

*giving a voice to what matters*

2018 CORPORATE RESPONSIBILITY REPORT

DEPUIS 1976 EST<sup>®</sup>  
**AVENIRGLOBAL**






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A portrait of Valérie Beauregard, a woman with short reddish-brown hair, smiling. She is wearing a dark blue sleeveless top with a white floral and butterfly pattern. Her arms are crossed.

*At AVENIR  
GLOBAL, helping  
give a voice to what  
matters is part of  
our DNA.*


Valérie Beauregard,  
Executive Vice-President,  
AVENIR GLOBAL

Across the network,  
our people devoted  
their time, talent,  
energy and  
money to causes  
and organizations close to their  
hearts.

While we like to let our  
commitment to ethical conduct,  
social investment, environmental  
performance and human capital  
development speak for itself, it is  
truly humbling to have received  
a strong show of accolades  
such as Best Workplaces for  
Women in the U.K. (AXON U.K.  
and Madano), Best Workplaces  
in the U.K. (AXON U.K. and  
Madano), MM&M Best  
Places to Work (AXON U.S.),  
PRNews' Top Places to  
Work in PR (AXON U.S. and  
SHIFT Communications),  
Excellence in Wellbeing  
(AXON U.K.) and  
Healthcare Marketer's  
Exchange Humanitarian  
Award (AVENIR  
GLOBAL).

Having been selected for these  
awards emphasizes that we are  
succeeding in living our values  
of responsibility, collaboration,  
integrity, respect, commitment,  
quality and innovation on a  
daily basis.

For over 40 years, AVENIR  
GLOBAL's management  
philosophy has been to value the  
long game and to put people –  
our employees, our clients and by  
extension, our communities – at  
the centre of every decision that  
matters. Knowing we're making  
a positive difference in people's  
lives is what instills motivation in  
us to always go the extra mile  
and continue to give a  
voice to what matters.

A large, stylized, brown letter 'A' graphic located in the bottom right corner of the page.



# OVERVIEW

In 2018, our initiatives to invest in our people and our communities ranged from our employee Achievement Awards and our Firm-wide learning program, The Institute, to getting involved in causes and projects that have a real social impact. These and many other ongoing efforts led to our network being recognized with several workplace awards.

While our network may have international reach, we take pride in being local partners and active members of our communities. In addition to devoting close to 5,500 pro bono hours to some 200 organizations in 2018, our Firm takes pride in supporting projects that have a positive impact and influence in their communities. Our people work tirelessly throughout the year 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 snapshots of meaningful community initiatives in which our teams took part across the network on pages 14 to 18.

We are proud of the steps we've taken to reduce our environmental 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 give a voice to what matters when driven by creativity and passion.

**850 EMPLOYEES**

**36 LANGUAGES SPOKEN**

**40% OF PARTNERS AND 66% OF OUR STAFF ARE WOMEN**

**85% OF EMPLOYEES WOULD RECOMMEND THE FIRM AS A PLACE TO WORK**

**5,500 PRO BONO HOURS IN LOCAL COMMUNITIES**

**MORE THAN 13,000 PROFESSIONAL DEVELOPMENT HOURS LOGGED IN 2018**

**92% HOLD A UNIVERSITY DEGREE AND 34% COMPLETED GRADUATE SCHOOL**

**55 PHD, PHARMD, MD, RD MEDICAL WRITERS AND EDITORS ON STAFF**

**LARGEST CANADIAN-OWNED GLOBAL COMMUNICATIONS FIRM**

**#1 FINANCIAL COMMUNICATIONS & INVESTOR RELATIONS PRACTICE IN CANADA**

**#3 FOOD, BEVERAGE AND NUTRITION FIRM IN NORTH AMERICA**

**TOP HEALTHCARE PUBLIC RELATIONS CONSULTANCY IN THE U.K.**

**42 YEARS OF SERVICE**



# INVEST ING 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, our AVENIR GLOBAL colleagues speak 36 languages, and 66 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 outset that ensures we get the best results for our clients. The moment an individual joins the Firm, AVENIR GLOBAL's ongoing process toward creating a diverse, creative workforce and an inclusive, collaborative 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 LGBTQ2 and women's leadership through external sponsorships and community partnerships—and to inspire others to do so as well.



## A socially-responsible employer of choice

**2018 BEST WORKPLACES  
FOR WOMEN IN THE U.K.  
(AXON U.K. AND MADANO)**

**2018 BEST WORKPLACES IN THE  
U.K. (AXON U.K. AND MADANO)**

**MM&M BEST PLACES TO  
WORK 2018 (AXON U.S.)**

**2018 EXCELLENCE IN  
WELLBEING (AXON U.K.)**

**PRNEWS' 2018 TOP PLACES TO  
WORK IN PR (AXON U.S. AND  
SHIFT COMMUNICATIONS)**

**HEALTHCARE MARKETER'S  
EXCHANGE HUMANITARIAN  
AWARD (AVENIR GLOBAL)**

# 2018 ACHIEVEMENT AWARDS WINNERS

## COMMITMENT AND COLLABORATION ACHIEVEMENT AWARD

Leslie Molko (NATIONAL Montreal)  
 Amélie Forcier (NATIONAL Montreal)  
 Johanne Marceau (NATIONAL Quebec City)  
 Chloe Mills (NATIONAL Toronto)  
 Kate Krivy (AXON CTS)  
 Allison Robins (NATIONAL Calgary)  
 Amanda Eid (NATIONAL St. John's)  
 Kate Steele (NATIONAL Halifax)  
 Sarah Gould (AXON U.S.)  
 Rachel Perkins (AXON U.K.)  
 Anna Humber (AXON U.K.)  
 Ellen Robertshaw (AXON U.K.)  
 Jennifer Toole (SHIFT Boston)

## BUSINESS DEVELOPMENT AND MANAGEMENT ACHIEVEMENT AWARD

Sabrina Duguay (NATIONAL Montreal)  
 Craig MacPhail (NATIONAL Toronto)  
 Shawn Patterson (AXON CTS)  
 Glen Edwards (NATIONAL Vancouver)  
 Karen White (NATIONAL Halifax)  
 Jeffrey Freedman (AXON U.S.)  
 Kate Peregrin (AXON U.K.)  
 Justin Finnegan (SHIFT New York)

## INNOVATION ACHIEVEMENT AWARD

Julien Baudry (NATIONAL Montreal)  
 Max Stern (NATIONAL Toronto)  
 Tara Wickwire (NATIONAL Halifax)  
 Sophie Bullock (AXON U.K.)  
 Amanda Grinavich (SHIFT San Francisco)

## SUPPORT SERVICES ACHIEVEMENT AWARD

Viviane Ross (NATIONAL Montreal)  
 Lucia Pellegrino (NATIONAL Montreal)  
 Debbie Groves (NATIONAL Quebec City)  
 Nemanja Blesic (NATIONAL Toronto)  
 Cintia Rodriguez (NATIONAL Vancouver)  
 Emily Seaman (NATIONAL Halifax)  
 Alec Quintalino (AXON U.S.)  
 Bernard Nganso (AXON U.K.)  
 Peter Bayuk (SHIFT San Francisco)

## VISIONARY LEADERSHIP MODEL ACHIEVEMENT AWARD

Pierre Langlois (NATIONAL Montreal)  
 Alexandre Boucher (NATIONAL Quebec City)  
 Kristen Schaffrath (NATIONAL Toronto)  
 Jay Virani (AXON CTS)  
 Howard Fremeth (NATIONAL Ottawa)  
 Mackenzie George (NATIONAL Halifax)  
 Kerry Gardiner (AXON U.K.)  
 Jaclyn Confalone (AXON U.K.)  
 Laura Bailey (Madano)  
 Victoria Khamsombath (SHIFT San Francisco)

# Every year, the Firm presents its Achievement Awards to employees whose work reinforced AVENIR GLOBAL's values and vision,

promoted its development and helped maintain its leading position in the communications industry. Nominated by their fellow colleagues, recipients are honoured for their exceptional accomplishments in five different categories during local ceremonies held in our offices across the network. In 2018, AVENIR GLOBAL celebrated the outstanding contribution of 45 employees.

## 2018 INTERNATIONAL EMPLOYEE RECOGNITION AWARDS WINNERS

Every year, the Firm also presents two international employee recognition awards, in celebration of extraordinary achievements.



### LUC BEAUREGARD AWARD

Kate Krivy, Senior Account Manager at AXON Clinical Trial Services, received the Luc Beauregard Award, dedicated to the memory of the Firm's founder and presented to the local winner whose stellar nomination and strong performance during the year truly stood out. Since

joining the Firm in 2015, Kate has demonstrated strong organizational skills and exemplary scientific rigour that is highly appreciated by her peers and clients. Kate also stood out for her community engagement, promoting mental health as a volunteer for the Toronto Distress Centre.

### AVENIR GLOBAL WAY AWARD

Thomas Gobeil, Senior Director and Leader, Strategy and Creativity, Integrated Solutions at NATIONAL's Montreal office, received the AVENIR GLOBAL Way Award, presented to the candidate who best represents the Firm's values and embodies the

brand by applying bold thinking to solve challenges and establishing trusted relationships. Thomas has shown tremendous commitment to the Firm this year, thanks to his innovative ideas and out-of-the-box thinking. Driven by incredible passion for his projects, his clients, his colleagues and the Firm, Thomas is an esteemed asset for AVENIR GLOBAL.





# DEVELOPING



**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. The Institute was launched in 2001, and close to 20 years later, we continue to explore new opportunities to feed our staff's curiosity while linking these activities to their professional review with our 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 they be organized team sessions, self-directed initiatives,

or external 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:

# OUR TALENT

## *FIRM-WIDE, FORMAL LEARNING*

We offer ongoing Firm-wide sessions, including our Bold Thinking Speaker Series webinars; The Institute's 101/201 face-to-face workshops for new employees and senior consultants; our signature Visionary Leadership Model training; and mandatory ethics training.

## *LOCAL COURSE OFFERINGS*

From lunch-and-learns to team or practice area sessions and guest speakers, employees 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' newsletter has a monthly theme, highlighting pieces curated by leaders across the network. 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 LinkedIn's 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).



# Giving a voice to what matters— Snapshots of social impact

All across the AVENIR GLOBAL network, our people put together their talents, their hearts, their minds and their energy to make a difference in their communities. Giving a voice, giving time, giving back. That's how we help bring about real change through initiatives that have a meaningful social impact.

## GIVING A VOICE AND TAKING ACTION

Many stories of athletes who suffered from abuse were brought to the media's attention in 2018. Through the courageous efforts of former members of the Canadian Alpine Ski Team, the victims of former coach Bertrand Charest's abuse have instigated real change in the Canadian sporting industry. NATIONAL's role in this joint effort with the B2ten organization was to carefully orchestrate a powerful media campaign to maximize impact with the public and to ensure that relevant stakeholders take concrete action to prevent abuse in sport.

Thanks to an extraordinary collaboration between multiple actors with often divergent points of view, the campaign led to a massive and instant grassroots mobilization. The women's deep and authentic desire to ensure the safety of Canadian athletes brought together all political parties and the media, who jointly recognized the importance of tackling such a delicate and sensitive subject. Less than a week after the women's call for action, Quebec's

National Assembly unanimously passed legislature aiming to prevent abuse in sport. A week later, the federal government followed suit and announced stern measures to eliminate all forms of abuse in sport.

While there remains a lot to be done to put an end to physical or psychological abuse, the road traveled in the past year and the momentum gained through initiatives like #AbuseFreeSport, #MeToo and #TimesUp are proof that we collectively have had enough and will no longer tolerate such behaviour in the future. Take our word for it.



## INSPIRING WOMEN'S LEADERSHIP

One morning, an investigative reporter at *The Globe and Mail* and a professor at the University of Ottawa talked about misogyny, #MeToo and the system's failure when it comes to dealing with sexual assault.



Another session featured a prominent lawyer sharing her thoughts and expertise on the role of the law and the impact of social media in our call-out culture.

This is just a glimpse of NATIONAL's Women Inspiring Leaders (WIL) series, which began in 2017 with a conversation among several women at the Toronto office about holding events for women, by women, with women. Every two to three months, female clients, friends and colleagues are invited to a breakfast event featuring a female leader from politics, media, academia, law or the retail sector to speak about her experience, tell her stories and inspire others.

WIL works because the format is both 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 is an office-wide effort that takes commitment and many hours. 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 #TimesUp, we believe it is important to hear from women leaders, learn from them and celebrate their successes.

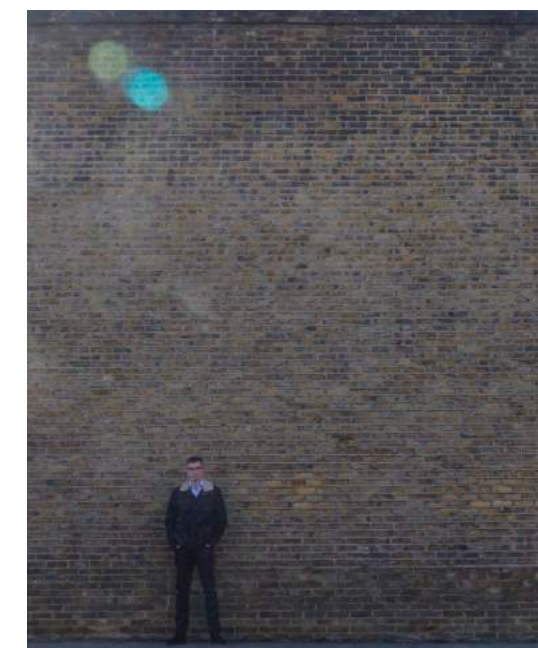
## BRINGING MUSIC TO PRISON

Every few months, Richard Cowhig, Senior Director at Cherry, presents himself at the gates of Pentonville Prison ready to be let in and locked away for a few hours.

For the past nine years, Richard has been singing with a London choir called Eclectic Voices performing jazz, world, folk, classical and gospel music. While performing music to appreciative audiences was enormously rewarding, Richard felt there was something more that was needed. With some initial funding, including from Cherry, and some serious determination, Richard and his team established the Eclectic Voices Music Outreach Programme, which takes live music and singing to people who cannot easily access it due to their life circumstances, be it their age, ill health, dementia, incarceration, refugee status, fear, disability, poverty or homelessness. The group reached out and sung with people in hospitals, care homes, children's hospices, homeless shelters, women's refuges (female singers only here), schools and also set up an ongoing and successful relationship with Pentonville Prison.

Cherry has continued to support the music outreach project with donations and occasional time off for Richard to organize the events. Although the choir is not in any way religious, the easiest (and only) way to get music and singing into prison was to lead the men in song in the Sunday services in the prison chapel. So every couple of months for the last four years, the team has taken a group of a dozen singers and a piano player into the prison to provide music for the men to learn and sing in their chapel.

These men are a part of our community and our society whether we like it or not. They may be paying a price for their crimes but they still deserve to be treated with dignity and kindness.







### NOURISHING THE NEXT GENERATION

Students who eat breakfast do better in school. But getting them to eat, even when the food is free, can be a challenge. Saint Paul Public Schools (SPPS) in Minnesota was no exception; participation rate for its in-school breakfast program was a sleepy 60 percent. How to awaken students' interest?

SMS Research Advisors, Padilla's research arm, conducted focus groups with 200 SPPS students. The insights encouraged SPPS food service staff to think hard about student preferences. One revelation: many students avoided SPPS' made-from-scratch items, mistakenly thinking they were unhealthy prepackaged foods. Staff members also went back to their cookbooks to reformulate a muffin widely rejected by students as "gross". Today the district is on track to juice up its

breakfast service, with plans to reinvent the program next fall.

One school took the challenge a step further. Padilla conceived an idea, working with SPPS staff and Washington Technology Magnet School, to utilize the school's new digital cafeteria menu as a vehicle to bring the food selections to life. Padilla's Chief Creative Officer Heath Rudduck explored the possibilities with photography students and helped them discover new skills and techniques.

Heath's engaging ways and dynamic presentation on food photography sharpened students' creative lens. Inspired, they honed their skills, competing to display their shots on the screen.

Exposure to a new career track was an epiphany for many. One student enthusiastically told Heath, "I may have just discovered my career." Students overwhelmingly agreed that the food photography project was their favorite part of the class.

### PARTNERING AND CONNECTING

The Halifax Partnership Connector Program matches new immigrants and local and international graduates (Connectees) in Halifax (Canada) with established business people and community leaders (Connectors). As a Connector Organization, with 11 Connectors and two Super Connectors, NATIONAL employees regularly meet for coffee with Connectees, sharing industry knowledge and connecting them with others in our local network.



In 2018, NATIONAL was recognized as the Best Connector Organization at the Halifax Partnership's Game Changer Awards Gala and two NATIONAL team members were Best Super Connector nominees. The honours are reserved for businesses and individuals demonstrating a commitment to growing talent in Halifax through continued meetings and referrals.

Being a Connector Organization allows NATIONAL to engage with recent graduates and newcomers who are curious about the opportunities in Halifax, who are bringing fresh perspectives to the table, and who share a passion about living and thriving in the region. The Connector Program allows our NATIONAL Halifax colleagues to expand their network into the next generation of bright young minds and to leverage their resources to help this talent kick-start their careers in Halifax.

### TAKING PRIDE

In 2018, NATIONAL Toronto continued its longstanding work with The 519, the City of Toronto agency dedicated to the LGBTQ2 community. Through advanced and onsite media relations efforts for the kick-off of its annual Green Space Festival, NATIONAL ensured the five-day fundraiser could successfully add to the over \$2.5 million already donated to lifesaving programming through entrance and bar sales. Green Space Festival invites the public to "party for a cause" and is made possible with the support of 3,400 volunteers, 650 performers and over 200,000 attendees since its inception.

This past year, NATIONAL secured an earned media reach of 26,024,921 from outlets like *FLARE Magazine*, *Breakfast Television Toronto*, *eTalk*, *NOW Magazine* and *CP24* by highlighting The 519's important programming and showcasing the Festival's fabulous performers for the Starry Night opening event. Starry Night



coverage was a core pillar of the Festival's marketing strategy driving attendance to all the events and media relations efforts proved successful despite the saturated environment during pride. Additionally, at the start of Starry Night, NATIONAL provided logistical support at the VIP reception ensuring a seamless experience for donors and government representatives. NATIONAL Toronto looks forward to this event year-round - who doesn't like glitter?

### BUILDING BIKES FOR KIDS

In 2018, the theme selected for Madano's annual away day was Collective Responsibility. While Collective Responsibility can mean many things, our team wanted to focus on supporting each other in the business, but also recognize that they are in a quite privileged position and should actively look to support others outside of Madano.



Working with O3e, a U.K. team-building company that helped organize the event, Madano decided to support Jigsaw4U - a children's charity based in the South West of London that supports children and young people affected by significant social and emotional issues and bereavement. As part of this activity, six teams from Madano were tasked with building bikes for kids nominated for the charity. It was very humbling for our team to hear the kids' stories and their backgrounds, and realize that something that can so easily be taken for granted—such as a bike—would have such an impact on their lives.

This initiative is a great example that showcases that businesses have a collective responsibility to do more than just make money—whether it's through community work, supporting charities, sponsorships or just helping with people's wellbeing.



### CELEBRATING AND FEEDING THOUSANDS

Whether it is a 50th, a 75th or a 100th, anniversaries are key milestones for a company and the pledge of a trusted relationship with its clients. They are also unique opportunities to gather and share the happy moment with the community that gravitates around an organization.

In 2018, fruit and vegetable importer Courchesne Larose asked NATIONAL Montreal to develop and implement a communications plan that would showcase the company's 100th anniversary in a special way. The event had to be in line with the family-run business's values, but also reflect the will of its leaders to give back to the community. In addition to hosting various events with clients and employees, the company decided to do something unique to mobilize all its partners: to make the world's largest fruit salad! With the help of La Tablée des chefs, employees, suppliers and neighbourhood schools and more than 600 volunteers, including the entire Courchesne Larose management team, came together to wash, peel and cut a total of 22,400 pounds of fruit.



While such a large amount of fruit was no-doubt eye-catching, even more impressive was the 33,000 portions of fruit salad that were distributed to volunteers and delivered to food banks across the province to benefit as many people as possible. As a bonus, all food waste was composted and leftover material was reused by various partners. Now that's a great way to turn a client's anniversary into a truly meaningful social initiative. And yes, they did set a new Guinness record!

### MAKING THE LEAP

In 2018, the AXON and Madano teams provided their expertise to support a fantastic U.K. charity committed to improvements in social mobility. Making the Leap is a London-based charity working to improve social mobility by raising the aspirations of, and increasing opportunities for, young people between the ages of 13 and 25. Over the past 25 years, Making the Leap has helped to mentor tens of thousands of young people.

In 2017, Making the Leap launched the first awards event dedicated to social mobility in the U.K.: the U.K. Social Mobility Awards (aka UKSOMOs). The awards recognize and celebrate the achievements of businesses and organizations in their work of advancing social mobility. Making the Leap was looking for advice on how to boost submissions for the awards ceremony, so members of the AXON and Madano teams came together to draw up a media strategy to help raise awareness of the awards and the importance of social mobility in the workplace.

Following our teams' media relations support, the UKSOMOs were featured prominently in both *The Guardian* and *The Financial Times*. Much greater awareness of the Awards was reflected in a substantial increase in the number of applications for awards.

Making the Leap and its partners at the UKSOMOs continue to work tirelessly develop the skills, confidence and outlook of disadvantaged young people so that they can succeed in their chosen careers, and the AXON and Madano teams are proud to have supported their amazing work.

### SPREADING THE LOVE

Since 1987, Phoenix, a non-profit organization in Halifax, has been dedicated to supporting youth between the ages of 11 and 24, their families, and communities. To celebrate its 30th anniversary and all the important work it has achieved, NATIONAL supported Phoenix by developing, organizing and launching the 30 for 30 fundraising and awareness campaign. Local organizations took part by playing a month-long game of digital "tag" in support of Phoenix. To participate, each organization made a donation—either financial, or of much needed items like school and personal supplies—and shared their contribution on social media. Each organization then invited another to participate through social media tagging, resulting in 30 organizations taking part in total.



Following the success of the 30 for 30 campaign, NATIONAL also volunteered to help Phoenix capture its annual youth-led "Spread the Love Day"—an initiative where youth spend an afternoon in downtown Halifax to raise awareness of their community and Phoenix programming. The Phoenix youth members distributed hundreds of candy-grams with positive messages attached in an effort to "spread the love" and tell their story. NATIONAL captured the action through a video, which was shared by Phoenix on social media.

### PAYING IT FORWARD

Throughout the month of December, the SHIFT Boston office collected specific gifts for children through the Massachusetts Society for the Prevention of Cruelty to Children (MSPCC). The children ranged in age from 3 months to 17 years and were asking for gifts ranging from clothing and boots to toys and books to baby monitors. The MSPCC liaison was incredibly happy to work with SHIFT and was so appreciative of all the gifts that the organization tweeted out a thank you and included a photo of some SHIFT employees.

Further south, SHIFT's Austin team gave back to those in need through The Central Texas Food Bank, which works with 21 partner agencies across Central Texas to provide more than 45 million pounds of food to families in need each year. With an array of food to choose from, not all families know what each item is or how to cook it. A nutrition education team conducts cooking

demonstrations at Mobile Food Pantry sites to introduce families to different foods and recipes. The SHIFT team set up chairs for seating so that food recipients could watch the nutritional demo, and spread out along a long line of food to hand out different items to people as they went through the line for their food. While seeing hungry kids go through the line with their parents was heartbreaking, seeing so many smiles was a very rewarding yet humbling experience for our team.

### HIGHLIGHTING FREEDOM OF THE PRESS

In 1993, the United Nations and UNESCO proclaimed May 3 as World Press Freedom Day, a day to celebrate the fundamental principle of press freedom and highlight the importance of enabling legal environments for press freedom. Since then, the day has been celebrated annually and pays tribute to the courage and sacrifices of media workers.

Members of the NATIONAL Ottawa team have been involved with the Canadian Committee for World Press Freedom for more than 10 years. They provide pro bono support, including event planning and logistics and media relations support for the annual World Press Freedom Day luncheon. This year, our team will also be providing creative content and editing support for the luncheon program.



# INVEST ING IN COMMUNITIES

Wherever we do business, we strive to make positive contributions to our local 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 2018 alone, we devoted nearly 5,500 pro bono hours to some 200 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.

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.

# 2018 PROJECTS AND ORGANIZATIONS WE SUPPORTED

OFFICE-LEVEL VOLUNTEERING, PRO-BONO, IN-KIND OR MONETARY DONATIONS

|  |   |  |
|--|---|--|
| Acadia University                                    | Canadian Public Relations Society                     | CURE Foundation                                      |
| À la table du Cardinal (Église catholique de Québec) | Canadian Red Cross                                    | Cystic Fibrosis Foundation                           |
| American Red Cross                                   | Cancer Research UK                                    | Dalhousie Medical Research Foundation                |
| Anne-Catherine Tanguay, LPGA                         | Capital Area Food Bank                                | Doors Open Halifax                                   |
| Agency for the Promotion of European Research (APRE) | Cards for Hospitalized Kids                           | Doors Open Toronto                                   |
| Artistry Theater and Visual Arts                     | Carleton University Public Relations Society          | Doors Open to Technology                             |
| Art of City Building                                 | Catholic Charities of St. Paul and Minneapolis        | Earth Networks                                       |
| Association des MBA du Québec                        | Catholic Community Foundation                         | East Coast Music Association                         |
| Association québécoise de prévention du suicide      | Centraide du Grand Montréal                           | Elenico Consulting Group                             |
| Atlantic Tennis Centre                               | Central Texas Food Bank                               | Enbridge Ride to Conquer Cancer                      |
| B2ten  | Centre d'art La Chapelle                              | Entremise  |
| Banque Nationale du Canada                           | Centre hospitalier de l'Université de Montréal (CHUM) | Équiterre  |
| Bar Imex International Inc.                          | CEPA Foundation                                       | Étudiants dans la course                             |
| Basketball Nova Scotia                               | CFA Montreal  | Family-to-Family                                     |
| BC SPCA  | Chainbreaker Ride                                     | Feeding America                                      |
| Boy Scouts of America - Northern Star Chapter        | Challenge AIDS and Malaria in Africa (CHAMA)          | Feeding Westchester                                  |
| Boys & Girls Club of the Twin Cities                 | Children's Aid Foundation of Canada                   | Festival TransAmériques                              |
| Brigade Arts Affaires de Montréal                    | Children's HeartLink                                  | Fondation Airmedic                                   |
| Brigadoon Village                                    | Children's Wish Foundation                            | Fondation Cervo                                      |
| Burg Classic Charity Men's Hockey Tournament         | Christie Lake Kids                                    | Fondation du Collège Notre-Dame                      |
| CanadaHelps  | Club Lions de Lévis                                   | Fondation de l'Université du Québec à Trois-Rivières |
| Canadian Arthritis Society                           | Code for Canada                                       | Fondation du Musée national des beaux-arts du Québec |
| Canadian Blood Services                              | Collège François-de-Laval                             | Fondation Lépine Cloutier / Athos                    |
| Canadian Cancer Society - Quebec Division            | Comité Mémoire  | Fondation Les Amis de Samuel                         |
| Canadian Club of Montreal                            | Concern Worldwide                                     | Fondation Maison Gilles-Carle                        |
| Canadian Mental Health Association                   | Congressional Hunger Center                           | Fondation Paul Gérin-Lajoie                          |
| Canadian Progress Club                               | Conseil des arts de Montréal                          | Fondation Portage                                    |
|  | Corporation Mobilis                                   | Fondation Sanatorium Bégin                           |
|  |   | Fusion Halifax                                       |



Galerie Antoine Ertaskiran  
Gilda's Club  
Giocosa Foundation  
God's Love We Deliver  
Greater Chicago Food Depository  
Greater Minneapolis Crisis Nursery  
Guthrie Theater  
Halifax Partnership - Connector Program  
Harlem Grown  
Heartwood Centre for Community Youth Development  
HRM Grants  
Hubbard School of Journalism & Mass Communication  
Innovacorp Mentor First Program  
International Association of Business Communicators  
International Association for Public Participation (IAP2)  
IWK Health Centre  
Jack.org  
Jeremiah Program  
Jeune Chambre de commerce de Québec  
Jeunes musiciens du monde  
Juilliard School  
Junior Achievement of Nova Scotia  
Kanisa Fellowship  
Kavanagh Special Club  
La Dauphinelle  
La Ruche  
Leading Ladies Networking  
Le Cercle finance et placement du Québec  
Les Amis du Devoir  
Les Canadiennes de Montréal  
Les Petits Frères  
L'Étoile de Pacho  
Leucan  
Leukemia & Lymphoma Society  
Ligue de hockey mineur Chaudières-Appalaches  
Maison de répit La Ressource  
Macmillan Cancer Support - World's

Biggest Coffee Morning  
MacPhail Center for Music  
Maison de soins palliatifs du Littoral  
Maritimes Energy Association  
MetroWorks  
Mill City Museum  
Minnesota Public Radio  
Montreal Children's Library  
Montréal InVivo  
Mount Allison University  
Mount Saint Vincent University  
Massachusetts Society for the Prevention of Cruelty to Children  
Multiple System Atrophy Trust  
Nature Conservancy of Canada  
New York Common Pantry  
Nocturne Halifax  
NorthPoint Health and Wellness Center  
Northside Achievement Zone  
Nova Scotia Association of Architects  
Nova Scotia Community College  
Offshore Energy Research Association  
Ontario Chamber of Commerce  
Opération Enfant Soleil  
Orchestre symphonique de Montréal  
Outside Looking In  
Pathways to Education  
People Serving People  
Phoenix  
Pine Street Inn  
Place des aînés de Laval  
Presidents Group  
Project for Pride in Living  
Propel ICT  
Prosci  
Public Policy Forum  
Public Relations Without Borders  
QEII Foundation  
Réno-Jouets  
Réseau Action TI

Right to Play  
Run Nova Scotia's Osprey 5k  
Sacred Heart School of Halifax  
Saint Paul Public Schools  
Save the Children  
Scotiabank Bluenose Marathon  
Science Museum of Minnesota  
Second Harvest Heartland  
Second Harvest Toronto  
Sensequake  
Simpson United Methodist Church  
SME Education Foundation  
Société du Domaine Maizerets  
Société québécoise des professionnels en relations publiques du Québec  
Soirées LinkedIn Local  
Space for Life Foundation  
St Christopher's  
TEDx Toronto  
The 519  
Théâtre Premier Acte  
The Big Step  
The Loft  
Toronto Distress Centre  
Toronto Region Board of Trade  
TPT - Twin Cities Television  
Trinity Hospice  
Until the Last Child  
VCU Venture Lab  
Volunteers of America Minnesota and Wisconsin  
Waterfront Development Corporation  
WE Charity  
West Island Palliative Care Residence  
WXN Canadian Board Diversity Council  
YouthfulCities  
Youth Employment Services (YES) Montreal  
YMCA of Greater Halifax/Dartmouth  
YWCA Halifax Women's Leadership Collaborative

# A DAY OF GIVING BACK

In addition to larger, long-term initiatives, our teams frequently come together and dedicate a part of their day to a cause or an organization that matters to them. Here is just a glimpse of the activities we took part in throughout 2018:

### BRAIN TUMOUR CHARITY STRATEGY BRAINSTORM

After arranging a pub quiz evening and prize raffle to raise funds for the Brain Tumour Charity, AXON U.K. was invited to take part in a strategy brainstorm. The aim was to develop a strategy to help the charity raise awareness of the signs and symptoms of brain cancer, particularly in adolescent children. A number of group activities were designed to identify and prioritize various strategies that the charity could focus on moving forward. The AXON U.K. team met a really inspiring group of people, which included brain cancer survivors and youth champions, and hopefully contributed to a plan to reach those most at risk of a missed diagnosis.



### GIVING TUESDAY

As part of its annual Centraide campaign, NATIONAL Montreal took part in GivingTuesday, a global movement for giving and volunteering that takes place each year after Black Friday. Throughout the day, our experts generously led a series of communications and public relations coaching workshops for four community organizations located in the Greater Montreal area: La Relance Jeunes et Familles, Fondation de la Visite, 211 Grand Montréal and Centre d'implication libre de Laval.



### HOLIDAY TOY DRIVE

AXON U.S. hosted a toy drive for local elementary school children coming from disadvantaged backgrounds and definitely succeeded in brightening up their Holiday season.



### DOORS OPEN TO TECHNOLOGY (DOT)

NATIONAL Vancouver provided strategic counsel and media relations to support DOT, a provincial government program that fosters an interest in the tech sector among high school students. The program gives students across the province unique access to a local tech company to inspire them to pursue an education and career in technology.

### FONDATION LES AMIS DE SAMUEL

A few days before Christmas, NATIONAL's Quebec City team got up early to share a bit of Holiday magic with 145 families in need by supporting the food drive campaign of Les Amis de Samuel, a foundation created in 2009 by Julie-Anne Vien, partner at our Quebec City office.



### RETHINK SUSTAINABILITY (RSI)

ReThink Sustainability is an exchange for engaging and partnering with thought-leaders, innovators and organizations to advance the sustainability and resiliency of businesses, institutions and communities to thrive into the future. In 2018, NATIONAL Toronto provided pro bono support to RSI at the organization's first seminar on innovation and sustainability.

### CODE FOR CANADA

Code for Canada is a national non-profit that connects government innovators with the tech and design community. NATIONAL Toronto provides ongoing strategic insight and creative services for the organization's social media campaigns, videos and fellows coaching in narrative workshops, ensuring a high degree of awareness of for its programs among innovation-minded public servants across the country.



# OUR LEADERS GIVING BACK

**ACROSS THE AVENIR GLOBAL NETWORK, OUR LEADERS ARE ALSO PERSONALLY INVOLVED IN MORE THAN 80 ORGANIZATIONS. HERE ARE A FEW EXAMPLES:**

Alan Marcus - PRSA-NY

Alexandre Boucher -  
Collège François-de-Laval

Amy Lyons - Ronald McDonald  
House Charities of Eastern New  
England, Boston Chamber of  
Commerce

André Bouthillier - Destination  
Centre-ville, Société de  
développement Angus

Andrea Mandel-Campbell -  
Canadian Club of Toronto

Andrew Molson - Institute for  
governance of private and public  
organizations, Concordia University  
Foundation, The Banff Centre,  
evenko foundation for emerging  
talent, Public Policy Forum,  
The Montreal General Hospital  
Foundation, Pointe-à-Callière,  
Montréal Archeology and History  
Complex

AnnMarie Boudreau - IABC

Brian Langerfield - Ad Standard

Charles Milliard - Festival  
TransAmériques, Conseil des arts  
de Montréal, Fondation Armand-  
Frappier, Orchestre symphonique  
de Montréal

Chrystiane Mallaley - Junior  
Achievement of Nova Scotia,  
Junior Achievement of Ottawa,  
International Association of Public  
Participation

Daniel Charron - Canadian Club of  
Montreal, Pensionnat du Saint-Nom-  
de-Marie Foundation

D'arci McFadden - Jack.org

Diana McLachlan - Right to Play

Doris Juergens - YES Montreal

Emma Kenny - Diabetes UK

Emma Lemon - London Borough  
of Merton

Jean Michel Laurin - RESULTS  
Canada, Trade Facilitation Office  
of Canada

Jean-Pierre Vasseur - Fondation  
Maison Emmanuel

Jeffrey Freedman - Tourette's  
Association of America, Sol Global,  
Rutgers University

Jennifer Purcell - Central Texas  
Food Bank

John Parisella - Fusion Jeunesse

John Sparks - Hull Services Board of  
Governors, Calgary Chinook Scouts

Judith Lebel - La Dauphinelle

Julie-Anne Vien - Fondation du  
Musée national des beaux-arts du  
Québec, Fondation Les Amis de  
Samuel, Chambre de commerce et  
d'industrie de Québec

Kathryn Tector - Sacred Heart,  
MetroWorks

Kevin McCann - YMCA Halifax,  
Dal Advisory Council, Junior  
Achievement Nova Scotia

Kristan Hines - Acadia University,  
Phoenix Youth

Luc Ouellet - Anne-Catherine  
Tanguay, LPGA

Lynn Casey - Itasca Project,  
Minneapolis Institute of Arts,  
University of Minnesota Foundation,  
Arthur Page Society

Mario R. Nacinovich Jr. - Hudson  
Valley Economic Development  
Corporation (HVEDC), Journal of  
Communication in Healthcare

Martin Daraiche - Société  
canadienne de l'arthrite

Matt Kucharski - Pheasants Forever,  
American Heart Association -  
Minnesota Chapter

Michael Evans - MyTime Active

Michael Zdanowski -  
Making the Leap

Michelle Wilson - Out on Screen,  
GDay for Girls

Miranda Dini - Healthcare  
Communications Association

Nancy Arab - CPRS Calgary, IABC  
International

Nancy Dale - Wellspring

Nicole Delorme - Canadian Club  
of Montreal

Pete Rizzuto - Rutgers University,  
LIU Pharmacy

Rick Murray - Computers for  
Success Canada

Sarah Young - Nova Scotia  
Community College, Develop NS,  
Mount Allison University, YMCA for  
Greater Halifax/Dartmouth

Serge Paquette - Fondation  
Espace pour la vie

Tara Wickwire - Doors Open Halifax,  
Atlantic Tennis Centre, Propel ICT

Tina Hahn - Helsingør  
Badminton Klub



# GREEN IS THE NEW BLACK

While we take great pride in collectively reducing our ecological footprint, we know that being environmentally-conscious goes far beyond recycling, composting and double-sided printing. Now more than ever, green is “in”, and at **AVENIR GLOBAL**, we like to think that taking care of our planet also stems from taking caring of our surroundings, our people and our communities. All across our network, our teams not only show interest in the environment, they actually act on it. Here are just some examples.

**EARTH DAY 2018: GENERATING AWARENESS OF GREEN INITIATIVES**

Wanting to get involved with Earth Day to help raise awareness and support for global environmental issues, our London teams organized various activities in the office on the day of, which looked to spread important environmental messages across, specifically those focused on plastic pollutions (the 2018

theme). Activities included a vegetarian lunch, a plant sale, a pub quiz with relevant topics to help raise awareness and encourage a shift in ‘green’ behaviours, content on plastic pollution issues and ways to cut down, as well as a reminder on recycling do’s and don’ts.

**GET ON THAT BIKE!**

Following the program’s success in 2017, NATIONAL Montreal’s green committee once again implemented the BIXI bicycle sharing program. The Firm provided a generous contribution that enabled 20 employees to take advantage of a 60% discount on their annual BIXI subscription. Two corporate keys were also available at all times for employees and clients wishing to use their leg muscle to get from point A to point B. What a great way to encourage green transportation and healthy living!

**OFFICE CLEAN UP AND DONATIONS**

In November 2018, AXON U.K. and Madano held the ‘160 Office Clear Out’, which was a concerted effort from all staff to declutter the office by clearing out unused items. Rather than simply throw things away, the CSR Committee used this opportunity to ensure that any potentially valuable items could be donated. Charity boxes were placed around the office for donations to two charities - Webber Street, a local centre that relies on donations of food and clothing to provide support for the homeless, and Islamic Relief UK, which aims to rapidly respond to disasters and help fight poverty. Additionally, recycling guidelines were circulated to ensure that other items were disposed of in a sustainable manner.

| INDICATORS   | OFFICES |
|--|---------|
| <div></div> EQUIPPED WITH VIDEO CONFERENCING CAPABILITIES TO REDUCE TRAVEL | 100%    |
| <div></div> PAPER, CAN AND BOTTLE RECYCLING PROGRAMS                       | 100%    |
| <div></div> IT EQUIPMENT RECYCLING PROGRAM                                 | 95%     |
| <div></div> BATTERY RECYCLING PROGRAM                                      | 84%     |
| <div></div> LOCATED IN A LEED-CERTIFIED (OR EQUIVALENT) BUILDING           | 37%     |
| <div></div> ORGANICS RECYCLING/ COLLECTION PROGRAM                         | 21%     |



# HOW WE BEHAVE

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

Maintaining the highest level of integrity and professional conduct in all of our daily activities is one of AVENIR GLOBAL's core values; it has been paramount to shaping our Firm's reputation as trusted advisor for 42 years.

We recognize the need for training to ensure that everyone, irrespective of sector or geography, understands our ethical and business objectives and has received guidance in making the right decisions.

All AVENIR GLOBAL employees must take the following four mandatory internet-based training modules, to which we have access thanks to an arrangement with WPP:

- | Anti Bribery & Corruption
- | WPP Code of Conduct: How We Behave
- | WPP Privacy and Data Security Awareness
- | Preventing Global Tax Evasion

## ■ INDUSTRY CODES OF CONDUCT THE FIRM ADHERES TO

- | Academy of Nutrition and Dietetics Code of Ethics
- | Alliance des cabinets de relations publiques du Québec's A+ rating
- | Association of British Pharmaceutical Industry (ABPI)
- | Canadian Investor Relations Institute
- | Canadian Public Relations Society (CPRS) Code of Professional Standards
- | Council of Public Relations Firms Code of Ethics
- | Insights Association - CASRO and MRA
- | International Association of Business Communicators (IABC) Code of Ethics
- | International Committee of Medical Journal Editors (ICMJE)
- | Public Relations and Communications Association Code of Conduct
- | Registry of Lobbyists of Canada

# OUR VALUES

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.

The decisions we make and the behaviours 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 behaviours.

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.

## 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 Corporate Responsibility 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 to non-profits on behalf of the Firm. We also make financial contributions to such 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 internationally, nationally and locally, and each office offers its employees specific programs and benefits to foster their wellness and satisfaction.



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Alan Marcus, Managing Director







