



2017 CORPORATE RESPONSIBILITY REPORT

BRINGING COLOUR TO OUR COMMUNITIES

DEPUIS 1976 EST[®]

AVENIRGLOBAL

TABLE OF CONTENTS

Bringing colour to our communities	1
Overview	2
Investing in people	4
Achievement Awards	5
The Institute	8
Women in governance	10
Investing in communities	13
Pro bono projects	14
Office initiatives	16
NATIONAL Vancouver	18
NATIONAL Calgary	20
NATIONAL Toronto	22
NATIONAL Ottawa	25
NATIONAL Montreal	26
NATIONAL Quebec City	28
NATIONAL Atlantic	30
AXON US	32
AXON UK and Madano	34
SHIFT Boston, New York, Austin and San Francisco	36
Our ethical conduct	38
Our values	40
Corporate Responsibility Policy	42
Our office locations	44

ACKNOWLEDGEMENTS

CORPORATE RESPONSIBILITY REPORT

EDITOR

Robert Lupien, NATIONAL (Montreal)

GRAPHIC DESIGN

Jenn De Minico and Patrick Breton, NATIONAL (Calgary)

REPORT CONTRIBUTORS

Catherine Cosgrove, RES PUBLICA

Jane Taber, Joanna Wilson, NATIONAL (Toronto)

Sébastien Boudreau, Colin Danby, Jarifa Lujan, Raphaël Melançon, Lynda Pelletier, Andrew Ross, Alex-Sandra Thibault, NATIONAL (Montreal)

CORPORATE RESPONSIBILITY COMMITTEE

LEAD

Robert Lupien

MEMBERS

VANCOUVER

Matt MacInnis

CALGARY

Matthew Bardsley
Tanya Reinkober

TORONTO

Laura Scutaru

OTTAWA

Fernando Melo

MONTREAL

Max Coloma

Jarifa Lujan
Lynda Pelletier
Andrew Ross
Alex-Sandra Thibault

QUEBEC CITY

Sylvie Patry

ATLANTIC

Jane Bardsley

AXON US

Nadia Sajous

AXON UK

Jaclyn Confalone
Kerry Gardiner
Lucy Hagger
Cleo Hall

Anna Humber
Lisa Langley
Katrina Lester
James McCary
Lorin Ord
Agnieszka Popowicz
Rita Sasidharan
Radha Tailor
Nathalie Tuppen

MADANO

John Twinn
Hanna Williams

SHIFT

Leah Ciappenelli



BRINGING COLOUR TO OUR COMMUNITIES

*by Valérie Beauregard, Executive Vice-President,
AVENIR GLOBAL*

It has been said that colour is the language of pictures. At AVENIR GLOBAL, our touch of colour starts with our daily actions, big and small.

The past year has been one of great progress, as we proudly unveiled our new colours with the introduction of AVENIR GLOBAL, our redefined corporate platform uniting five sister corporations: NATIONAL, NATIONAL Equicom, AXON Communications, Madano, and SHIFT Communications. And our Firm continues to grow and evolve. Throughout this, we are still guided by the values shaped by our founding chairman, Luc Beauregard (1941-2013): quality, innovation, commitment, respect, collaboration, integrity, and responsibility.

These fundamental principles are at the core of our DNA; we bring them to life through our active participation in the communities in which we work day after day. Knowing we're committed to making a positive difference in people's lives is what instills motivation in us to always go the extra mile.

We believe that as the 26th most important public relations firm in the world, it is our duty to have a positive impact, and to add our touch of colour wherever we go. That's what we are constantly striving to do with our clients, as well as our partners.

Our 550 employees across North America and Europe are happy to have provided more than 6,000 hours of pro bono work during the year 2017. To us, this means more than simply being a good corporate citizen, it's our way of collectively giving back to our community. In concrete terms, our commitment to the community takes many shapes.

OVERVIEW

These and many other ongoing efforts led to our network being recognized with several workplace awards. AXON UK and Madano distinguished themselves among the UK's Best Workplaces™; NATIONAL 's Toronto office won the Morneau Shepell Employee Recommended Workplace Award; and in the U.S., AXON and SHIFT were named Top places to work by PR News Group.

While our network may have international reach, we are undeniable local partners and active members of our communities. As a whole, our Firm devoted close to **6,000 pro bono hours to some 130 non-profit organizations (pages 14 and 15)** in 2017. Our local CR committees work tirelessly throughout the seasons to bring our social and environmental commitment to life, supporting a wide range of non-profits and causes, from hunger relief, youth and the elderly to diversity and culture. You'll find a **showcase of our local volunteer involvement and green initiatives on pages 16 to 37**.

We are proud of the steps we've taken to reduce our ecological footprint, brought about by recycling paper, containers, batteries and other electronics, by composting organic materials when possible, and by reducing our use of consumables of all kinds, notably thanks to the improvements in digital financial trade and document sharing.

Clearly, there are many ways to bring a touch of colour to our communities when driven by creativity and passion.

In 2017, our initiatives to invest in people and their skill development ranged from our all-staff Achievement Awards (page 5) and our Firm-wide learning program, The Institute (page 8), to renewing our commitment to gender parity, having joined the 30% Club (page 10).



550
EMPLOYEES



31 LANGUAGES
SPOKEN



OVER 40%
OF PARTNERS
ARE WOMEN



67% OF OUR STAFF
ARE WOMEN

88%

OF EMPLOYEES WOULD
RECOMMEND THE FIRM
AS A PLACE TO WORK
IN THEIR FIELD (2016 SURVEY)



6,000 PRO BONO HOURS
IN LOCAL COMMUNITIES
IN 2017



41 YEARS
OF SERVICE



2017 BEST WORKPLACES IN
THE U.K. (AXON AND MADANO)



MORNEAU SHEPPELL EMPLOYEE
RECOMMENDED WORKPLACE
AWARD (NATIONAL TORONTO)



PRNEWS' 2017 TOP PLACES TO
WORK IN PR (AXON NEW YORK
AND SHIFT COMMUNICATIONS)



15 OUT OF 15 OFFICES:

WITH PAPER, CAN AND BOTTLE
RECYCLING PROGRAMS

WITH A BATTERY RECYCLING PROGRAM

WITH AN INK CARTRIDGE
RECYCLING PROGRAM

WITH AN IT EQUIPMENT
RECYCLING PROGRAM

MORE THAN HALF OF OUR
OFFICES OFFER ORGANICS
RECYCLING.

INVESTING IN PEOPLE

Numerous studies have shown that the more diverse and inclusive a company, the more successful it is. While our Firm is not completely there yet, we are proud to say that we are well on our way.

For example, today, our AVENIR GLOBAL colleagues speak 31 languages, and 67 per cent of our staff and 40 per cent of our partners are women.

Diversity of perspectives, respect, creativity and collaboration are key words used by clients in feedback surveys to describe the culture within our Firm.

The collective impact of everyone working together produces a positive culture and tone at the top that ensures we get the best results for our clients. The moment an individual joins the Firm, AVENIR GLOBAL's on-going process toward creating a diverse workforce and an inclusive workplace begins. It is formalized through the robust onboarding and professional development programs in which each new hire participates, introducing each employee to colleagues and programs in their “home” office, as well as those around the globe.

We continue to refine and further develop our practices to ensure that our business, our culture, our offices and our people reflect society as it is today. At AVENIR GLOBAL, we believe that the best way to attract and inspire remarkably high-calibre individuals is to invest in people through our employee Achievement Awards, offering of continuous learning opportunities, and promotion of LGBT and women's leadership through external sponsorships and community partnerships—and to inspire others to do so as well.

ACHIEVEMENT AWARDS

AVENIR GLOBAL celebrated the outstanding contribution in 2017 of 29 of its employees with its Achievement Awards. At the beginning of every year, the Firm presents its Achievement Awards to employees whose work reinforced AVENIR GLOBAL's values and vision, promoted the Firm's development, and helped maintain its leading position in the public relations industry. All nominated by their fellow colleagues, recipients were honoured for their exceptional accomplishments in five different categories, during local ceremonies held in each office in January and February.

2017 ACHIEVEMENT AWARDS WINNERS



COMMITMENT AND COLLABORATION ACHIEVEMENT AWARD

Chantal Benoit
(NATIONAL Montreal)

Candice Bruton
(NATIONAL Toronto)

Jennifer Herman
(AXON New York)

Natalie Jiricny
(AXON London)

Kira Scharwey
(Madano)

Shivani Shanmuganathan
(AXON London)

Jessica Shibasaki
(NATIONAL Vancouver)

Pascale Soucy
(NATIONAL Quebec City)

Kristi Strowbridge
(NATIONAL Halifax)

BUSINESS DEVELOPMENT AND MANAGEMENT ACHIEVEMENT AWARD

Nell Crichton
(NATIONAL Toronto)

Michelle Coates Mather
(NATIONAL Ottawa)

Alexandre Dumas
(NATIONAL Montreal)

Pete Rizzuto
(AXON New York)

Andy Scott
(AXON Copenhagen)

Karley Ura
(AXON London)

Michelle Ward
(NATIONAL Vancouver)

SUPPORT SERVICES ACHIEVEMENT AWARD

Frédéric Daneault-Duguay
(NATIONAL Montreal)

Scott Rollins
(NATIONAL Toronto)

Natalie Tuppen
(AXON London)

VISIONARY LEADERSHIP MODEL AWARD

Julien Baudry
(NATIONAL Montreal)

Lucy Hagger
(AXON London)

Annie Perkins
(SHIFT Boston)

Eliza Wojcik
(NATIONAL Toronto)

INNOVATION ACHIEVEMENT AWARD

Sarah Bannoff
(AXON London)

Ellie Bramah
(NATIONAL Halifax)

Michel Lacroix
(NATIONAL Montreal)

Sarah McNeil
(NATIONAL Toronto)

Christopher S. Penn
(SHIFT Boston)

Every year, the Firm also presents international employee recognition awards celebrating extraordinary achievements.

LUC BEAUREGARD AWARD

Dedicated to the memory of the Firm's founding chairman, this award was presented to Chantal Benoit, Director, Consumer Relations at NATIONAL's Montreal office. A key player on the Marketing team with 15 years of service to the Firm, Chantal is a true professional who leads both efficiently and tactfully. From one assignment to the next, she consistently moves mountains to deliver beyond client expectations. In her nomination, a colleague from another office wrote: "Chantal is amazing. She is always there to raise her hand to

volunteer for new tasks; once engaged she only has one speed, and that's 'all-in'; she is a go-to resource for people around the network when they need something done in Montreal; and she is, without question, the most organized person in the Firm."

NATIONAL WAY AWARD

Awarded to the candidate who best represents the Firm's values, the NATIONAL Way Award was presented to Sam Barnes, Director at AXON UK. Sam lives by our values. He's a skilled strategic consultant, a senior member of the AXON team, as well as a senior leader and advocate of the Firm. Sam also thinks in colour. As Miranda Dini, Managing Partner, puts it: "Colleagues throughout the network appreciate how collaborative and positive Sam is about pushing the best team approach, and putting the Firm first, when it comes to all of his dealings. He is a frequent advocate to consider how best we can build integrated communications into all of our activities."



THE INSTITUTE

AVENIR GLOBAL stands apart from other communications firms, having committed itself to fostering a learning culture. The goal of The Institute is to offer cutting edge multi-platform learning opportunities to employees across our network. Over 1,500 employees have taken sessions under The Institute banner since its launch in 2001. Today, we continue to explore new opportunities to feed our staff's curiosity while linking these activities to their professional review, with our new Learning Passport.

All of the Firm's learning programs—whether Firm-wide or local—are offered through The Institute.

The Institute recognizes that relevant learning activities take various forms, whether it is organized team sessions, self-directed initiatives, or courses. The cornerstone of our program is the individual Learning Passport, which allows employees to keep tally of all their efforts and to align them with their performance goals to showcase progress. The Institute's professional development program includes:

FIRM-WIDE, FORMAL LEARNING

We offer ongoing Firm-wide sessions by invitation, including our Bold Thinking Speaker Series webinars; The Institute's 101/201 face-to-face workshops for new employees and senior consultants; our signature Values Leadership Model training; and our Marketing Technology Immersion 2.0 program.

LOCAL COURSE OFFERINGS

From lunch-and-learns, to team or practice area sessions and guest speakers, employees in each office have the opportunity to delve into a range of topics allowing for increased sharing of expertise to meet local needs and interests.

SELF-DIRECTED LEARNING

We encourage employees to further expand their knowledge through self-directed activities such as keeping up to date with industry webinars, podcasts and readings. Our 'Love a Little Learning' bulletin has a monthly theme, highlighting pieces curated by leaders across the Firm. The Firm offers a select number of seats to access thousands of the latest business, creative and technology skills training videos designed for 24/7 desktop and mobile learning through **Lynda.com**.

INDIVIDUAL MENTORING OR COACHING

We recognize that mentoring is a valuable developmental partnership for receiving constructive feedback and promoting leadership within the Firm. A formal mentoring program has been established in our Toronto and Montreal offices, pairing consulting staff with senior individuals. Ad hoc mentoring and individualized coaching programs are also recognized in mentees' learning passports.

OUTSIDE ACADEMIC COURSES

Employees with at least one year of service who register for courses or programs related to their professional practice are eligible, at the discretion of their managing partner, to have up to 100% of their tuition fees reimbursed (up to a maximum of \$1,000 a year).

AVENIR GLOBAL JOINS THE 30% CLUB

The 30% Club is a collaborative, concerted business-led campaign to help accelerate progress towards better gender balance at all levels of organizations.

The 30% Club does not believe mandatory quotas are the right approach. Instead, it supports a voluntary approach in order to realize meaningful, sustainable change. The 30% Club believes that gender balance on boards not only encourages better leadership and governance, but that diversity further contributes to better all-round board performance, and ultimately, increased corporate performance for both companies and their shareholders.

The mission of the 30% Club is to develop a diverse pool of talent for all businesses through the efforts of its Chair and CEO members who are committed to better gender balance at all levels of their organizations. Business leadership is key to its mission, taking the issue beyond a specialist diversity effort and into mainstream talent management.

This is a vital conversation happening in organizations right now. We believe this is an important commitment. This membership is not only key as we continue to focus on developing our team and talent, but it's important for us to be setting an example for our clients as well and celebrating achievements in diversity.



THE POWER OF NETWORKING

Long before the wave of diversity now sweeping through the corporate world, young visionary women were paving the way for the new leadership of professional businesswomen. They patiently forged relations that led to them holding seats on boards of directors and aiming for the top positions in companies.

For more than a decade, partner Julie-Anne Vien has developed close ties with numerous women involved in the Quebec business community. Together, they have made a difference within their own company, as well as in the leading organizations that believed in them. Today, all of these women are a part of decision-making bodies, and have a role in shaping changes affecting our everyday lives.

Our colleague, Joëlle Boutin, works just as hard at highlighting women's leadership skills. The **Femmes Alpha** foundation is where her determination is on full display. According to Joëlle, programs such as the **Women's Leadership Program** implemented by the Quebec Chamber of Commerce have a significant impact on women's self-confidence by enabling them to establish connections that help them shine through in the business community. The impact is tangible, incredibly relevant, and exponential.

The visionary leadership of women is a reality that is bound to bring new colour to organizations for decades to come.

THE WOMEN INSPIRING LEADERS SERIES

One morning, a senior Ontario cabinet minister shared tales from her life as an elected woman, while a crusading journalist told the gathered team about the injustices she uncovered while reporting on stories about female victims of sexual assault.

Another session saw a veteran CEO look back on her life and share sage advice: "Let go of your guilt and some control over your home life. Your kids will always love you."

This is NATIONAL Toronto's Women Inspiring Leaders (WIL) series. Every two to three months, female clients, friends and colleagues—one of whom has even brought along her young daughter—were invited for breakfast. They were joined by a female leader from politics, media, academia, law or the retail sector to speak about her life, tell her stories and inspire.

Not surprisingly, the series began with a conversation among several women at the Toronto office about holding events for women by women with women.

Across the country, there is now a critical mass of women at NATIONAL—**67 per cent of staff and 40 per cent** of partners are female. In Toronto, women outnumber the men.



A number of ideas were tossed around, with a final decision to hold a recurring event to showcase female leaders. The team thought about the target audience for these events and concluded, at least for now, that only women would be invited.

They talked about the kinds of stories they wanted to hear. They talked about being inspired.

And they are. WIL is a runaway success.

WIL works because it is kept interesting and simple. Each session is a tight, 90-minute program, including 30 minutes for networking and breakfast and an hour for conversation and questions.

The planning, curating of guest lists and the creative efforts that go into just one of these breakfasts takes commitment and many hours. It is an office-wide effort. Playfully designed postcard-sized “Get to know you” cards introduce speakers at each breakfast, revealing a little bit of their personality and background. The branding has become so recognizable to clients and guests that there is a palpable excitement to attend.

At NATIONAL, this effort is worth it. In a culture of #metoo and “time’s up”, it is important to hear from women leaders, learn from them and celebrate their successes.



INVESTING IN COMMUNITIES

Even though we have international reach, we are part of our local economic ecosystems and work with local businesses and suppliers where possible. We also play a role in social development where we work. We support causes that are important to our employees and our neighbours through fundraising efforts, volunteer drives, and by providing pro bono services.

In 2017 alone, we devoted nearly 6,000 pro bono hours to some 130 non-profit organizations in our communities. From healthcare and social services to education and learning, arts and culture, youth and seniors organizations, we are proud of the projects we have supported over the past year. We have built meaningful, long-lasting relationships with some organizations throughout our history, and are always happy to make new connections with people working to make a difference. For a complete list of **pro bono projects**, see **pages 14 and 15**.

Giving has always been an integral part of the AVENIR GLOBAL way. In addition to what we do as a firm, we encourage our employees to volunteer on their own behalf and support causes they feel strongly about in order to make their community a better place to live for all.

Wherever we do business, we strive to make positive contributions to our local communities.

A

Age UK - The Silver Line
 AIESEC Canada
 Alliance des cabinets de relations
 publiques du Québec
 Art of City Building
 Conference (AoCB) - Halifax
 Association des MBA du Québec

B

BC Centre for Ability
 BC SPCA
 Bill Brooks Prostate
 Cancer Foundation
 Brigadoon Village
 BURG Classic Charity
 Hockey Tournament
 Business Council of
 British Columbia

C

Camp Nejeda Foundation
 Canadian Cancer Society
 Canadian Mental Health Association
 (CMHA) Nova Scotia Division
 Canadian Public Relations Society
 (CPRS)
 Cancer Research Society
 Centraide of Greater Montreal
 Centrepoint
 CEPA Foundation

CFA Society Montreal
 Children's Aid
 Foundation of Canada
 Code for Canada
 Collège François-de-Laval
 Computers for
 Success Canada
 Concern Worldwide
 Connector Program - Halifax
 Conseil des entreprises
 en technologies
 environnementales
 du Québec (CETEQ)

D

Dalhousie University
 Defi Canderel
 Doors Open Halifax

E

Earth Day Network
 East Coast Energy Conference
 East Coast Energy Connection
 East Coast Music
 Awards (ECMA)
 East Preston Empowerment
 Academy (EPEA)
 Eastern PA Chapter
 of the National
 Hemophilia Foundation
 evenko Foundation

F

Family-to-Family
 Fitspirit
 FitzRoy
 Fondation Jacques Bouchard
 Fondation Les Amis de Samuel
 Fondation Maison Gilles-Carle
 FORCE
 (Fundy Ocean Research
 Centre for Energy)
 Foundation of
 Greater Montreal
 FSH Society

G

Galerie Antoine Ertaskiran
 Global Business Forum

H

Halifax Connector Program
 Halifax Pop Explosion
 Halifax Regional Municipality
 Healthcare Communications
 Association (HCA)
 Heartwood
 HopeForHirtle
 Charity Concert

I

Innovacorp (MIT Mentorship)
 Institute for Ocean Research
 Enterprise (IORE) / Centre for
 Ocean Ventures and
 Entrepreneurship (COVE)
 International Association for
 Public Participation (IAP2)
 International Association
 of Business Communicators
 It Takes a Village
 IWK Health Centre

J

Jack.org
 Junior Achievement
 of Nova Scotia

L

La Dauphinelle
 Lawn Summer Nights
 (Cystic Fibrosis Canada)
 Le Cercle Finance et
 Placement du Québec (CFPQ)
 Le Monastère des Augustines
 Les Canadiennes de Montréal
 Les impatients
 Literacy Foundation
 Low Carbon Vehicle Partnership

M

Macmillan Cancer Support
MACS
MetroWorks
Mount Saint Vincent University
MU

N

National Science
and Technology
Development Agency
National Theatre
School of Canada
Nova Scotia
Community College
Nova Scotia Nature Trust
Nova Scotia Provincial
Volunteer Awards
Nova Scotia Regional Tennis
Development Association

O

Offshore Energy
Research Association
of Nova Scotia (OERA)
Ontario Chamber
of Commerce (OCC)
OSPREY 5K Run/Walk
Ottawa Food Bank
Outside Looking In

P

Painting a Picture of
Mental Health Event:
Canadian Mental
Health Association
Pennecon
Phoenix Centre For Youth
Place des aînés de Laval
Play4TheCure –
National Foundation
for Cancer Research
Pointe-à-Callière Foundation
Public Policy Forum Atlantic
Public Relations
Without Borders

Q

QEII Foundation

R

RCMP Foundation
Réseau Action TI
RESOLVE
Ronald McDonald
House Charities (RMHC)
of Eastern New England

S

Sacred Heart
School of Halifax
Sail Canada
Saint John Region
Chamber of Commerce
Scotiabank Blue
Nose Marathon
Second Harvest
Seniors Secret Service
Société québécoise des
professionnels en
relations publiques
Society of Graphic
Designers of Canada
State of the Province
(Nova Scotia)
Strike Out Diabetes –
Find the Cure:
Juvenile Diabetes

T

Tall Ships Festival
The 519 Church
Street Community Centre
The Arthritis Society
The B.C. Society for the
Prevention of Cruelty
to Animals
The Brain Tumour Charity
The Jacob Puddister
Memorial Foundation

The Leukemia & Lymphoma
Society of Canada
The Lung Association Ontario
The MAGIC Foundation
The Maritimes
Energy Association
The Minerva Foundation
for BC Women
The Montreal
Children's Library
The Roméo Dallaire
Child Soldiers Initiative
The Royal Trinity Hospice
Toronto Region
Board of Trade
Turning Point
Recovery Society

W

WE Charity
Weber Street Shelter
Women in Mining
Canada (WIMC)
Wood Buffalo
Environmental
Association (WBEA)

Y

YMCA of Greater
Halifax/Dartmouth
YWCA Québecc

OFFICE INITIATIVES

This year, our office teams have provided snapshots of contributions that stood out for them among many. The resulting mosaic of engagement and creativity will hopefully raise awareness and inspire new actors to get involved, as was the case with the **30 for 30** campaign on page 30.

All our offices follow our Corporate Responsibility (CR) Policy, which focuses on four key areas where we believe we can have the most impact: ethical conduct, social investment, environmental performance and human capital development. Our Corporate Affairs Group helps bring the CR Policy to life by establishing objectives and operational guidelines, monitoring performance and implementing continuous improvement measures. Employees help put the Policy into practice through their daily work.



Volunteering at
The West End House
(SHIFT Boston)



BC CENTRE FOR ABILITY

More than half a million people in British Columbia self-identify as having a disability. For close to 50 years, the BC Centre for Ability (BCCFA) has been providing community-based services that enhance the quality of life for children, youth, adults with disabilities, and their families in ways that facilitate and build competencies and foster inclusion in all aspects of life.

For the last two years, Marjelyn Dimapilis from NATIONAL's Vancouver team has been volunteering her time as communications and media relations support for the Centre's annual "Dining for Dreams" gala. This event celebrates their "Heroes of Ability," five outstanding individuals served by the **BC Centre for Ability** who have demonstrated resilience in everyday life and inspire others to reach for the sky.

MJ's contributions to the Gala include:

Organizing and developing the event program

Writing and editing website content

Media relations support

Social media content creation

On-site event assistance

The connection to **BCCFA** is a personal one. MJ's niece Sadie was born with Prader-Willi syndrome (PWS), a rare genetic disorder that occurs in approximately one in 15,000 births. PWS symptoms include an unregulated appetite, developmental delays, and weak muscle tone, and it currently has no cure.



The BCCFA team was able to give Sadie and her family the resources and support needed to provide her opportunities for success. MJ is extremely proud of Sadie, an inspiring 11-year old who, when faced with enormous challenges, has always come out on top.

GREEN INITIATIVE

NATIONAL Vancouver continues to take a big-picture look at how the team impacts the local environment. The office participates in a comprehensive recycling program that helps ensure that any reusable products are repurposed after employees are done with them. The team is also very cognizant of its carbon footprint, with almost all staff either walking or taking rapid transit, buses, and even ferries to get to work each day.



FIGHTING HOMELESSNESS & BREAKING ISOLATION

The team continued its relationship with the **RESOLVE Campaign**, an initiative working to end homelessness in Calgary. Team members provided media relations and copywriting support throughout 2017, particularly during key campaign announcements and events.

When the holiday season rolled around, the team connected with the **Seniors Secret Service of Alberta**, a local group that runs a program each December pairing volunteers with an isolated senior citizen in the community. The seniors in the program range from those in long-term care facilities to those living independently in their own homes, who have no other friends or family to provide support or companionship.

Each participating senior creates a wish list of items that would make their holiday season brighter, ranging from clothing and special sweets to public transit tickets and basics like soap and socks.

Whether it was through sharing expertise or supporting a local charity, 2017 was a great year for NATIONAL giving back to the Calgary community, building a brighter Calgary for all.

RESOLVE

The Calgary team “adopted” 12 program participants and got to work fulfilling those wish lists. After a couple of weeks and many lunch hour shopping trips, the team gathered together to wrap the “secret” gifts.

KEEPING THINGS GREEN IN CALGARY

Rather than focus all of our efforts on a single, one-off initiative, the Calgary team took incremental steps towards a greener, more sustainable future throughout 2017. These steps included:

Ensuring all office printers are automatically set to double-sided printing, thus cutting down on wasted paper, and consistently reminding employees to “think before they print”

Keeping track of water remaining after internal and client meetings, and then using the leftover water in plants throughout the office

Providing easy-to-use office recycling and compost facilities to encourage employees to make the greener choice when disposing of waste material

Providing employees with a filtered water dispenser to help promote the use of green containers and fewer one-time-use cups



GIVING BACK TAKES ON MULTIPLE HUES

FUNDRAISING

For the second year in a row, the Toronto office has supported **Second Harvest**, an organization that collects and repurposes food throughout the city. By splitting up into four teams and competing to see which team would sell the most tickets, the office raised a total of \$3,276.25.

Members of our Toronto office's accounting team raised funds for the benefit of **United Way** by participating in the CN Tower Climb in November.

VOLUNTEERING

As has become tradition over the past few years, a team from NATIONAL Toronto volunteered at the **Children's Aid Foundation of Canada's** Annual Holiday Season Celebration. Our volunteers served food and spread holiday cheer to the children and families involved in the child welfare system. They also had the good fortune of guiding children as they chose gifts from among generously donated toys and other items – an experience that put a smile on every face.

SEVERAL OF OUR COLLEAGUES ALSO VOLUNTEER THEIR TIME ON BOARDS OR TO ORGANIZATIONS HELPING OTHERS:

Rick Murray – Rick is on the Board of Computers for Success Canada – an organization that refurbishes used technology and redistributes it to underserved communities, schools, job-training centres, and other organizations in need.

Michael Mahoney – Michael volunteers with AIESEC Canada and AIESEC York, organizations committed to developing the next generation of ethically responsible and globally experienced leaders. He sits on the Board of Advisors for AIESEC York and mentors their members.

D'arci McFadden – D'arci is on the Board of Jack.org and is proud to help them in advancing their work in youth mental health.

Kate Krivy – Kate volunteers on a weekly basis as a phone line volunteer for the mental health helpline at the Toronto Distress Centre.

Shannon Davidson – Shannon is a member of volunteer group It Takes a Village, sponsoring three families from Syria. She also volunteers with Burning Bliss, supporting women who have experienced domestic violence.

Joanna Wilson – Joanna volunteers and sits on the Board of Directors for the Cancer Research Society and is on the Marketing Council of the Ontario Lung Association.

Aissel Crichlow – Aissel has participated in races to support the Lighthouse for Grieving Children, Toronto Pearson's signature community investment program, Special Olympics Canada, and the Propeller Project (which supports community partners such as Scientists in School, Ecosource, and ACCES Employment).



*Spreading holiday cheer at
the Children's Aid Foundation
of Canada Holiday Celebration*

PRO BONO*The 519*

In 2017, NATIONAL Toronto once again supported **The 519**—an LGBT space for change—with media relations and onsite event support for Starry Night, the opening event of the Green Space Festival. The Green Space Festival is an essential event for the organization, allowing them to raise the necessary funds to run their programming all year-round. This year, NATIONAL secured 26,661,100 impressions through proactive media relations with coverage in several top-tier publications, and also landed the front cover of NOW Magazine with the ever-popular stars of RuPaul's Drag Race who were performing at the festival. At the pre-event reception, the team also helped host Ontario's Premier, Kathleen Wynne, and other senior political and business leaders.

Children's Aid Foundation of Canada

In 2017, NATIONAL Toronto launched an official media relations partnership with the **Children's Aid Foundation of Canada** in order to support the launch of their new, public-facing, fundraising, sub-brand, Stand Up for Kids. In collaboration with the foundation, our team created a media plan and then pitched the launch of Stand Up For Kids to media all across Canada in September. NATIONAL continued with their support after the launch, helping them gain visibility through interviews with national and local media outlets across Canada. As Stand Up for Kids moves beyond its launch stage, the team is looking forward to providing additional support as needed.

GREEN INITIATIVE

NATIONAL's Toronto office tries to stay green year-round through environmentally conscious initiatives. It encourages employees to take public transportation, bike, or walk to work when the weather permits. Also, to minimize paper usage, the office printers are set to two-sided printing by default.



**CHILDREN'S
AID FOUNDATION
OF CANADA**

HELPING FIGHT HUNGER IN OTTAWA

2017 was the second year that NATIONAL's Ottawa office provided public relations and communications support to the Ottawa Food Bank during the holiday season. Our team worked with the non-profit's leadership and communications team to develop a clear and compelling message for the promotion of the release of its **Ottawa Hunger Report 2017: Fighting Hunger**.

Our team then developed an integrated public relations plan that tied the Food Bank's traditional holiday fundraising efforts to the Hunger Report's call for systematic changes which were aimed at addressing the root causes of hunger in Ottawa. With this plan in place, NATIONAL's team got to work on earning media hits, coordinating interviews, and providing on-site support to the Food Bank.

NATIONAL's efforts resulted in several media hits and—more importantly—helped position the Ottawa Food Bank and its Executive Director, Michael Maidment, as key thought leaders in the realm of poverty reduction public policy.



RUNNING IN SUPPORT OF CANADA'S ARMED FORCES

Once again, the NATIONAL Ottawa team laced up their running shoes to take part in the annual Canada Army Run's 5 km event raising money in support of veterans, as well as active forces members and their families.

MURAL TRIBUTE TO LEONARD COHEN

Leonard Cohen already has his own “Tower of Song.” The artist’s home turf, Montreal, now has its own Cohen tower with a 10,000 sq. ft. mural painted in his memory by the El Mac and Gene Pendon. The artist duo was accompanied by a team of 13 other peers, and sponsored by the MU organization.

MU contacted NATIONAL for help in managing the communications related to the project for the mural paying tribute to Leonard Cohen.

Painted on a wall 21 floors high, this mural is distinctly visible from the Mount Royal observatory, as well as the glass wall of the Museum of Fine Arts. Before the unveiling, through a plan focused on targeted communications, media interactions, support for relations with stakeholders, and guidance for the production of a video on the creation of the masterpiece, NATIONAL graciously shared its expertise with the MU team to ensure that both the non-profit organization and the work of art get all the attention they deserve.

The Montreal office team is very proud of its contribution in spreading the word on the 100th mural sponsored by MU.



MONTREAL CHILDREN'S LIBRARY: THE SMALL LIBRARY THAT DOES BIG THINGS

The **Montreal Children's Library** (MCL)—founded in 1929—is one of the oldest privately funded libraries in Montreal. Over its 89-year history, its purpose has evolved from simply providing books to offering innovative library programs and services to children and families in areas throughout Montreal where municipal library services are not always available.

Since 2014, NATIONAL has played an important role in the continued development of the MCL and, in particular, in support of their long-term communications objectives.

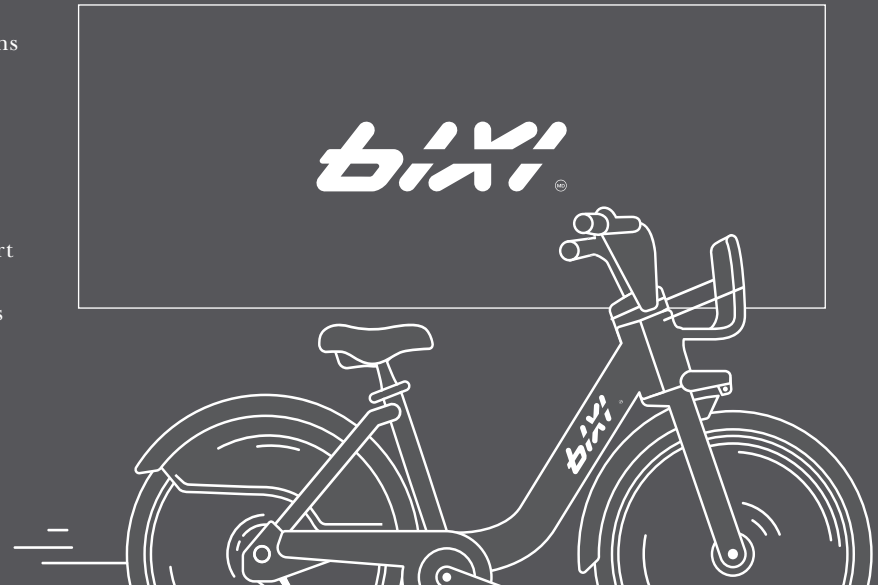
2017 was an important year for this small, but mighty organization. Due to a lack of funds, the library was forced to close two of its three branches, leaving only one location open to serve the community. In the weeks and months that followed, NATIONAL team members worked at providing media and government relations as well as copywriting and translation support to the library in an effort to raise awareness about the financing issues it was having and increase attention for this small library that does big things for the community.

This show of force in helping the library navigate one of the most difficult periods of its history was in addition to the regular support that NATIONAL provides the organization. Additionally, the team has worked hard to help the MCL create cohesive messaging across its platforms, as well as through organizing a number of fundraising events.

GREEN INITIATIVE

In 2017, the green committee implemented the **BIXI bicycle sharing program** in NATIONAL's Montreal office. The Firm has provided a generous contribution so 20 employees can take advantage of a 60% discount on a subscription to BIXI. Additionally, two corporate keys are available at all times to employees and clients. What a great way to encourage green transportation!

The committee has also created a running club, with 10 participants taking part in the weekly sessions rain or shine. The green committee is also working on organizing new exciting activities with a zero carbon footprint.



RECORD FOOD DRIVE FOR "MARCHANDS DE BONHEUR"

A large food drive called “Marchands de Bonheur” (purveyors of happiness) took place during the holiday season, in the wee hours of morning, when most Quebec City residents were sleeping. An army of volunteers, with a big smile on their face, answered the call to help **Les Amis de Samuel**, and showed up at dawn at the Métro Plus Beauport grocery store for a record food drive operation that was successfully managed, military style!

The mission: to fill up the fridge of 145 underprivileged students from 15 elementary and high schools in the greater Quebec City area and in so doing, to become agents of happiness for a moment. This spirit of generosity allowed the distribution of food baskets with a value of \$250 each to these 145 families, representing a total of 600 people.

QUEBEC KEEPS UP THE PACE!

The good habits promoted in the office to go green are gaining in popularity. The staff remembers to recycle before throwing anything away, and they share documents digitally rather than printing them. Whether by preparing healthier lunches or using the stairs when it's time to get a breath of fresh air, we are all increasingly aware of individual and collective efforts that help reduce our environmental footprint. All of this so we can leave a more colourful, and especially, green world to our children!

On the picture, from left to right: Isabelle Tremblay, trustee; François Blais, Minister of Employment and Social Solidarity and Member of the National Assembly for Charlesbourg; Marc Picard, owner of Métro Plus Beauport; Julie-Anne Vien and Jean-François Tremblay, respectively, trustee and president of Les Amis de Samuel Foundation, with their son Noah Tremblay. (Photo Credit: Francis Bouchard)

NATIONAL partner Julie-Anne Vien continues her community involvement with underprivileged young children in the Quebec City area through the Fondation Les Amis de Samuel created by her family in 2009.



PHOENIX HOUSE: 30 FOR 30 CAMPAIGN

Phoenix House is located in Halifax, Nova Scotia, and was established in 1987. It is a non-profit organization dedicated to supporting youth between 11 and 24 years of age, families, and communities across various locations in the city.

In 2017, Phoenix House celebrated 30 years in operation. This sparked the launch of their 30 for 30 initiative—which was devised to engage 30 individuals, families, businesses, and organizations to determine the most creative and inspiring ways to support Phoenix House.

As part of this project, the NATIONAL team in Halifax developed and executed a 30 for 30 social media campaign. The goal was to raise awareness, introduce new community partners, and engage local organizations to support Phoenix House.

The team launched a month-long game of digital tag. Once tagged on social media, individuals or organizations had 30 hours to compile donations (monetary, or from a list of much-needed items that Phoenix had identified). It was up to each participant to “tag” the next organization on social media to continue the game with the whole event unfolding online. The Halifax office ran the tag campaign and helped identify the list of key organizations and influencers that would participate.

On top of this, they worked with Phoenix House to develop a campaign microsite, phoenix30for30.ca, along with a series of videos in support of the campaign.

By the end of the month-long campaign, they were successful in recruiting 30 organizations to demonstrate their support, donate, and build relationships with Phoenix House.

GREEN INITIATIVE

The Atlantic offices always take every precaution to ensure their day-to-day work is conscious of the environment. The offices make sure to recycle and compost, and have switched to using SFI certified paper. They have also put a program in place that ensures all batteries across the Atlantic offices are recycled rather than thrown out.



FAMILY-TO-FAMILY

In 2017, AXON New York focused pro bono efforts on matters pertaining to hunger relief. Since September 2017, we have devoted ~20 hours per month to assisting a locally based, non-profit, hunger relief organization called Family-to-Family through grant writing and submission.

These grants are intended to fund programs such as **Sponsor a Family**, which provide nutrition assistance to food insecure families both locally and nationally. So far, **Family-to-Family** has received \$5,000 from the grants AXON New York has helped them submit.

Hunger relief is an area of particular interest to CSR representative Sarah Gould, who explained, “What many people don’t seem to realize, whether willfully or not, is that there are pockets of poverty scattered everywhere, and some are closer than you think. AXON’s New York office is located in a beautiful building in Rye Brook, Westchester County, and on paper, Westchester is considered a wealthy county. However, statistics on average measures of wealth often conceal numerous pockets of need, and in total, approximately 200,000 people are at risk of hunger or facing food insecurity in Westchester, astonishingly 33% of whom are children.”

Adding to our accomplishments with Family-to-Family, this past Thanksgiving we sponsored a food drive not only within the AXON office, but also the entire building where our office is situated. We collected over 100 lbs of food for the **Food Bank for Westchester**, a non-profit organization that supplies 95% of all food distributed annually across the region's food pantries, soup kitchens, shelters, daycare centres, and residential programs.

GREEN INITIATIVE

AXON New York strives to embody the goal of sustainability in our office by limiting the use of plastic utensils, only using glass or ceramic mugs, employing recycled paper, and encouraging everyone to print sparingly.



AXON NY 'dressed down' to raise money in support of the CURE Foundation. The foundation works to improve the outcome for those affected by breast cancer by funding research, backing community projects and educational programs and making the latest treatments and diagnostic equipment accessible to Canadian hospitals.

JOINING FORCES FOR CONTINUED SUCCESS!

The last year was nothing short of memorable as AXON UK and Madano officially joined forces in 2017 to create a united CSR task force within our sister agencies.

Leveraging our strength in numbers, the team continued to drive momentum behind initiatives to become a more socially responsible and environmentally sustainable firm.

FUNDRAISING EFFORTS

On both global and local levels, giving back to the community was a key priority, and 160 Blackfriars—the AXON UK and Madano office address—was never short of generous and caring employees. The team raised nearly £10,000 through various initiatives in 2017, resulting in a 61% increase in total money raised in the previous year, and proudly took part in local and global and national initiatives including **Macmillan Cancer Support**, **CONCERN Worldwide** and **Earth Day**.

ENCOURAGING GREEN BEHAVIOUR

Encouraging an office-wide behavioural change to be more environmentally conscious was another key priority for 2017. A suite of educational materials were developed to reinforce good recycling habits. The UK office now only uses eco-friendly cleaning products, and has become more selective with catering vendors to ensure that all plastic trays are recycled or reused. All paper supplies used in the office must now also be certified by the Forest Stewardship Council.

RAISING AWARENESS

Our overall goal is to raise awareness and drive behaviour change among team members, educating them on how to adapt a more socially and environmentally conscious lifestyle. In order to amplify the CSR Committee's voice, the team hosted several awareness events throughout the year, including Earth Day, The Brain Tumor Charity Pub Quiz and the 160 Blackfriars Sustainability Fair. During the Earth Day event, which featured a vegetarian lunch, the team was encouraged to put their green thumbs to work, making use of the tree-planting search engine Ecosia—www.ecosia.org—and taking advantage of a plant sale.

Our first annual Sustainability Fair provided everyone with firsthand experience of what an environmentally conscious lifestyle looks like, with details on cycle-to-work options and methods to reduce carbon footprint. Organic wine and sustainable beer made from recycled bread was also served, raising awareness of global food waste while enjoying a pint. It was a win-win for all!



FSH SOCIETY

For more than four years, SHIFT has been working hand in hand with this small non-profit to bring greater awareness to their mission of supporting research and ultimately finding a cure for FSH muscular dystrophy. The project began with two primary objectives:

1. Spread awareness and educate the public on the symptoms, facts and impacts of Facioscapulohumeral muscular dystrophy (FSHD), and
2. Drive traffic to the **FSH Society's new website** and social pages in order to grow the FSHD community and broaden the Society's reach

The initial campaign has yielded great results:

Attained more than 2,000 #CureFSHD mentions across social media channels

Increased website traffic from social media by 148.6%, and secured a 184.2% increase in new visitors to the website coming from social media when compared to the previous month

Achieved a placed byline with The Huffington Post (UVM: 45,670,004) by Max Adler to promote the campaign and introduce FSH Society Ambassadors

Secured more than 150 new Facebook fans, more than 40 new Twitter followers, and more than 40 new Instagram followers

Since that time, SHIFT has continued to assist the FSH Society with their messaging campaigns, and created content for their blog and social channels. In 2017, SHIFT employees participated in the Orange Slice Selfies campaign as a part of World FSHD Day. For 2018, SHIFT is helping the society, under their new leadership, to focus their external communications efforts around four quarterly campaigns.

GREEN INITIATIVE

In 2016, as a result of employee feedback from the "Employee Pulse Check" survey, there was a resounding interest in finding more ways SHIFT could be green. Voilà, the SHIFT Green Task Force was born.

This zero-waste event provides many opportunities to lower our carbon footprint, conserve, recycle, and upcycle. The task force was comprised of SHIFTERS from all four offices. Since the initial launch, the efforts to reduce, reuse, and recycle have remained top priorities in the minds of all SHIFTERS. In 2017, the group's small but mighty team in Austin volunteered at Austin's Earth Day festival, setting up space for vendors and visiting local vendor trucks willing to commit to using earth-friendly products for the festival.



Honoring World FSHD
Day on June 20

**WORLD
FSHD
DAY** 

OUR ETHICAL CONDUCT

Maintaining the highest level of integrity and professional conduct in all of our daily activities has been paramount to shaping our Firm's reputation as a trusted advisor over the last 40+ years. Our corporate reputation relies on our employees. As such, all personnel must respect the norms and standards set forth in our codes of Professional Conduct and Business Conduct concerning:

Confidentiality of information and general discretion

Protection of intellectual property

Investments in publicly-traded client companies

Appointments to boards of directors

Acceptance of gifts and gratuities

Questionable or incorrect payments

Lobbying

Relationships with vendors and suppliers

External requests for information concerning clients

MANDATORY ETHICS TRAINING

In 2011, demonstrating our diligence in upholding these standards became essential to conform to the 2010 U.K. Bribery Act, which applies on a global basis to all companies doing business in the U.K. and to any corporate transaction, not just those involving government organizations.

All employees must thus complete three online ethics training modules developed by the WPP family of companies, of which AVENIR GLOBAL is part: *Anti Bribery & Corruption*; *WPP Code of Conduct: How We Behave*; and *WPP Privacy and Data Security Awareness*. The Corporate Secretariat keeps a copy of the training certificates in employees' files.

In 2017, the firm also enjoyed the A+ rating with the quality standards of the *Alliance des cabinets de relations publiques du Québec*.



OUR VALUES

The decisions we make and the behaviors we exhibit on a daily basis affect our culture, our service offering and our viability as a business.

Our values are the compass we use to guide these decisions and behaviors.

They are centered on quality, innovation, commitment, respect, collaboration, integrity and responsibility. They comprise a “moral contract” between AVENIR GLOBAL and its employees, and set the standard for our relationships with clients, business partners and all other stakeholders in our business.

Rooted in the beliefs of our founding partners and shaped by more than four decades of experience, our values underpin our relationships with each other and with our clients.

QUALITY

Our raison d'être is the satisfaction of our clients. We strive to consistently provide them with work of the highest quality.

INNOVATION

We constantly seek to improve in all areas and we foster a culture of innovation to ensure the ongoing development of new products and services to meet emerging client needs.

COMMITMENT

We hire motivated, committed people who love what they do.

RESPECT

We believe that there can be no lasting success without mutual respect, and we promote courtesy in the workplace.

COLLABORATION

We believe that collaboration, team spirit and teamwork are essential to any success in business.

INTEGRITY

We believe that the best way to protect our reputation is to maintain a high level of integrity and professional conduct in all of our daily activities.

RESPONSIBILITY

We manage our business in a financially responsible way; our Firm's profitability is essential to its sustainability.

CORPORATE RESPONSIBILITY POLICY

Our CR policy focuses on four key areas where we believe we can have the most impact: ethical conduct, social investment, environmental performance and human capital development. Each is supported by operational guidelines and, where appropriate, annual performance metrics.

ETHICAL CONDUCT

We are committed to practicing public relations to the highest professional standards. Our Firm has strict policies and guidelines governing the conduct of its business, notably regarding confidentiality, ethics and conflicts of interest. We seek to provide collaborative and sustainable communications solutions to our clients.

ENVIRONMENTAL PERFORMANCE

We work to minimize the Firm's environmental impact, specifically by reducing our direct paper and water consumption, recycling, conserving energy and procuring environmentally responsible goods and services. Local Green Committees are responsible for implementing environmental programs and monitoring our performance on an annual basis. The Firm encourages clients to integrate environmental concerns into their business and communications practices and counsels them to minimize their environmental impact in all their communications efforts.

SOCIAL INVESTMENT

We encourage employees to undertake pro bono work through the donation of communications counsel and services for not-for-profit organizations on behalf of the Firm. We also make financial contributions to not-for-profit organizations in communities where we operate, and encourage employees to make financial contributions. We recognize employees for their pro bono work by incorporating this aspect into annual performance evaluations.

HUMAN CAPITAL DEVELOPMENT

We select, compensate and promote our employees on the basis of merit, without discrimination on grounds of race, religion, ethnic origin, sexual orientation, age or disability. We offer an extensive range of professional development and training programs at the local, national and international levels for all categories of employees, we reward excellence nationally and locally and each office offers its employees specific programs and benefits to foster employee wellness and satisfaction.



OUR OFFICE LOCATIONS

AVENIR GLOBAL

1155, Metcalfe Street, Suite 800
Montreal, Quebec H3B 0C1
T: 514-843-2343

—
Andrew T. Molson
Chairman

Jean-Pierre Vasseur
President and Chief Executive Officer

Valérie Beaugard
Executive Vice-President

Royal Poulin
Executive Vice-President
and Chief Financial Officer

NATIONAL PUBLIC RELATIONS

MONTREAL

1155, Metcalfe Street, Suite 800
Montreal, Quebec H3B 0C1
T: 514-843-7171

—
Serge Paquette
Managing Partner

TORONTO

320 Front Street West, Suite 1600
Toronto, Ontario M5V 3B6
T: 416-586-0180

—
Rick Murray
Managing Partner and
Chief Digital Strategist

QUEBEC CITY

140 Grande-Allée Est, Suite 670
Quebec City, Quebec G1R 5M8
T: 418-648-1233

—
Martin Daraiche
Managing Partner

OTTAWA

81 Metcalfe Street, 2nd Floor
Ottawa, Ontario K1P 6K7
T: 613-233-1699

—
Chris Froggatt
Managing Partner

CALGARY

800-6th Avenue S.W., Suite 1600
Calgary, Alberta T2P 3G3
T: 403-531-0331

—
Beth Diamond
Managing Partner

VANCOUVER

Box 34, One Bentall Centre
505 Burrard Street, Suite 620
Vancouver, British Columbia V7X 1M4
T: 604-684-6655

—
Paul Welsh
Managing Partner

SAINT JOHN*

75 Prince William Street, Suite 210
Saint John, New Brunswick E2L 2B2
T: 506-672-1860

HALIFAX*

Founders Square
1701 Hollis Street, Suite L101
Halifax, Nova Scotia B3J 3M8
T: 902-420-1860

ST. JOHN'S*

Bain Johnston Centre
10 Fort William Place, 1st Floor
St. John's, Newfoundland and Labrador A1C 1K4
T: 709-754-9614

—
*Sarah Young
Managing Partner

NATIONAL EQUICOM**TORONTO**

320 Front Street West, Suite 1600
Toronto, Ontario M5V 3B6
T: 1-800-385-5451

MONTREAL

1155, Metcalfe Street, Suite 800
Montreal, Quebec H3B 0C1
T: 1-800-385-5451

—
Andrea Mandel-Campbell
Senior Vice-President

AXON COMMUNICATIONS**NEW YORK**

800 Westchester Avenue, Suite S-540
Rye Brook, New York 10573
T: 914-701-0100

—
Mario Nacinovich
Managing Partner

LONDON

160 Blackfriars Road
London, SE1 8EZ United Kingdom
T: 020 3595 2400

—
Ralph Sutton
International Managing Partner

Miranda Dini
Managing Partner

COPENHAGEN

Hellebæk Klædefabrik
Nordre Strandvej 119 E
3150 Hellebæk
Denmark
T: +45 2988 0587

—
Tina Hahn
Vice-President

ZUG

Sankt Wolfgangstrasse 28
6331 Huenenberg, ZUG
Switzerland
T: +44 20 3595 2469

—
Claire Williams
Vice-President

AXON CLINICAL TRIAL SERVICES

320 Front Street West, Suite 1600
Toronto, Ontario M5V 3B6
T: 1-416-586-0180

—
Chuck Johnston
Managing Partner

MADANO PARTNERSHIP

160 Blackfriars Road
London, SE1 8EZ United Kingdom
T: 020 7593 4000

—
Michael Evans
Managing Partner

SHIFT COMMUNICATIONS**BOSTON**

120 St. James Avenue, 6th Floor
Boston, Massachusetts 02116-5001
T: 617-779-1800

—
Amy Lyons
Managing Partner

SAN FRANCISCO

456 Montgomery Street, 15th Floor
San Francisco, California 94104
T: 415-591-8400

—
David Hargreaves
Managing Director

NEW YORK

125 Fifth Avenue
New York, New York 10003
T: 646-756-3700

—
Alan Marcus
Managing Director

AUSTIN

200 E 6th Street, Suite 202
Austin, Texas 78701
T: 512-792-2555

—
Jennifer Purcell
Vice-President



avenir.global