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The power of creativity

Jeff King + Dan Fromm

As an independent creative idea company out to prove that creativity can solve any problem, our purpose was put to the ultimate test in 2020.

At the beginning of each year, we set key imperatives for what we hope to accomplish. These are never based on revenue, but rather how we can empower our partners to do the best work possible for our clients. And although the COVID-19 pandemic caused some business disruption, it did not alter the foundation of what we set out to accomplish last year.

Because of our ability to adapt quickly, we were able to provide business continuity to our clients and ultimately reach Barkley's highest revenue in our company’s 55-year history. While other agencies laid off employees, lost business and even shuttered, we not only retained all of our clients, but also added new ones, enabling us to grow our workforce and find new ways to express and live out the importance of operating as a responsible, sustainable business.

In many ways, shifting our way of working to an all-virtual model leveled the playing field across our offices. We were able to connect with partners no matter where they lived or worked. We celebrated life events and work milestones, and of course kept our business humming with big new business wins including Delta Faucet and Motel 6, among others.

We hired our first Director of Diversity and Inclusion to help define our DEI&E commitments and establish a partner advisory council to collaborate on our work, our learning and our culture. In addition to exposing diverse youth to our profession through our engagement with the BrandLab, we developed a fellowship program aimed at fast-tracking high-performing, diverse mid-level professionals into our industry.

We are committed to increasing diversity at all levels of the company and we’re already experiencing success in attracting BIPOC talent to Barkley. Our efforts, in addition to company-wide unconscious bias training, led to Barkley achieving the 4A’s Enlightened Workplace designation.

Finally, in 2020, we invited a third party to deeply audit how we are doing as a company. We are immensely grateful to be recognized as a Certified B Corporation and join a community of brands also living our core belief to Add Good. We are inspired to keep improving and modeling this kind of whole brand thinking for our clients.

We hope you enjoy seeing through this report how we progressed in 2020 against all odds, and we look forward to what we can accomplish in years to come.

Jeff and Dan

What B Corp means to us

B Corps are inspired to not only be the best in the world, but to be the best for the world — using business as a force for good and to benefit people and the planet. 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 an imperative for brands to balance purpose with profit.

Being a B Corp means we look for ways to be better — both big and small — because we know it results in positive impacts across our business. It also means an ongoing commitment to set improvement goals, measure our impacts and report our progress in a transparent way with our employees, clients and community partners.

We are proud to be in the less than one percent of other agencies in our industry that have achieved B Corp designation, but we aren’t resting on our laurels. We have high standards for our work, our business partners and our employees. We especially believe every Barkley partner has a role to play – from being part of our diversity, equity, inclusion and belonging efforts, to reducing waste in our office to guiding our clients to further their own social and environmental efforts.

Together, we can be the example of GOOD in the world.
2020 Highlights

$32,437,790
Value of our work meeting impact criteria (Revenue, investment and pro bono)

44% of revenue from clients meeting Client Impact Criteria

>50% of clients met Client Impact Criteria

27% of new hires were BIPOC

2,423 volunteer + pro bono hours

22% reduction of CO2 emissions across all three scopes

13% vendor spend with minority- or women-owned businesses

80% reduction in paper usage

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Our mission to build a world with more whole brands, brands that put purpose at the center of what they do, starts with us. In our Purpose, Sustainability and Culture practice, we advise clients on how they can transform 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 face the challenges of climate change, to employees who expect accountability and transparency from their employers.

As a purpose-led brand, Barkley is committed to measuring success by balancing profit and performance with the company’s impact on people, planet and our communities. Our core belief of Add Good has driven us for many years, but over the past year, we have taken extra time to ensure we are holding ourselves accountable to that truth.

We engaged a cross-functional internal team to set short- and long-term goals across the four pillars of our Add Good Plan: Partners, Planet, Clients and Community. In this report, we will share our new targets for each of these pillars, how we are progressing toward our goals and where we go next.

We believe brand impact is a virtuous loop. The more your purpose powers your commitments to people, planet and community, the more inspired your brand culture is to deliver profit and continuous impact. By taking a holistic approach and looking at the areas where we can have the greatest impact, we now have the ability to measure and quantify how we Add Good to everything we do, inside and out.

### Partners
Create a culture where our people can thrive.
- BPOC 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 CO2 Emissions
- 100% renewable electricity
- Zero Waste across all offices

### Clients
Build a world with more whole brands.
- Increase revenue and number of clients meeting our Client Impact Criteria
- Increase revenue from projects driving action toward the United Nations Sustainable Development Goals

### Community
Use our talents to advance diversity and equity.
- Increase amount and improve tracking of partner volunteering
- Share our talents through pro bono work
- Donate to nonprofit organizations that align with our community vision
- Increase spend with minority- and women-owned vendors
Creating a culture where our people can thrive.

"/pärtnēr/: An employee of Barkley
The shared cultural moments of 2020 bled into the walls of Barkley, even as our 400+ Rocket People worked remotely for most of the year. Our people have always been our greatest asset, but last year paved the way for uncomfortable conversations and changes that will position Barkley as a creative idea company today and for the future.

We believe creativity demands diversity, and this past year, we have solidified our commitments to recruiting and retaining diverse talent. By 2025, our goal is for at least 20 percent of our partners to represent BIPOC communities. This requires both steady growth in our recruitment of these individuals and for us to retain 85 percent of BIPOC partners each year. Furthermore, we seek to facilitate diversity at all levels in our organization. Today, 48 percent of our agency leadership (director and above) is female and 9 percent BIPOC.

Some of the ways we will accomplish this goal include considering a BIPOC candidate for all open positions, growing young talent by participating in the Multicultural Advertising Internship Program (MAIP) and starting a fellowship program to grow mid-level BIPOC talent.

Additionally in 2020, we conducted a wage analysis and determined that all partners are earning a living wage in accordance with local guidelines.

Of course, our first priority in 2020 was and still is the well-being and safety of our partners. At the start of the pandemic, we committed to protecting all jobs through 2020, which we delivered on. We also enhanced communication to our staff to ensure they felt connected and empowered, including increasing all-company Stand Ups to twice weekly and creating a partner morale survey to both quantitatively and qualitatively listen to our partners and measure employee satisfaction.

All of these efforts and more make it possible for Rocket People to Add Good in 2020.
Elevating diversity, equity, inclusion and belonging at Barkley

Q+A with Adam Miller, Director Diversity & Inclusion

Q: How did 2020 change the way Barkley looked at diversity, equity, inclusion and belonging?
A: There’s an old adage, “you can’t manage what you don’t measure,” and one of the biggest steps Barkley took in 2020 was to simply define the metrics of what representation looked like within the organization. Part of holding ourselves accountable to these metrics included hiring me, the agency’s first Director of Diversity, Equity and Inclusion, and establishing a DEI&B Advisory Council of partner volunteers to ensure our commitment to diversity metrics rang true in all that we do. Under the umbrella of the council are four small groups: Our Work, Inclusion & Belonging, Educate and Discuss, and Diversity at Barkley. These small groups not only spread the agency’s commitment across departments and disciplines, but also push us toward meeting our goals by creating new forums where diverse perspectives are welcomed and encouraged.

Q: What are some examples of the programs and policies that were put in place in 2020 to improve DEI&B?
A: Reaching our diversity goals requires continuous action and behavior changes by everyone within Barkley. We have put into place new recruitment policies to ensure a BIPOC candidate is considered for all posted roles and have committed over $500,000 to create inroads for BIPOC talent into our industry. But recruitment is only one side of the coin. It’s imperative that we also keep the talent that we have. To that end, we’ve made amendments to our partner handbook and policies. This includes a minimum PTO policy (all partners are asked to take at least 18 days off each year), and instituting Days ‘Not Matter’ in which partners can take off a day that is pertinent to their specific belief system and/or representation. 2020 was also the first year in which we recognized Juneteenth as an agency holiday and in which we recognize this day on a national day of service, our partners are asked to take a “Day On” by volunteering in the spirit of the day, whether that be Martin Luther King, Jr. Day, Veterans Day or Memorial Day. 2020 was also the first year in which we recognize Juneteenth as an agency holiday with a day off for our partners, before it became a federal holiday in 2021. And on days that are recognized as a national day of service, our partners are asked to take a “Day On” by volunteering in the spirit of the day, whether that be Martin Luther King, Jr. Day, Veterans Day or Memorial Day. Additionally, we reimagined our Partner Referral Program by donating on a referring partner’s behalf to an organization that supports inroads of diversity to the industry.

Q: Where does Barkley go from here to ensure this wasn’t just a reactive response to cultural events?
A: We have intentionally set long-term commitments to ensure the steam gained in 2020 continues to propel us forward. We launched the Barkley Creative Accelerator, which allows young diverse creatives to skip portfolio school entirely by joining Barkley for a year to learn from and work alongside seasoned creatives. As we grow representation of BIPOC partners within our agency, we especially want to make sure that parallels with progress at the director and above level, as well as ensuring the number of women in management roles is equitable to their representation within the agency. We lean into this intention through innovative programming such as The Barkley Fellowship, which will pipeline diverse talent to those director-level positions.

A program started in 2020 that we are continuing into 2021 is our monthly Open Space forums when we come together to have, sometimes, uncomfortable conversations with partners about their different life and career experiences. In 2021, we will also launch a DEI&B resource database to help partners learn and continue their personal growth. Moreover, partners will leverage content from the database to assist in their DEI&B work with clients.

We’re also focusing on DEI&B efforts outside of our organization by making long-term financial commitments to Junior Achievement and The BrandLab to facilitate more diversity in the next generation of creative minds. Today, three Barkley partners are on the board of directors for The BrandLab. We will also continue our long-time support of Big Brothers Big Sisters, encouraging involvement by our partners, including two who currently sit on the board of directors for the local agency.
Q: When Barkley partners started working remotely in 2020, what were some of the greatest challenges upfront and how did you overcome them?
A: Recognizing the cultural and personal challenges our partners were experiencing was number one. No one had ever experienced it before, but we were all in it together. Like everyone, there was also the logistics of adapting to virtual meetings. We had to reteach ourselves boundaries and encourage partners to do the same. We set aside one hour a day for no internal meetings so people could get away from their computer to eat lunch, exercise or whatever else they needed to do to recharge. We created and distributed a written guide, provided weekly tips during all company meetings, called employees for individual 1:1 well-being calls and spoke openly and honestly about what was working and what wasn’t. One silver lining to working remotely was an acceleration in frequency and openness of how we communicated with each other.

Q: How did Barkley keep a pulse on partner well-being and how will this be done going forward?
A: One of the hardest shifts we made was the lack of in-person and visual cues that in the past have given our leaders a sense of overall culture and employee morale. To replace the kinetic and relational cues, we instituted more frequent video calls with supervisors and a weekly, all-company employee morale survey. In fact, our all-company meeting in January 2021 focused on supporting our employees’ Whole Self, which included commitment to training and education, the creation of small groups to create connections and Employee Resources Groups and Open Space forums to encourage open communication. This focus on employee morale will continue as we move forward. We also accelerated our manager training initiatives, providing all managers with a toolkit of materials to uncover and address employee well-being on a regular basis. Our belief is that by providing well-being resources at an all-company level such as unlimited PTO policy, HR Open Space Portal and mental health resources, and then equipping managers to deliver day to day, we can surround our employees with support at all levels.

Q: In what ways were you able to keep the Barkley culture alive and well?
A: The cornerstone of Barkley culture is the Core Belief of Add Good and we leaned into that in a big way to increase connection, encourage creativity, bring joy and create safe spaces. The Barkley Culture Club, a cross-disciplinary group of volunteers, jumped into action to roll out a variety of moments, actions and experiences to help Barkley employees feel the culture even from a video screen. The activities are too numerous to name, and include, but are not limited to the following: all-company music videos featuring dance moves filmed in living rooms during shelter-in-place, surprise appearances by poets, DJs, guided meditation, quick workouts during our weekly company meetings, monthly virtual happy hour with senior leaders, virtual holiday party, mandatory mental health days and care packages delivered to homes.
Operating within our planetary limits.
Building a world with more whole brands starts with us. That belief has driven us to measure and improve upon our own environmental impacts. That’s why we have set a Science Based Target for a 50 percent emissions reduction from a 2019 baseline by 2030 and Zero Waste across all offices by 2025. We also plan to purchase renewable energy credits (RECs) to offset 100% of the energy used in our Kansas City and Pittsburgh offices each year by the end of 2021.

Lower emissions in 2020
Like other businesses, COVID dramatically reduced our environmental impact largely due to a majority of our workforce working remotely April-December and reduced client travel. Our Scope 1 emissions (company fleet fuel, a/c and refrigeration) decreased by 21 percent and our Scope 3 (travel) decreased by 57 percent. Our Scope 2 emissions (purchased electricity) went down by 15 percent due to reduced in-office computer usage, but didn’t decrease as much as other areas because we did keep our buildings operational for IT and facilities staff who needed to be onsite.

Tackling waste
In 2021, in addition to securing renewable energy credits, our primary focus is implementing a plan to reduce and divert waste. We are working with Bridging the Gap to analyze our waste and build out a Zero Waste plan. As partners began to return to the office in summer 2021, we also launched an on-site composting program for Kansas City and Pittsburgh. This included removing all desk-side trash cans and establishing compost-recycle-trash stations throughout the office.

Reconsidering travel
As the world reopens and travel resumes, we must also consider how we approach our biggest contributor to Scope 3 emissions: business travel. This includes asking ourselves “What are the things that can be handled virtually vs. in person?” “Are we offering the right experiences to enhance the professional growth of our partners?” and “How can we best service our clients?”

As we make progress on our primary planet goals, partner education and continued engagement will be critical for success.

Our footprint

- **Scope 1**: <1%
  - Company sites
  - Fleet vehicles

- **Scope 2**: 25%
  - Purchased goods & services
  - Capital goods
  - Fuel and energy-related
  - Business Travel
  - Employee Commuting

- **Scope 3**: 74%
  - Business Travel
  - Employee Commuting

For our planet
Due to COVID-19 in 2020, dramatic reductions in office occupancy and how we worked together led to emission reductions across employee commuting (75%) and business travel (57%). We did see reductions in energy use (21%) and purchased electricity (15%) however, essential IT support teams did return to the office so some lights were still on!

We saw a 76% reduction in total waste and 80% reduction in paper consumption.
Build a world with more whole brands.
Co-creating purposeful commitments

We believe that the most powerful way Barkley can bring about a more inclusive and sustainable world is through the work we do for our clients. Through our Whole Brand approach, we take into account all ways a brand impacts people and the planet because we know expectations of accountability and transparency of brands continues to grow, not only with consumers, but other stakeholders, as well.

Through our work, we strive to help clients who are just as committed to adding good harness their purpose and create commitments and actions that allow them to connect with modern consumers and employees. Our client Impact criteria

We have developed a 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 United Nations Sustainable Development Goals (SDGs)?

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 nonprofits are automatically included. “Good” work in 2020

In 2020, we increased the amount of revenue generated from clients that meet our impact criteria by 12 percentage points over 2019, getting us closer to our goal of 50 percent revenue that meets our client impact criteria by 2025. Additionally, 29 percent of our revenue directly drove action against the SDGs. Our revenue from nonprofits jumped from 2 percent to 8 percent; some of that increase was due to a change in our data collection process.

Most encouraging, more than half of our clients in 2020 contributed to our client impact revenue or had agency projects that drove action against the SDGs. Our goal is to increase this to 75 percent of clients contributing by 2025.

2020 By the numbers

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<thead>
<tr>
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<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td>Total client impact revenue (includes nonprofits)</td>
<td>32%</td>
<td>44%</td>
</tr>
<tr>
<td>Revenue from nonprofits</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>Revenue from projects or clients driving SDGs</td>
<td>13%</td>
<td>29%</td>
</tr>
<tr>
<td>Percentage of clients contributing</td>
<td>52%</td>
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Q&A with Steph Parker, Chief Client Experience Officer

Q: Many businesses struggled in 2020, how did Barkley remain focused on providing value to its clients?
A: When COVID hit, we doubled down on our partnerships with clients. As our businesses changed overnight, we flexed our independence to be the partner that would weather the storm with them. We provided real-time consumer insights, as their customers suddenly needed utility from brands above all else. New products and even new business models were born out of the extreme application of creativity against business problems. Our focus was on our long-term client partnerships ahead of short-term revenue goals. Doing the right thing led to our record revenue growth in 2020.

In addition to the change demanded by a global pandemic, brands were also confronted with social justice issues in the aftermath of the murder of George Floyd. Led by our PR and social media experts, Barkley provided clients daily guidance on how to navigate complex topics.

Q: How is Barkley advancing its commitment to diversity within the work for clients?
A: We start by considering what is authentic about that company, then we ensure that the way you show up in communications accurately represents who you are as a company right now. To help us accurately define where companies are in their journey, we created a Diversity & Inclusion Spectrum. The spectrum is supported by a series of criteria to help clients find where they fall on that spectrum between emerging and experienced. We have also developed a set of tools we use to support more diversity in both content and production. For example, our clients continue to support two industry initiatives to provide a more inclusive talent as part of the production process. Free the Bid is an organization that advocates for equal opportunities for women in advertising video production, and Double the Line, an initiative that hires BIPOC talent to work on production or post-production of commercials.

Multicultural populations represent over a combined 40% of the total U.S. We are updating our audience planning process to incorporate a new policy that if a race or ethnicity makes up 20% or more of a client’s target audience, that is significant and should be further explored to understand any nuances in media behaviors to ensure that recommendations brought forward will reach this audience. We are also seeking to identify and invest in media partners who share these values, in particular with minority-owned media outlets. Our goal in 2022 is to baseline the minority-owned media landscape and set a goal for increased investment in the future.

Q: What are some of the changes Barkley made to ensure the creative conditions for work continued even in a virtual work environment?
A: The best part about being an Idea Company is that we’re experts in creativity and resourcefulness. Bringing ideas to life is perhaps the most important part of the process. Barkley was a leader in the industry around production during 2020. Our production teams got us back to creating new content quickly in virtual environments. While it wasn’t possible to have people on a set, we used animation and motion graphics in powerful ways to tell stories. We were also leaders in remote set environments, using technology to allow clients and Barkley teams to be part of the creative production process — a practice that will continue, and supports our sustainability goals.
After a century spent fighting social injustice, the Urban League of Greater Kansas City found a new level of challenge during the pandemic, unable to host a live event to drive donations for its centennial celebration. In the midst of 2020’s social reckoning, we needed to honor the legacy of civil rights protests and reflect the new imperatives of the Black Lives Matter movement. Our team created a design system, branding and messaging as direct and on-the-street as the moment. As a result, donations to the Kansas City chapter reached all-time highs in 2020, including 100-plus new sponsors and contributors. The Urban League of Greater Kansas City was also the No. 1 search result for social justice in Kansas City and the new billboard designs were used by other Urban League chapters in 2021. This campaign’s impact broadened even further during awards season, with wins in multiple design categories at every level of recognition, from Addys to Clias to being shortlisted for The One Show. The message continues to resonate.

Blue Cross Blue Shield Kansas #AdAstraStrong

Ad Astra Per Aspera is the official state motto for Kansas. “To the stars through difficulty” never felt truer than in 2020. It emphasizes the values and optimism that, even when faced with the most difficult hardships, people come together and keep their sights set on what’s important. Blue Cross and Blue Shield of Kansas created #AdAstraStrong, a social media campaign to highlight the resilient frontline workers and those working behind the scenes fighting COVID-19 across Kansas. Community members nominated individuals who were making a difference and we selected seven “Ad Astra Stars,” who ranged from inventors to business owners and creative designers to corrections officers. Additionally, Blue Health Initiatives partnered with the Kansas Association of Community Foundations to recognize communities and organizations that worked on the front lines during the COVID-19 pandemic, stood up for racial equality and worked to better their local communities. To qualify for a grant, community foundations had to nominate a person, organization or project to be recognized by the #AdAstraStrong program. Seven local community foundations were selected, and each received a $10,000 donation from Blue Health Initiatives to invest in pandemic relief for their community. We also gave $50,000 to the Kansas Association of Community Foundations for a total of $80,000 donated in 2020.
In June 2020, Vanity Fair made a commitment to affect meaningful, long-term changes for a more diverse, inclusive and equitable future. In keeping with that promise, Vanity Fair conducted a comprehensive internal audit of all consumer-facing, brand-owned channels and assets. The brand team reviewed more than 2,200 pieces of brand imagery across all public platforms and more than 500 products to assess the brand’s diversity and inclusion representation. Additionally, Vanity Fair partnered with an esteemed group of Black female marketing experts for a candid roundtable conversation to learn how the brand could better support women within the Black community. The brand is currently conducting planning sessions with key partners and interdepartmental teams to finalize its diversity and inclusion strategic plan.

When the global pandemic put stay-at-home orders into effect, all 2,000+ Planet Fitness locations were closed. As the brand dedicated to creating a healthier world through pressure-free fitness for all, Planet Fitness wanted to ensure that staying at home didn’t mean staying glued to the couch. To help the world work out when they couldn’t go out, Planet Fitness created Home Work-In, a free, daily workout on Facebook Live that helped millions of people stay healthy and active together. And although going live requires additional production coordination, especially during a pandemic, users watch live videos 10 to 20 times more than on-demand content. Every Home Work-In was free, creating an accessible option for all. Launching just two days after Planet Fitness closed all 2,000 locations, Home Work-In’s have brought the gym to people’s living rooms with free, live 20-minute workout experts for a candid roundtable conversation to learn how the brand could better support women within the Black community. Hosted by Planet Fitness trainers, pro athletes and celebrities, including Julian Edelman, Shawn Johnson, Jerry O’Connell and David Ortiz. During a year that did everything it could to keep us stuck in place, Planet Fitness helped us prove that united, we can move.
Use our talents to advance diversity + equity.
An annual tradition at Barkley is our “Good Day” where everyone in all of our offices takes time away from their desks to volunteer at community organizations as a group. Unfortunately, we were unable to hold an agency-wide Good Day in 2020 due to COVID-19, but we did find other ways to support our community. Even in the toughest of years, one-quarter of our partners logged volunteer hours and/or contributed to pro bono work. Barkley continued to financially contribute to long-time community partners, The BrandLab and Big Brothers Big Sisters, among other local organizations. In 2020, Barkley also started a new long-term relationship with Junior Achievement to fund a new youth career experience program.

In 2021, we are evaluating how we can continue to support our local communities through the vendors we select for agency or client work. For 2020, we broadened the scope of our data by evaluating spend with vendors used for production, media and agency initiatives. Although we currently follow a process to consider a female director for all client production projects through Free the Bid, our plan is to be more intentional across all spend areas. In 2021, we will be setting targets to grow spend with each of these categories over the next several years.

2020 By the numbers

- 2,423 volunteer + pro bono hours
- 8% of vendor spend with local businesses
- 4% of vendor spend with women-owned businesses
- 1.1% of vendor spend with minority-owned businesses
This year, the Children’s Mercy Cancer Center in Kansas City will diagnose 180 new cases of pediatric cancer. Since no child’s care is turned away, much of that important work is paid for by donations. To raise funds for this critical work, a handful of homegrown celebrity stars return to Kansas City each year as part of the Big Slick Celebrity Weekend.

For the past nine years, Barkley has concepted and designed the Big Slick Celebrity Weekend experience, including the theme, design toolkits, case study videos, identity design, motion design, social content, committee meeting support, event design and print materials.

When COVID-19 forced the event to go virtual in 2020, Barkley still stepped in to create 10 straight nights of customer interactive content highlighting 10 years of Big Slick events. The work was featured on every major news network and secured 1,200 separate donations and contributions from 20 sponsors, bringing in more than $2 million for Children’s Mercy.
About Barkley®

Barkley is an independent, creative idea company committed to knowing the modern consumer better than anyone because that’s the only way to build a whole brand. We do this through three idea centers: strategy, design and activation.