspired and more integrated work for our clients.

Q: How has whole brand thinking impacted the work Barkley does for clients?

A: For the past decade, we've studied how modern consumers and employees think and act — and why some brands succeed and others don't.

Whole brand thinking drives the unification and integration that clients want. Whole brand thinking is a playbook to make sure that brands understand the impact of turning purpose and brand culture into business imperatives that inspire how the brand behaves and what it offers to their modern consumers. And putting Barkley's well-known Red Thread at the center of the brand, acts as an engine for applying creative ideas across every part of a brand to build it for sustainable growth.

Q: How does Barkley engage clients in its B. Corp initiatives?

A: We believe the most powerful way to bring about a more inclusive, sustainable world is through the work we do for our clients. Barkley increased revenue generated from clients driving action against the United Nations Sustainable Development Goals (SDGs) by 12 percentage points in 2021, getting us closer to the 50% revenue goal that meets our client impact criteria by 2025. Nearly 30% of our revenue directly drove action against the SDGs. Most encouraging, more than half of our clients had work that in some way drove action against SDGs. Our goal is to increase this to 75% of our Barkley clients by 2025.



State of the Whole Brand 2021: The Big Rethink.

Q+A with Tim Galles, Chief Idea Officer + Director of the Whole Brand Project

Q: For the past decade, Barkley's gone all-in studying how modern consumers and employees think and act — and why some brands succeed and others don't. How did this work inspire your POV on whole brands?

A: We have always been more inspired by what consumers and employees are doing than by other brands, so our findings led us to evolve our own brand first — based on a model rooted in deep consumer and employee insights. It looks like this: first, create a purposeful, core idea designed to inspire every action a brand takes, from business ideas to marketing ideas, in areas including sustainability, culture, product and service innovation, design and experience, actions, PR content and advertising. Understanding that consumers and employees are making decisions about which brands they “join” or “buy” based on all the actions a brand creates, not just its marketing efforts, led us to develop capabilities that actually give us opportunities to impact the kind of business decisions brands face that are typically reserved for consultancies — and connect them back to that singular, purposeful core idea that rallies all stakeholders around a brand's raison d'être.

Q: What is a whole brand and why are you on a mission to build more of them?

A: Whole brands are organizations that treat EVERYTHING they do as the brand, from business ideas to marketing ideas, and all the ideas in between. They measure success by balancing profit and performance with their impact on people, communities and the planet. Similarly, Whole Brand Thinking™ is the mindset cutting-edge organizations use to define and design brands in order to create massive change and growth, inside and out. And in 2021, it helped us earn our third consecutive year of record growth in the history of our agency and a B Corp certification.

Q: How do you pressure-test your whole brand model?

A: We have developed a performance model and a whole brand index that measures the whole brand, inside and out, by developing a framework to gauge how a whole brand is performing across a spectrum of areas, from sustainability and culture to design, customer service and marketing. We correlate this to market performance and have found this to be an incredibly predictive model. Over the past three years, we have

studied 200 different brands in 25 categories and surveyed more than 10,000 consumers to find out why and how certain brands dominate the market and their “fractured” counterparts.

Q: What did you discover?

A: A powerful business case emerged from this research: Whole brands are twice as likely to be recommended as their fractured competitors, with a 40% increase in market share and employee satisfaction running 85% higher. We highlighted this data in our first “State of The Whole Brand 2021: The Big Rethink,” a report full of inarguable data points, whole brand winners and endorsements by trailblazing provocateurs like Oatly's Executive Creative Director, North America, Heidi Hackemer, Happify's SVP, Brand, Gareth Kay, and Beautiful Business founder Alan Moore. We also launched a platform, The Whole Brand Project, to rally innovative thinkers from any industry to join us on our mission to build a world with more whole brands.

Q: What's next for the Whole Brand Project?

A: We're incorporating Whole Brand Thinking™ into our work for client brands, and we're also presenting it to the world: We shared it at the opening session of the most recent Sustainable Brands conference in San Diego, and through workshops with the Association of National Advertisers and 4As, and in publications like WARC. Moving forward, we're partnering with like-minded thinkers and organizations to spread the idea that brands can be a force for good in the world — in fact, it's vital they are. Whole brands are the ones building the future, and we need more

like them. There's no better time to build a whole brand, to rally entire organizations to come along with us. That's how businesses change. That's how culture becomes richer. From high-end car manufacturers to inexpensive soap-makers, the proof is there. It's happening every day, and we're on a mission to make it happen much more often.





Dairy Farmers of America

Nerd Herd

As a global, farmer-owned cooperative, Dairy Farmers of America (DFA) consists of 11,500 dairy farmers that produce the dairy products sold under its well-known, national and regional brands, and provides ingredients to many of the food and beverage brands that U.S. consumers know and love. While many people think agriculture is a key contributor to climate change, DFA is proving otherwise.

In 2020, DFA put a significant stake in the ground as the leader in sustainable dairy farming: it joined forces with engineers, nutritionists, technology experts and scientists to create a holistic approach to sustainable farming solutions in order for its entire cooperative to reduce its emissions by 30% by 2030, and to reach net-zero emissions by 2050.

In 2021, Barkley and DFA launched the Nerd Herd campaign to change the perceptions of what dairy can do for the planet, and was rooted in consumer insights around the demand for businesses to be more sustainable. The Nerd Herd campaign showcases the high-tech work DFA is doing to make dairy more sustainable, and in a fun-yet-educational way that consumers can understand.

Looking ahead, we are excited to go deeper into educating people on how DFA is making progress on three sustainability pillars; people, planet and community.

“We work to preserve the ability to pass down the farm to the next generation,” said Randy Mooney, Chairman of the DFA Board. “The best definition of sustainability.”



Delta® Recertified



Delta Recertified products are returned, unused items that include all parts, and have been inspected to meet the quality standards of new Delta products. The returned product packaging may have stickers and minor flaws, or the product may be completely repackaged – but all come with a promise that the contents are like new and are ready to benefit your home, wallet and planet. Each product is discounted, backed by a 10-Year Limited Warranty, reuse original packaging to help reduce waste, and ensure a portion of all proceeds are donated to the Greater Indy Habitat for Humanity. The program has already sold nearly 50K products, helping 100+ tons of product to be repurposed and saved from going into the landfills.

Barkley worked with Delta to strategically position, name and message the program. Once the strategic foundation was set, we activated communications across the brand spectrum with everything from internal messaging guidelines to paid digital and social campaign efforts to consumer emails.



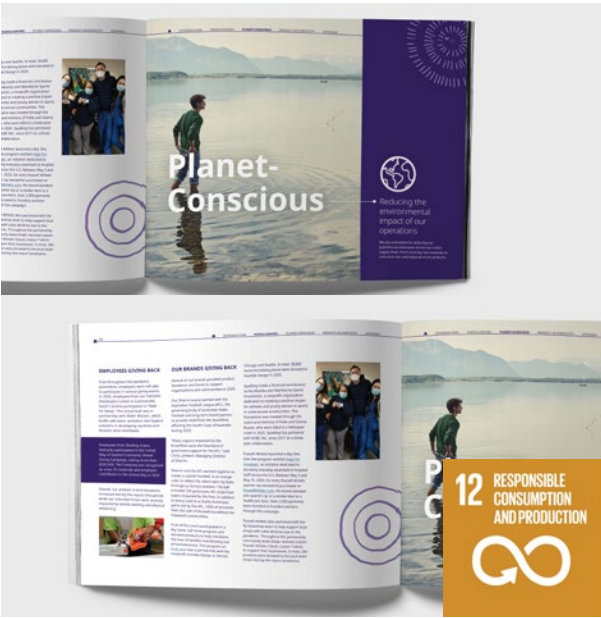
Fruitful Futures

Fruit of the Loom, Inc. (FOTL, Inc.) is a global company specializing in the design, manufacturing and marketing of brands such as Fruit of the Loom, Vanity Fair Lingerie, Russell Athletic and Spalding. With more than 29,000 employees worldwide, their products are sold in more than 89 countries.

FOTL, Inc. engaged us to unite their environmental and social actions into a cohesive, company-wide program. We worked with global leadership on a materiality assessment and developed their first corporate sustainability strategy, Fruitful Futures — which informed its first GRI Sustainability report in 2019. The strategy includes:

- A Greenhouse gas emissions goal approved by the Science Based Target initiative,
- Diversity & Inclusion goals to increase global female representation and retention across the organization, targeting region-specific goals
- Combining their global philanthropy and volunteering efforts under the branded platform of Threads of Change.

As a result, FOTL, Inc. increased its ratings on important third-party benchmarks such as CDP (A rated on Supplier Engagement), and the Baptist World Aid Ethical Fashion Report. The company was also recognized as a Gigaguru by Walmart.



More importantly, we’ve linked impact to the business, turning these achievements into bite-sized, shareable messaging for social media, internal company intranets, and in 1-1 customer meetings to optimize employee- and consumer-engagement.

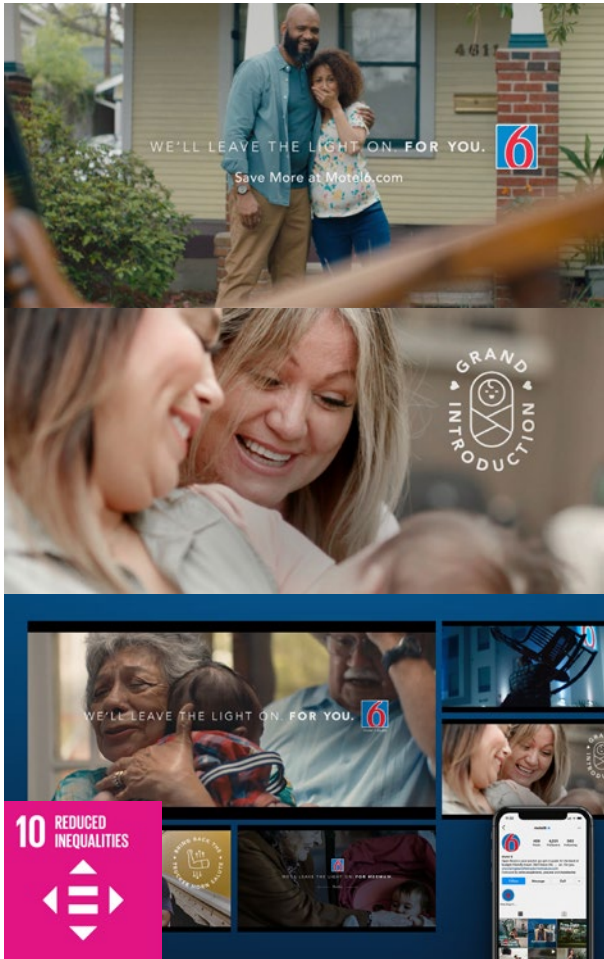
Data based on 2020 report as the case study will be published in the Barkley Impact Report, published June 15.

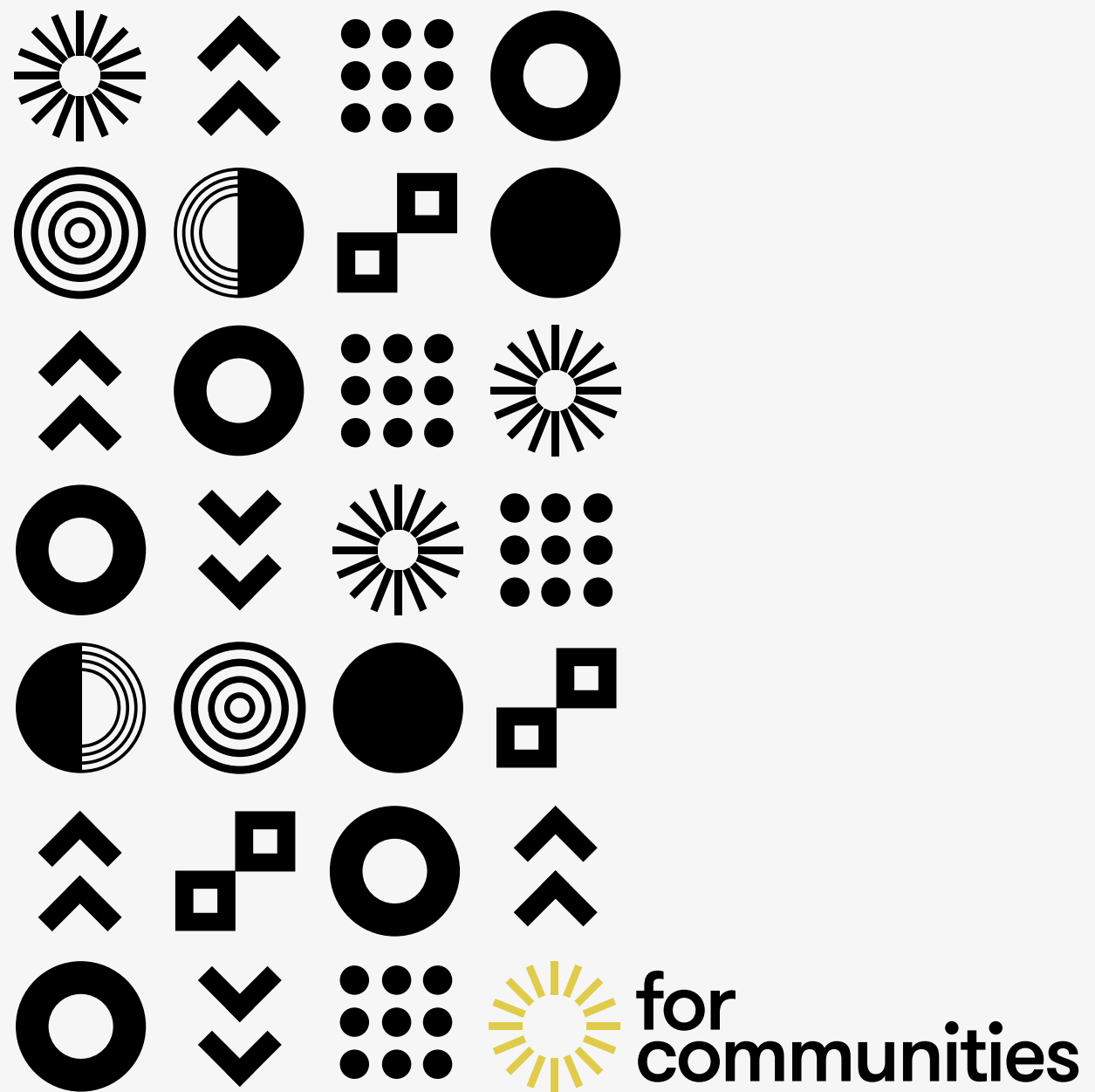


Light the Way

Though more than half of Motel 6’s guests are multicultural, the brand’s marketing efforts had not yet evolved to reflect this diverse and incredibly inspiring audience when they first came to us in 2019. To launch the brand’s forthcoming evolution, we first assembled a panel of diversity experts who supported our core team, from developing the strategy and creative work to Spanish translation, diverse casting and production. Motel 6 also added to their production budget to support the “Double The Line” program, agreeing to cover the costs to hire a BIPOC candidate to work alongside the chosen role, in this case, a hair and makeup stylist.

The work that resulted stemmed from our strategy: a commitment to “Light the Way” for our guests with a long-standing internal commitment to know, help and celebrate them. The holistic, integrated and bilingual launch campaign for this new strategy resulted in an empathetic twist for Motel 6’s iconic tagline. We added a period and a pause to emphasize inclusion for the diverse guests the brand serves: “We’ll leave the light on. For you.” The result? A perception-shifting, award-winning campaign that is part of transforming the business, as Motel 6 enjoys a staggering 60% increase in direct website revenue and 30% in direct website reservations versus the same period pre-pandemic.





Use our talents
to advance
diversity + equity.

Good works that prove our purpose.

Community-building creativity

There's a core belief at the heart of Barkley that guides everything we do: Add good. It's a radical notion in a world hungry for the fastest, biggest, newest, one that adds meaning to ad making and builds whole brands that wield power with purpose.

That's why we honor an annual tradition at Barkley: Good Day where everyone in all of our offices takes time away from their desks to volunteer at community organizations as a group. While we were unable to hold an agency-wide Good Day in 2021 due to COVID-19, we found other ways to support our community: 68 partners logged more than 2,000 volunteer and pro bono hours.

We also continued to financially contribute to long-time community partners, like The BrandLab and Big Brothers Big Sisters, where several of our partners serve on the boards of directors. We started a new long-term relationship with Junior Achievement to fund a new youth career experience program. Our total spend across local, women-owned and minority-owned vendors declined from 13% in 2020 to 10% in 2021 due to clients' strategies shifting media spend year-over-year. We also produced more than 11 pro bono projects.

In 2022, we'll resume our company-wide day of service, Good Day, as well as other Good Works opportunities for partners to connect with their local communities throughout the year. We'll explore new ways to support local, women- and minority-owned businesses through the vendors we select for agency and client work.



2021 By
the numbers.

2040
hours spent on
volunteer + pro
bono work

5.5%
vendor spend
with local
businesses

3.0%
vendor spend
with women-owned
businesses

1.5%
vendor spend with
minority-owned
businesses



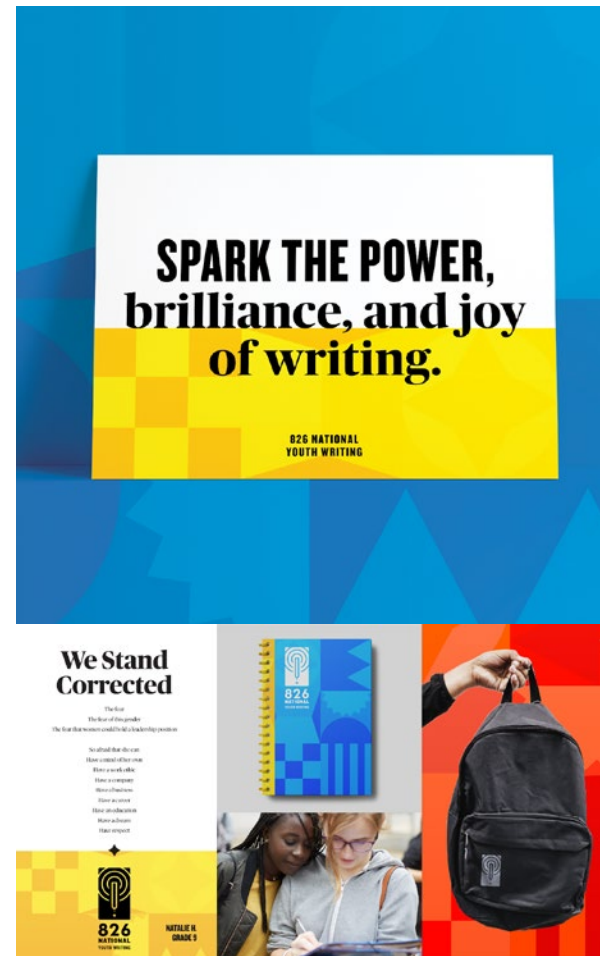
“Poets in Revolt!”

Equal access to quality writing education has been a longstanding challenge in the United States: three out of four 12th graders do not write at grade level proficiency. That number jumps to nine out of ten for Black and Hispanic students.

826 National, the nation’s largest youth writing nonprofit, aims to change that statistic by serving 430,000 students and educators through chapters in nine cities and digital properties. It publishes more than 20 books a year to amplify youth writers’ voices and works towards a country in which all students have access to the power and joy of writing.

In 2021, Barkley worked with 826 on a brand repositioning and 5-year Strategic Plan project, which included primary research, workshops, a new identity and design system, a new organization to the portfolio of products and services, activation of the new brand.

In a world where the value of words is cheapened daily, the new strategy for 826 National aims to make the world listen to the words of youth voice. And the new design system unifies the nine chapters in a vibrant, iconic way that will stand out in the nonprofit space.

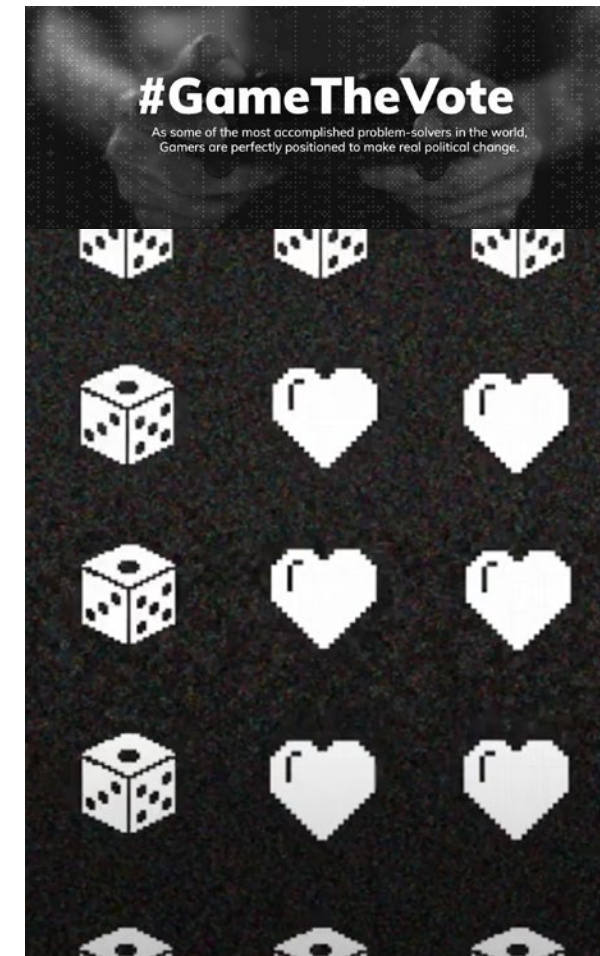


#GametheVote

As some of the most accomplished problem-solvers in the world, gamers are perfectly positioned to make real political change. Enter Gamers. Vote, a non-partisan, nonprofit organization of the best gamers, streamers, platforms and game companies in the world. Its mission? To empower gamers to rally 180+ million potential voters to register, vote and participate in the democratic process.

With the massive growth of gaming, streaming and e-gaming, and our partners’ passion for the space, we jumped at the opportunity to help bring their message to life with the #GametheVote campaign. “We wanted to celebrate the gamers, and show them their unique value as potential voters,” said Barkley SVP Brand Leadership, David Oakes. To put it in perspective, we assembled all of their accomplishments and created a series of online and social videos.

The campaign received media exposure from both the press and influencers with plugs and shares from pro streamer Felicia Day and Star Trek’s Will Wheton. Professional gaming teams like Faze Clan and the Florida Mutineers streamed the video to their massive Twitch audiences. In the end, tens of millions of gamers were reached. As a result, the campaign reached tens of millions of gamers in 2020.





THUNDERGONG!

The Steps of Faith Foundation is a nonprofit public charity that helps uninsured and underinsured amputees get prosthetic limbs. On average, 500 people lose a limb each day in America. In some instances, as little as \$500 can help an amputee get walking again.

For the last five years, we've served as a key collaborator for its annual fundraising benefit, THUNDERGONG!. Since 2017, this annual event has raised over one million dollars for those who need assistance in getting these expensive devices. But, after a year of social distancing, people were tired of streaming events, including fundraising benefits for nonprofits. Unlike 2020's fully virtual event, we knew our approach would have to be totally different, innovative and multifaceted to engage the community in a fun, compelling way for 2021. So, to take a unique approach, THUNDERGONG! had a small studio audience with both live and virtual performances. The full event was also broadcast to the world on YouTube and Facebook, as well as with our streaming partners, LiveXLive and Mandolin.

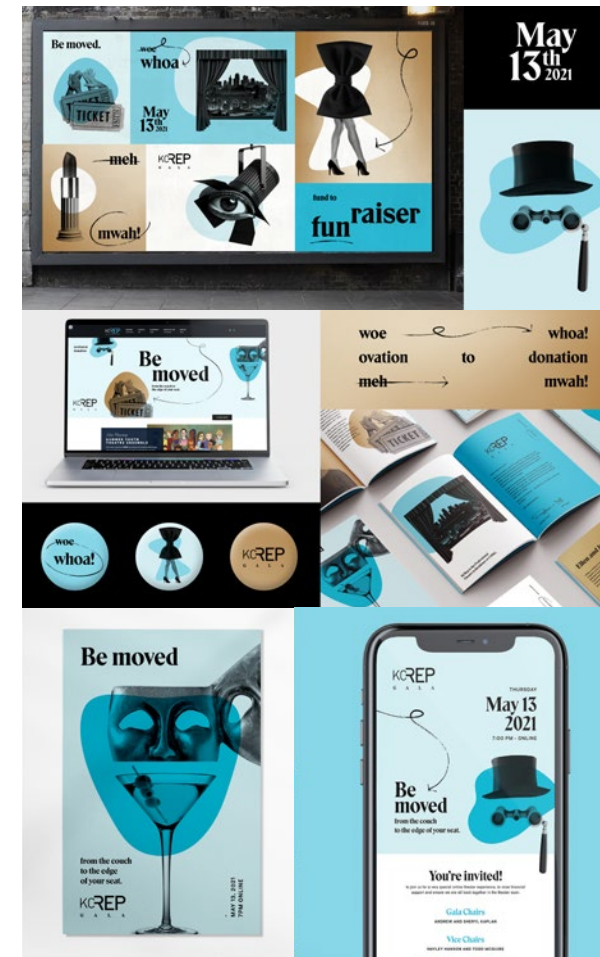
Through much work, THUNDERGONG! 2021 was a great success and ended up raising more than \$400,000 for Steps of Faith.



Virtual Gala

The arts are a vital part of what makes us human, but often who gets to experience the theater is determined by economic status. The Kansas City Repertory Theatre (KCRep), a local venue staple for over 50 years, recognizes this. Its mission? To advance the art form while cultivating passionate audiences, artists and advocates to invest in our region's creative future.

In 2021, we were eager collaborators to help them reinvent their annual gala, an event that raises money to fund performances throughout Kansas City, regardless of where you come from. Challenged by pandemic constraints, we created a virtual theater experience to transform the loss and isolation of this difficult time into a celebration of what the arts mean to our community. We built a full visual identity system to extend communication about the event, from printed invitations to social content to email. It also informed the basis of the Gala messaging, including the show opening video which tapped into the feelings great theater stirs in all of us. The event raised more than \$400,000 in support of life-changing youth education initiatives and outstanding Theatre for Kansas City.



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Resources:
[The Purpose Action Gap: The business imperative of ESG](#)

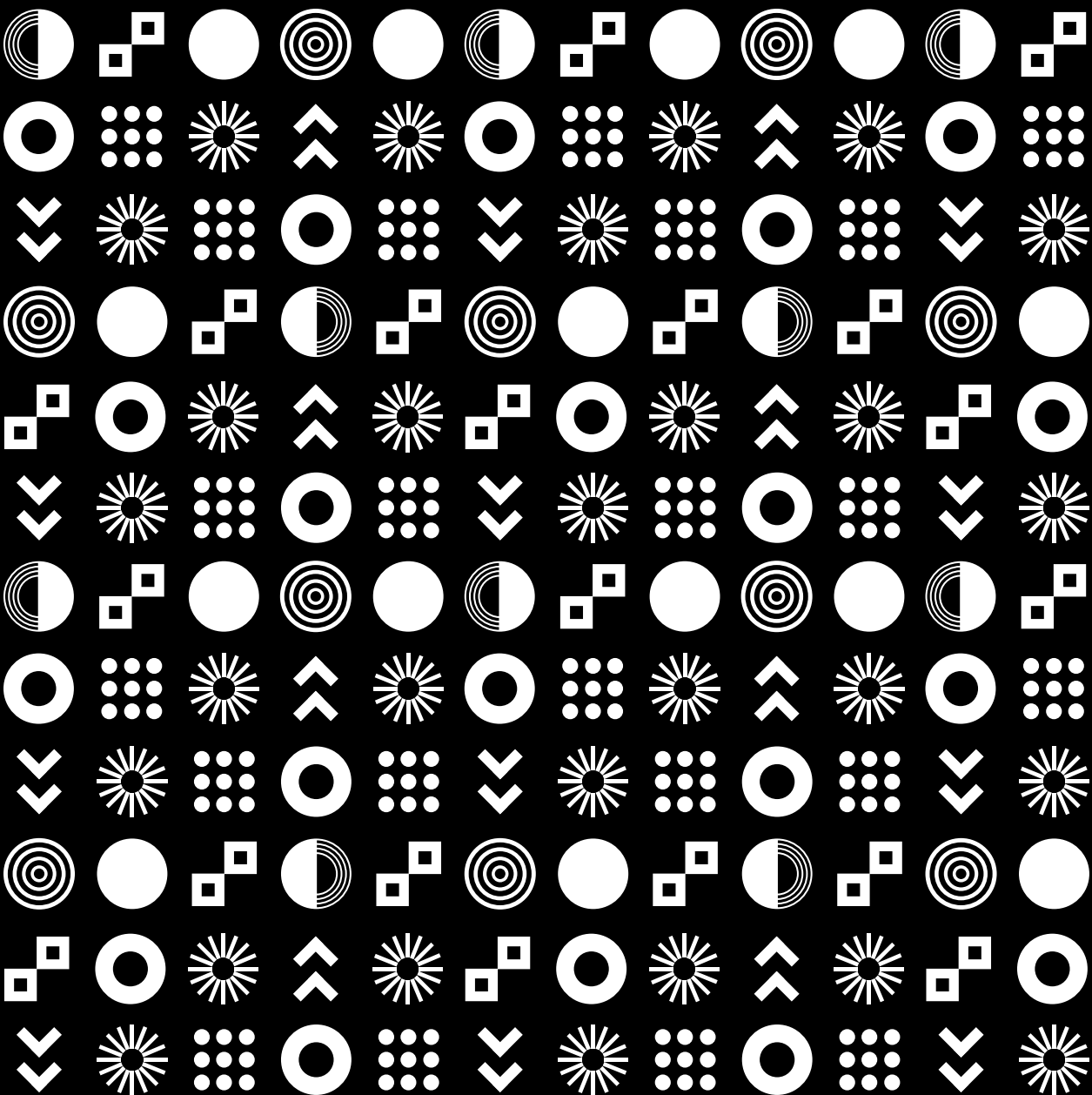
[State of the Whole Brand 2021](#)

[The Purpose Advantage: How to unlock new ways of doing business](#)

[Scratch: How to build a potent modern brand from the inside out](#)

[Our first year as a B Corp: Four learnings from our journey to #AddGood](#)

[The Big Rethink: How to be a brand the world needs](#)





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About Barkley®

Barkley is an independent creative idea company that builds whole brands for modern consumers, employees and all stakeholders. We do this through three idea centers: strategy, design and activation. As a certified B. Corporation, we believe all brands, including ours, can be a force for good in the world.
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