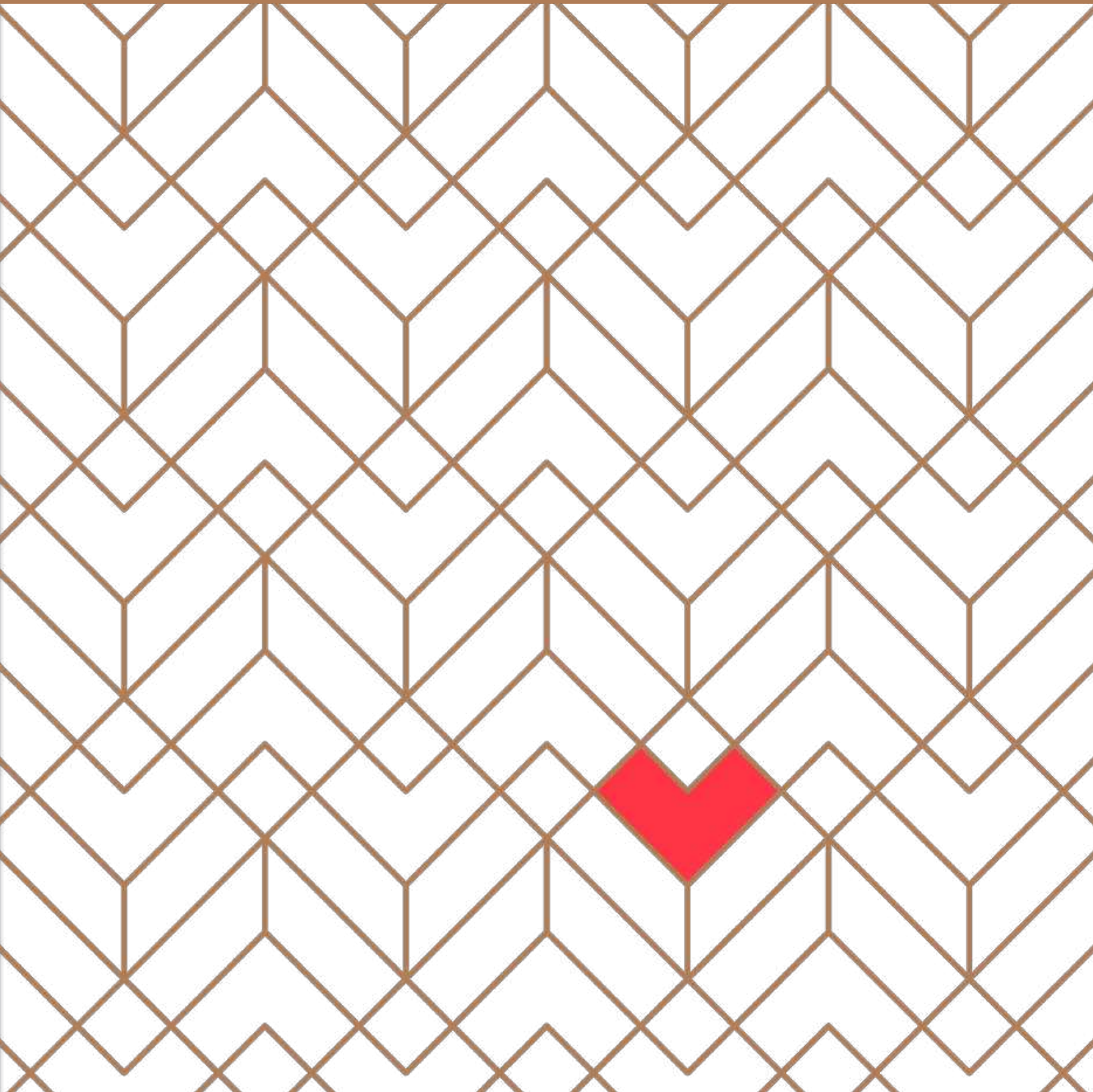



At the heart of who we are

2020 CORPORATE RESPONSIBILITY REPORT

DEPUIS 1976 EST®
AVENIRGLOBAL





At the heart of who we are

2020 was a difficult year for everyone. For AVENIR GLOBAL, it meant adjusting to the new reality of working from home and learning new ways of doing business remotely as our offices were forced to close.

Despite the distance and being isolated at home, our close-knit group stayed united through the storm.

It is in the face of adversity that we best see the importance of having strong shared values across our whole network. We've seen countless examples of our people embodying these values to overcome challenges and continue serving our clients.

Another demonstration of this can be seen in how our people came together to support those in need around them. Across our network, our employees offered 5,000 hours of *pro bono* work to various organizations. In difficult circumstances, it was more important than ever for us to give back to our communities.

2020 has also brought diversity and inclusion to the centre stage. It seems like our timing could not have been better to launch our diversity and inclusion program, as we've witnessed multiple events around the world that reinforced the importance of such a commitment.

The goal of our program is to enhance our network-wide culture to embrace each person's uniqueness and allow each of our employees to bring their true selves to work to produce great work for our clients. This already led to some inspiring initiatives across our brands in 2020, focused around education, empowerment, and celebration. We highlighted some of these initiatives in this report; and this is just the beginning.

For us, committing to diversity and inclusion is more than a statement: it is a continuing mission. It forces us to look at the way we do business and operate through a different lens, and reevaluate some of the things we took for granted. This is why we elected to include diversity and inclusion as the fifth pillar of our Corporate Responsibility Policy.

As we said, we are a close-knit group—and we believe that weaving a diversity of experiences and perspectives in our fabric can only make it stronger and reinforce the positive impact we can have in our communities.

We hope this report reflects this part of who we are as a Firm.

Valérie Beauregard
Executive vice-president

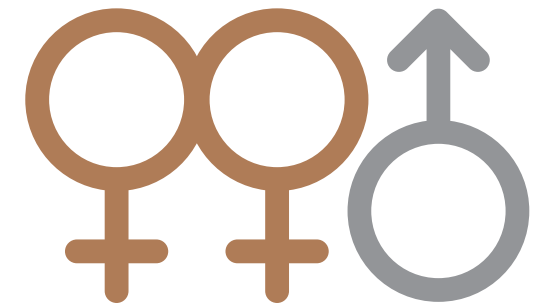
AVENIR GLOBAL

BY THE NUMBERS

1,000
employees

93% hold a university degree

34% completed graduate school



66% of our staff
ARE WOMEN

5,000
pro bono hours
IN LOCAL COMMUNITIES

MORE THAN
8,000
professional development
HOURS
logged in 2020

#1

HEALTHCARE
public relations
consultancy in the U.K.

#3

**Food, Beverage
& NUTRITION**
firm in North America

#1

FINANCIAL
Communications &
INVESTOR RELATIONS
practice in Canada

45 years of
SERVICE

34 languages
SPOKEN

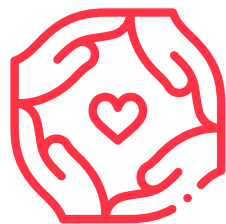
55 PhD, PharmD,
MD, RD, medical
writers & editors
ON STAFF

85 OF EMPLOYEES
would recommend
the firm as a place
TO WORK IN
their field
(2018 SURVEY)

..... LARGEST
Canadian-owned
global communication firm

Our Corporate Responsibility Policy

Our Corporate Responsibility Policy focuses on key areas where we believe we can have the most impact: ethical conduct, human capital development, social investment, environmental performance, and diversity and inclusion, which was added as the fifth pillar of our Corporate Responsibility Policy in 2020. Each is supported by operational guidelines and, where appropriate, annual performance metrics.



DIVERSITY AND INCLUSION

We are committed to diversity and inclusion in our Firm, our industry and society. We work together with all our brands to help educate, empower and celebrate people across our network. We know that collectively, our unique experiences give us greater insight into the world around us. When our curiosity is fuelled and our voices are heard, we are all inspired to do greater thinking.



ETHICAL CONDUCT

We are committed to practicing public relations at 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 communication solutions to our clients.



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.



SOCIAL INVESTMENT

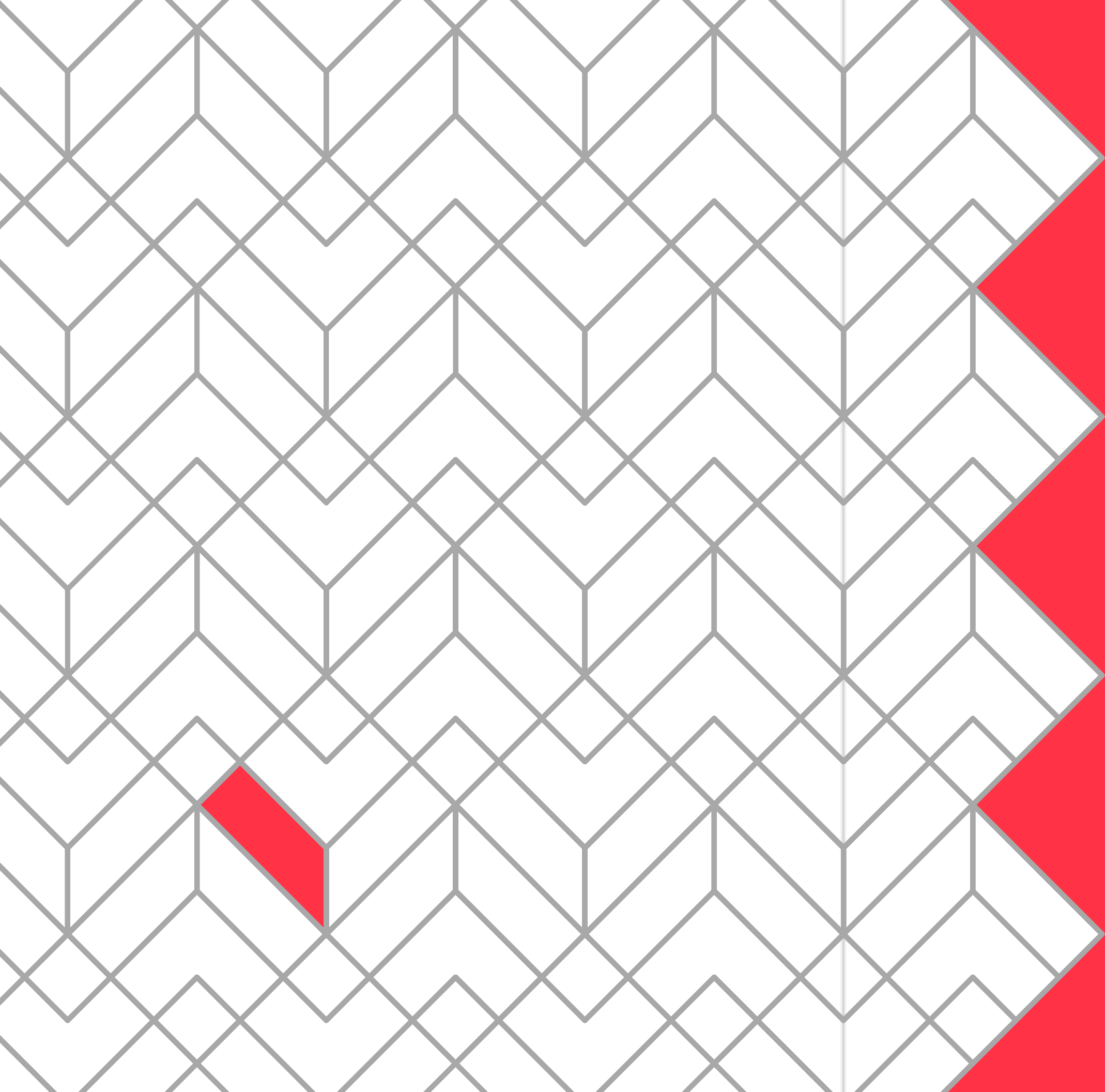
We encourage employees to undertake *pro bono* work—the donation of communication counsel and services—for not-for-profit organizations on behalf of the Firm. We also make financial contributions to not-for-profit organizations in the communities where we operate and encourage employees to make financial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



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. In some of our offices, employee-led committees are responsible for implementing environmental programs. The Firm encourages clients to integrate environmental concerns into their business and communications practices and counsels them to minimize their environmental impact in all of their communication efforts.

DIVERSITY AND
INCLUSION



DIVERSITY AND INCLUSION

Understanding the importance of committing to diversity and inclusion in our Firm, our industry and society, AVENIR GLOBAL established a Diversity and Inclusion (D&I) Council in the spring of 2020.

This Council is made of nine representatives from across our AVENIR GLOBAL brands. Its purpose is to implement a D&I program with consistent initiatives across the network while encouraging each brand to identify and address its own D&I opportunities.

The goal is to enhance our network-wide culture to embrace each person's uniqueness and allow for each of our employees to bring their true selves to work to produce great work for our clients. The Council is supported by 30 Champions whose role is to bring the global mission to life in each office.

Be inspired. Be you.

The Council's first mission was to create one unifying Diversity and Inclusion program framework with a high-level statement. "Be inspired. Be you." is meant to celebrate differences. Collectively, our unique experiences give us greater insight into the world around us. When voices are heard and curiosity fuelled, we are all inspired to do greater thinking.



THREE PILLARS



EDUCATE

Together, we will raise awareness and share knowledge around Diversity and Inclusion.



EMPOWER

Together, we will create a culture that empowers employees to bring their true selves to work.



CELEBRATE

Together, we will authentically celebrate our differences and unique perspectives.

DIVERSITY AND INCLUSION INITIATIVES

PADILLA

Diversity + Inclusion Day of Service

Juneteenth (June 19) commemorates the date in 1865 when Union soldiers landed in Galveston, Texas, with the news that the Civil War had ended and the enslaved were now free. To honour Juneteenth and create an opportunity for personal reflection and service, Padilla established a Diversity + Inclusion Day of Service (DIDS), offering employees one day off annually to perform community service related to diversity, equity and inclusion. In 2020, “Get out the vote” initiatives for the November general election drew many employees, who worked to combat voter suppression by volunteering at polling locations and participating in letter writing campaigns.

MADANO AND AXON UK

Surveys and training to open dialogue

In 2020, members of the Madano D&I Committee conducted a Black Lives Matter survey to investigate employee thoughts around wider themes surrounding discrimination, privilege, and racism. The survey results were presented back to all staff in July, which encouraged open and honest dialogue. In addition, Madano and AXON UK’s D&I Committees attended external training sessions and conducted separate company-wide surveys to inform future D&I initiatives. The committees agreed to focus on training, measurement and HR practices as key areas going forward.

HANOVER

INSpire

INSpire is Hanover’s employee-led school, college, and university outreach program. Many people have entered the communications industry through the influence of their family or because of attendance at a particular group of universities which the industry has favoured. This has resulted in a workforce which fails to reflect the breadth of society and limits our ability to communicate with diverse audiences. The aims of INSpire are to offer insight into the communications profession, improve perceptions of the industry, break down perceived barriers and stigma, and highlight the varied career opportunities available to a communications professional. Through this program, Hanover has engaged with a cohort of students from a diverse range of communities through virtual webinars and presentations.

SHIFT COMMUNICATIONS

LinkedIn Learning’s Diversity, Inclusion, and Belonging for All training

In order to frame the challenges and threats to diversity, inclusion and belonging in the workplace in a new light, all of SHIFT Communications’ staff committed to complete the seven modules of the *Diversity, Inclusion, and Belonging for All* LinkedIn Learning curriculum. This transformative learning path reviews current thinking and best practices on essential topics such as bias in all of its forms, cultural competence, communication, allyship, and accountability.

NATIONAL

PUBLIC RELATIONS

Pro bono work for the Foundation for Black Communities

In 2020, NATIONAL conducted *pro bono* work for the Foundation for Black Communities (FFBC), a newly formed organization created to ensure every Black person in Canada can thrive and all Black communities have agency in defining their own future. NATIONAL created a unique voice for FFBC, and built a well-defined strategy allowing FFBC to communicate how it will utilize its resources and expertise to research and identify issues, invest in community organizations and programs, advance public policy, and bring awareness to the priorities of Black people in Canada.

CHERRY

D&I training workshop

In November 2020, a group of senior employees and D&I Committee members from Cherry attended an “Unconscious Bias” workshop, facilitated by the Hobbs Consultancy. The Hobbs Consultancy support businesses in creating a culture in which people feel able to show up as themselves, where diversity of thought is valued and where people are cherished. The workshop was a beginning point in Cherry’s journey in strengthening and creating awareness around diversity and inclusion, using three steps: Awareness, Practice and Leadership. Key areas included expelling unconscious bias in recruitment, driving change through leadership, creating an environment of inclusion.



ETHICAL
CONDUCT



OUR CODE OF 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 for 45 years. Rooted in our core values, our Code of Conduct is the foundation for all of the Firm’s policies and procedures.

These commitments outline core standards for behaviour that our stakeholders can expect from each of us, in our multiple roles of employer, supplier, partner, client and global corporate citizen.

They have been adopted by AVENIR GLOBAL and each of its brands.



WE RESPECT THE LAW AND OUR INDUSTRY CODES OF CONDUCT.

We respect local, national, and any other laws with an international reach, such as the *UK Bribery Act*, the *US Foreign Corrupt Practices Act* and the *UK Modern Slavery Act* where relevant, as well as all applicable industry and lobbying codes of conduct.



WE TREAT PEOPLE WITH DIGNITY AND RESPECT.

We are committed to providing a workplace free of harassment, and one in which all individuals are treated with dignity and respect. We select, compensate and promote our employees on the basis of qualifications and merit, without discrimination or concern for race, religion, national origin, gender, sexual orientation, age or disability. We recognize that workforce diversity creates a limitless source of ideas and opportunities; we actively seek out employees from a wide range of backgrounds, experiences and perspectives. We exhibit care and concern for the health and well-being of our employees and seek to help them strike a balance between work, family and other personal responsibilities. We celebrate the extraordinary achievements of colleagues.



WE MANAGE OUR RESOURCES WISELY.

We favour the accomplishment of work through synergy, which refers to the pooling of our people’s skills, experience and creative abilities in all aspects of corporate life. We focus on a disciplined management approach that allows us to meet our profitability objectives while ensuring the long-term sustainability of our business.



WE APPLY FAIR BUSINESS PRACTICES.

We always base the offering and procurement of goods and services on price, quality, function and necessity and other market-specific criteria. We compete aggressively in our markets but do so equitably and ethically.



WE ARE COMMITTED TO QUALITY AND HIGH PROFESSIONAL STANDARDS.

Our work is grounded in research, insight and deep sector understanding, and seeks to create meaningful impact for our clients. We recognize our limitations and seek guidance when needed. We promote learning, excellence, innovation and continuous improvement.



WE ARE RESPONSIBLE GLOBAL CITIZENS.

Wherever we do business, we strive to make positive contributions to our local communities, both directly, and through our client work. The Firm supports not-for-profit organizations and projects that align with our culture, in addition to encouraging our employees’ community involvement. As an organization, we seek to minimize our environmental impact and advise our clients to do the same. All of our offices follow our Corporate Responsibility Policy, which focuses on five key areas where we have the most impact: diversity and inclusion, ethical conduct, social investment, environmental performance and human capital development.



WE ACT WITH HONESTY AND INTEGRITY AT ALL TIMES IN THE ADVICE WE PROVIDE CLIENTS AND THE WORK WE DO ON THEIR BEHALF.

All of our work must be able to pass the test of public scrutiny without placing clients’ or the Firm’s integrity, reputation or qualifications in question. We accurately represent the services we provide and the breadth and depth of our knowledge and our experience. We take responsibility for our own actions and expect others to do the same. We are always open and transparent when gathering information for a client or when seeking to attain a business objective. We encourage employees to express any concerns, and never wish to have employees conduct work that they do not personally believe in.



WE AVOID CONFLICTS OF INTEREST.

We conduct our personal activities, whether paid or unpaid, in ways that avoid any possible conflict of interest. This includes not offering and refusing to accept any financial interest, position, payment or other type of advantage that could create a real or apparent situation of lack of objectivity or of improper influence on the outcome of business decisions. In case of doubt, we consult senior colleagues and/or seek legal advice. We inform the appropriate persons of situations that could create such conflict as soon as we are aware of them.



WE PROTECT CONFIDENTIALITY AND SAFEGUARD PRIVACY.

Our relationships with clients are private and are not shared without consent. We presume that any information we receive in the course of our work is confidential, unless we know that the information is already public knowledge. Insider trading is expressly prohibited; client information, no matter its nature or source, shall not be used for personal gain or for the benefit of others. We take active measures to protect all data and information against theft, loss or any use other than that established by the client, and actively comply with legislation related to data protection and privacy such as GDPR and CASL.

OUR VALUES

Fostering a people-centric culture has been an integral part of our approach since our inception. While our human resource policies embody this concern and commitment, for AVENIR GLOBAL, putting relationships with our clients and our people first is a matter of maturity and genuine leadership.

Our values underpin our relationships with each other and our clients. They are the foundation of our corporate culture and our guiding principles as we move forward.

Sharing the same values allows us to enjoy considerable autonomy and swiftness of action without compromising our operating brands. It also allows us to rapidly mobilize teams and bring together the most experienced individuals from across the network who are quickly united to address our clients' most pressing challenges.

QUALITY

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

COMMITMENT

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

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.

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.

RESPECT

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

MANDATORY ETHICS TRAINING

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

All employees must complete an online ethics training program called "How we behave", developed by the WPP family of companies, of which AVENIR GLOBAL is part.

This program includes four modules: How we behave, Business integrity, Safer data and Sustainability.

Industry codes of conduct the Firm adheres to:

CANADA

- » Alliance des cabinets de relations publiques du Québec A+ Accreditation
- » Canadian Investor Relations Institute Code of Ethics
- » Canadian Public Relations Society (CPRS) Code of Professional Standards
- » Registry of lobbyists of Canada
- » Registry of lobbyists of Quebec
- » Office of the Registrar of Lobbyists of British Columbia
- » Société québécoise des professionnels en relations publiques (SQPRP) Code of conduct

UNITED KINGDOM & IRELAND

- » Association of British Pharmaceutical Industry (ABPI)
- » Public Relations and Communications Association Code of Conduct
- » PRII Code of Professional Practice for Public Affairs & Lobbying
- » Irish PR's Code of Conduct for Persons Carrying on Lobbying Activities
- » Transparency of Lobbying, Non-Party Campaigning and Trade Union Administration Act 2014

UNITED STATES

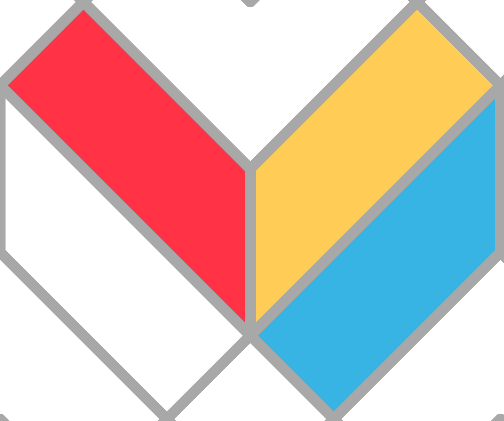
- » Academy of Nutrition and Dietetics
- » PR Council Code of Ethics and Principles
- » Public Relations Society of America (PRSA) Code of Ethics

INTERNATIONAL

- » Insights Association - CASRO and MRA
- » International Association of Business Communicators (IABC) Code of Ethics
- » International Committee of Medical Journal Editors (ICMJE)
- » WPP Code of Business Conduct



HUMAN CAPITAL
DEVELOPMENT



HUMAN CAPITAL DEVELOPMENT

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.

Our AVENIR GLOBAL colleagues speak 34 languages and 2/3 of our staff 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 from the outset ensuring 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 robust onboarding and professional development programs in which every new hire participates, introducing the employee to colleagues and programs in his home office, as well as those around the globe.

We continually refine and further develop our practices to ensure that our business, our culture, our offices and our people reflect today's society. At AVENIR GLOBAL, we believe that the best way to attract and inspire remarkably high-calibre individuals is to invest in people through our peer-nominated Achievement Awards program, offering continuous learning opportunities, and through the promotion of diversity and inclusion.

Workplace awards

*2020 Best Workplaces
for Women in the U.K.*
(AXON)

*2020 PR Week Best
Places to Work*
(HANOVER)

*2020 Excellence
in Wellbeing*
(AXON)

*2020 Best
Workplaces
in the U.K.*
(AXON)

*2019 Best
Workplaces
in the U.K.*
(AXON)

*2019 Best Workplaces
for Women in the U.K.*
(AXON)

*2019 Best Workplaces
for Women in the U.K.*
(MADANO)

*2019 Excellence
in Wellbeing*
(AXON)





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 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 monitor all their efforts, align them with their performance goals and showcase progress.

The Institute's professional development program includes:

FIRM-WIDE, FORMAL LEARNING

We offer ongoing Firm-wide sessions, including our Bold Thinking Speaker Series webinars; The Institute 101, 201 and 301 face-to-face workshops for new employees, senior consultants and senior leaders (unfortunately cancelled in 2020 due to the global pandemic); our signature Visionary Leadership Model training; mandatory ethics training; and the Marketing Technology Immersion program.

INDIVIDUAL MENTORING OR COACHING

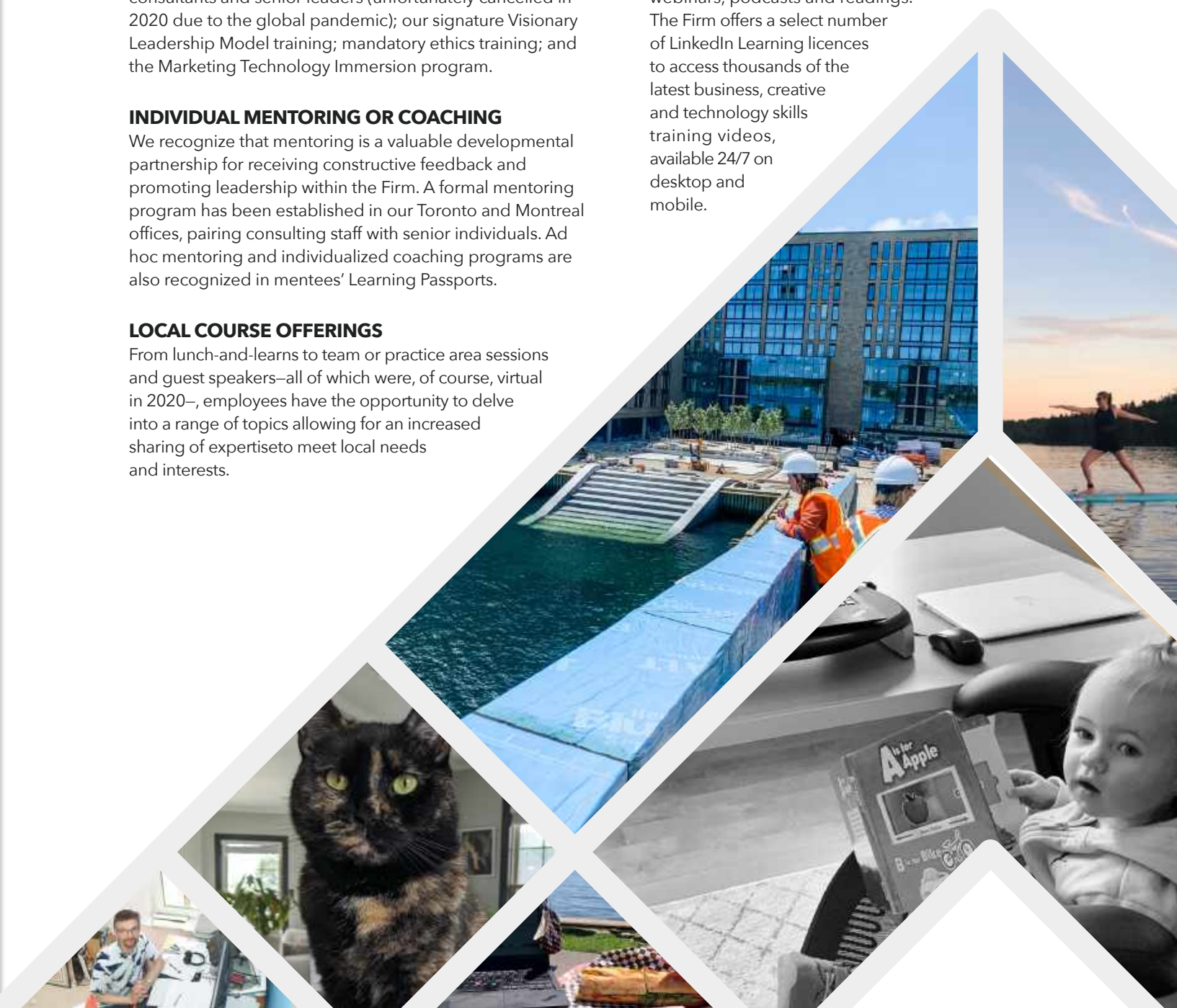
We recognize that mentoring is a valuable developmental partnership for receiving constructive feedback and promoting leadership within the Firm. A formal mentoring program has been established in our Toronto and Montreal offices, pairing consulting staff with senior individuals. Ad hoc mentoring and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

LOCAL COURSE OFFERINGS

From lunch-and-learns to team or practice area sessions and guest speakers—all of which were, of course, virtual in 2020—, employees have the opportunity to delve into a range of topics allowing for an increased sharing of expertise to meet local needs and interests.

SELF-DIRECTED LEARNING

We encourage employees to undertake self-directed activities such as keeping up to date with industry trends through webinars, podcasts and readings. The Firm offers a select number of LinkedIn Learning licences to access thousands of the latest business, creative and technology skills training videos, available 24/7 on desktop and mobile.



2020

ACHIEVEMENT AWARDS

Every year, AVENIR GLOBAL presents these awards to employees who, through their exceptional contributions, reinforced the Firm's values and vision and promoted its growth and leadership position in the industry.

Among the nominations submitted by their colleagues, 87 laureates were selected in 2020 for their accomplishments in six categories. The awards were presented during local virtual ceremonies for each of our offices. In addition to the winners in local categories, AVENIR GLOBAL also presents global recognition awards to celebrate extraordinary achievements.

AVENIR GLOBAL Way Award

Daniel Saumur (AVENIR GLOBAL)



The AVENIR GLOBAL Way Award is presented to the employee who best represents the Firm's values and embodies our brand by applying bold thinking to solve challenges and establishing trusted relationships with clients and partners.

Daniel Saumur has been working within the Firm's Technology Services for more than 30 years. For the last three decades, he has been managing all the IT staff across the AVENIR GLOBAL offices.

As part of his duties, he led several major projects, including the technological integration of the operating brands that have joined AVENIR GLOBAL over the last few years (Madano, SHIFT Communications, Padilla, Cherry, Hanover, and their different divisions), thus allowing the network to operate consistently and efficiently throughout its growth.

An attentive, calm and professional leader, Daniel valiantly tackles every challenge that comes his way. Through his invaluable contribution to the Firm over throughout his career, he greatly facilitates unity within our network

Luc Beauregard Award

Megan Gaffney (SHIFT Communications)



The Luc Beauregard Award, dedicated to the memory of our founder, is presented to one of the AVENIR GLOBAL Achievement Awards winners whose stellar nomination and strong performance during the year truly stood out among all local laureates.

Megan Gaffney has been with SHIFT Communications for over eight years. After being appointed vice-president in January 2020, Megan quickly showed her leadership skills despite the pandemic.

From the great work she achieves, to her commitment to getting projects not just completed—but completed thoughtfully, strategically and creatively, she's always putting her best foot forward, even when deadlines are tight. From virtual events, to physical products and stunts, Megan collaborates across the Firm and does whatever it takes to "get it done" on behalf of clients.

Beside her tremendous contribution to the Firm, Megan is also deeply involved in the community. She notably conducts a lot of advocacy work for the National CMV Foundation which educates women of childbearing age about Congenital Cytomegalovirus (CMV). With this award, AVENIR GLOBAL wants to salute Megan's dedication to great work and her leadership skills but also the contribution she makes to her community.

2020 ACHIEVEMENT AWARDS

local winners

COMMITMENT AND COLLABORATION ACHIEVEMENT AWARD

Simon Granger (AVENIR GLOBAL)
Nadeen Hamdanieh (AXON CTS)
Lorna Blackwell (AXON UK)
Ahbab Choudhury (AXON UK)
Adelaide Lang (Cherry)
Lucy White (Cherry)
Lindsay MacNab (FoodMinds Chicago)
David Moore (Hanover Dubai)
Callum Haire (Hanover London)
Hoda Awad (Madano)
Elisha Raut (Madano)
Kate Greenwood (NATIONAL St. John's)
Michael Judge (NATIONAL Halifax)
Caroline Des Rosiers (NATIONAL Montreal)
Guillaume Fillion (NATIONAL Quebec City)
Amber Ciolfe (NATIONAL Toronto)
Michelle Renee (NATIONAL Vancouver)
Kenny Devine (Padilla Minneapolis)
Kyle Kapustka (Padilla Minneapolis)
Katie Pawelczyk (Padilla Minneapolis)
Amanda Abell (Padilla New York)
Michelle Amoroso (Padilla New York)
Kathryn Canning (Padilla Richmond)
Jacqueline Trudeau (SHIFT Communications)
Stephanie Chan (SHIFT Communications)
Jimmy Alder (The Playbook)

BUSINESS DEVELOPMENT AND MANAGEMENT ACHIEVEMENT AWARD

Heather Mittman (AXON CTS)
Sarah Bannoff (AXON UK)
Tina Shepley (Cherry)
Amy Williams (Hanover London)

Hanna Williams (Madano)
Anne McInerney (NATIONAL Saint John)
Sarah McLean (NATIONAL Halifax)
Mirabel Paquette (NATIONAL Montreal)
Matt Salvatore (NATIONAL Ottawa)
Megan Shay (NATIONAL Toronto)
Bob McNaney (Padilla Minneapolis)
Viviana Pinzon Correa (Padilla New York)
Julie McCracken (Padilla Richmond)
Sarah Babbitt (SHIFT Communications)

SUPPORT SERVICES ACHIEVEMENT AWARD

Cheryl Sta Mina (AXON CTS)
Sarah Furley (Cherry)
Lucy Davies (Hanover London)
Rebecca Coleman (Madano)
Christina Gatward (Madano)
Svetlana Shustova (NATIONAL Calgary)
Morgan Atwater (NATIONAL Halifax)
Ion Preda (NATIONAL Montreal)
Patricia Lindsay (NATIONAL Quebec City)
Tyrone Murphy (NATIONAL Toronto)
Brian Bengtson (Padilla Minneapolis)
Barbro Koeleman (Padilla Minneapolis)
Kelby Escotto (Padilla New York)
Jeff Wilson (Padilla Richmond)
Kara Armit (SHIFT Communications)

VISIONARY LEADERSHIP MODEL ACHIEVEMENT AWARD

Duncan Shaw (AXON CTS)
Flora Theodoro (AXON UK)
Evan Byrne (Madano)
Emma Cochrane (NATIONAL Halifax)

Sébastien Boudreau (NATIONAL Montreal)
Yvan Loubier (NATIONAL Quebec City)
Troy Aharonian (NATIONAL Toronto)
Amy Jensen (Padilla Minneapolis)
Brittany Joyal (SHIFT Communications)

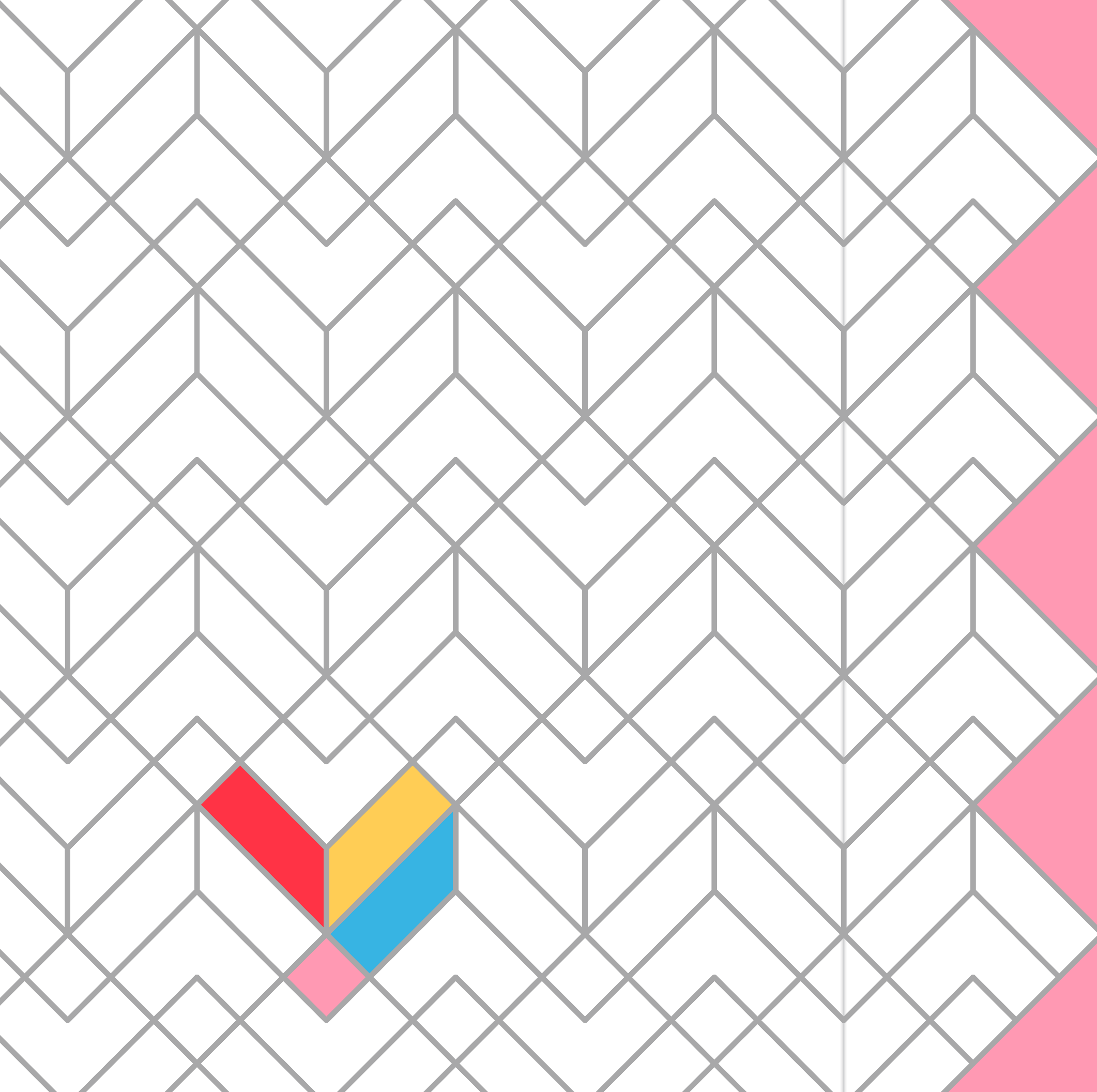
INNOVATION ACHIEVEMENT AWARD

Émilie Cossette (AVENIR GLOBAL)
Lucy Hagger (AXON UK)
Imelda Lim (Cherry)
Elizabeth Stoltz (FoodMinds Washington)
James Cruikshank (Hanover London)
Kristie Forbes (NATIONAL Halifax)
Trina Tucker (NATIONAL Halifax)
Carlos-David Donoso (NATIONAL Montreal)
Jean-François Gagné (NATIONAL Montreal)
Adam Schwartz (NATIONAL Toronto)
Edward Leung (NATIONAL Vancouver)
Rosalie Morton (Padilla Richmond)
Megan Gaffney (SHIFT Communications)

PEOPLE LEADER ACHIEVEMENT AWARD

Katrina de Saram (AXON UK)
Valeria Catellani (Cherry)
Sam Glover (Cherry)
Inez Be (FoodMinds San Francisco)
Tanya Kavelaars-DiPenta (NATIONAL Halifax)
André Bouthillier (NATIONAL Montreal)
Laura Muirhead (NATIONAL Toronto)
Heath Rudduck (Padilla Minneapolis)
Kristen Ingraham (Padilla New York)
Natalie Marinaro (SHIFT Communications)

SOCIAL INVESTMENT



SOCIAL INVESTMENT

Wherever we do business, we strive to have a positive impact in our local communities. As well as having 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, and support causes that are important to our employees and our neighbours through fundraising efforts, volunteer drives, and by providing *pro bono* services.

In 2020, we devoted 5,000 *pro bono* hours to organizations in a variety of sectors, such as healthcare and social services, education and learning, arts and culture, youth and senior services, and more. We have built meaningful, long-lasting relationships with some organizations throughout our history, and we 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.

PADILLA

YWCA Midtown Supply Drive

Facing what some are calling the twin pandemics—a global health crisis and systemic racism—staff from Padilla's Minneapolis headquarters office coordinated a supply drive in June 2020 for YWCA Midtown on Lake Street, the largest of its Minneapolis locations. Masked up and socially distanced, Padilla employees collected personal hygiene items, home goods, clothing, and baby supplies—ending the donation drive with a truckload of essential items. The donations helped community members in need following the murder of George Floyd and the destruction of Lake Street businesses during the unrest. Like many organizations, YWCA Midtown pivoted during this time and opened up its building to distribute groceries and supplies to neighbours in need.

SHIFT COMMUNICATIONS

Color of Change

After George Floyd was murdered in Minneapolis, SHIFT Communication's Diversity and Inclusion team got together to call for donations in support of the Black Lives Matter movement through Color of Change. SHIFT's managing partner, Rick Murray, committed to personally match all donations up to \$2,500, and SHIFTERS came through in a matter of days, effectively doubling our staff's contribution to \$5,000.

AXON UK AND MADANO

10 days of giving

2020 was a difficult year for charities, many of them losing vital sources of fundraising because of the pandemic. Madano and AXON UK were keen to provide support and held a "10 days of giving" initiative in December 2020. The CSR group crowdsourced possible charities from the Madano and AXON teams and selected a wide variety of causes to ensure fair representation, from homelessness to domestic abuse, community support groups to blood cancers, among others. Throughout December the CSR elective donated £1,650 across 11 charities on behalf of Madano and AXON, including: CLIC Sargent, Rape Crisis England and Wales, Move into Wellbeing, SPEAR, Blood Cancer UK, Wood Green, Consortium for Street Children, Safe in Sussex, Refugee Council, MIND and The Trussell Trust.





CHERRY

Faunalytics

Faunalytics is a charity that conducts research and shares knowledge to help animal advocates build effective strategies. Since 2015, it has been rated a “Standout Charity” by Animal Charity Evaluators. Through volunteer days, Cherry has provided copywriting expertise to support in the development of web articles and infographic fact sheets on several topics, including greyhound racing and cell cultured meat. These materials, to be published later in 2021, will provide a digestible summary of the topic to help inform the advocacy efforts of the reader.



HANOVER

The Black Curriculum, SoSad Ireland, Serve the City, Dubai Cares

The Hanover Power Hour allows teams to spend an hour doing something active (walk, run, yoga etc.) in exchange for donating to a local charity designated by their office: in London, the chosen cause was The Black Curriculum, a social enterprise created to address the lack of Black British history in the U.K. school curriculum; in Dublin, SoSad Ireland works to raise awareness of and help prevent suicide in Ireland; in Brussels, Serve the City is an organization that works to provide and distribute food to those who need it most; and in the Middle East offices, Dubai Cares offers support and equipment to school children who do not have the technology required to continue their education whilst at home. The Power Hour allowed Hanover to raise much-needed donations for charitable causes who were struggling due to the pandemic, and acted as an important reminder for colleagues to take time out for their own health and well-being.

NATIONAL CALGARY

National Sport School/WinSport

The National Sport School (NSS) was opened by the Calgary Board of Education (CBE) in 1994 to support youth demonstrating exceptional skills in athletics. In 2011, CBE partnered with WinSport to relocate the school at Canada Olympic Park, providing access to world-class training facilities. As the NSS faced closure due to budget cuts, NATIONAL Calgary donated time and communications and government relations expertise in support of WinSport and a parent-group working on saving the school. With support from all stakeholders, including the CBE, WinSport and the parent group were successful in their bid to leave the CBE system and transfer to a new school district, allowing the school and student athletes to remain at WinSport campus.



NATIONAL VANCOUVER

LIFT Philanthropy Partners/ Inclusion Canada

Since 2017, NATIONAL Vancouver supports LIFT Philanthropy Partners, a national non-profit organization focused building the capacity of social purpose organizations (SPOs). Through this partnership, NATIONAL led the rebranding of the Canadian Association of Canadian Living (CACL)—a national federation working to advance the full inclusion and human rights of people with an intellectual disability and their families—as Inclusion Canada. NATIONAL worked closely with Inclusion Canada to deliver a concept and narrative that truly reflects its vision of inclusion, and supported the announcement and rollout of the new brand through targeted communications.

NATIONAL QUEBEC CITY

Dr. Clown Foundation

The Dr. Clown Foundation brings joy to the most vulnerable people in our community. Since 2002, the Dr. Clown Foundation has been developing its personal relationship approach that is focused on improving the quality of life of hospitalized children, students in specialized schools, hospitalized patients of all ages and seniors in care facilities. In the past year, NATIONAL Quebec City supported the Dr. Clown Foundation in the development of a public relations strategy aimed at improving the understanding and perception of the actions of clown artists and the relevance of their presence among their clientele, even in virtual mode due to the pandemic.

NATIONAL MONTREAL

Fondation Tel-jeunes

In the summer of 2020, NATIONAL Montreal provided *pro bono* support to the Fondation Tel-jeunes, a cause supported by client Devimco, one of Quebec’s leading commercial property developers. LigneParents and Tel-jeunes offer free and confidential frontline services delivered around the clock by professional counselors to young people and parents in Quebec via phone, text messages, email and chat. NATIONAL supported the organization of a golf tournament by Devimco to raise funds for the Fondation Tel-jeunes. NATIONAL provided full communications and media relations support, and secured the participation of celebrities to the golf tournament and the virtual gala that followed. The efforts resulted in a contribution of \$218,000 to the Fondation Tel-jeunes.



NATIONAL OTTAWA

Hockey 4 Youth

Hockey 4 Youth is a not-for-profit working to increase social inclusion for new Canadian and high-priority youth through free hockey and off-ice life skills programs. NATIONAL Ottawa provided *pro bono* support for the launch of their first Ottawa-based program, with the principal objective being to garner media attention for the “first skate” launch event. NATIONAL’s strategy included highlighting that this was the first skate for many newcomer girls and that they would be given a chance to experience the nation’s favourite past time for free. The campaign generated positive stories across traditional and social media, as well as valuable partnership opportunities for the organization.

NATIONAL ATLANTIC

Summer of Students

During the pandemic, we’ve talked about the value of organizations being helpful. NATIONAL Atlantic decided to help by making connections for those who need it most, like post-secondary students. New and recent graduates in Atlantic Canada are facing a high degree of uncertainty entering the job market, with many placements and internships now being cancelled. Through the Summer of Students initiative, the team at NATIONAL Atlantic virtually connected with students in relevant fields to discuss and answer questions about what it’s like to work in an agency setting, trends we are seeing in our industry, and how to develop skills in the current environment.

NATIONAL TORONTO

Wellspring Cancer Support

Wellspring is a network of community-based centres offering programs at no charge to anyone, with any type of cancer, at any stage. NATIONAL Toronto supported in an insights-driven creative rebranding process, ending with the delivery of a new logo, tagline and brand playbook for implementation. The new brand aligns with Wellspring’s program offerings and helps to differentiate the brand as a non-clinical cancer support organization.

HOW TO SHOW UP FOR A VIRTUAL INTERVIEW

NATIONAL



PROJECTS AND ORGANIZATIONS WE SUPPORTED IN 2020

Here is a list of organizations we supported with office-level volunteering, pro bono, in-kind services or monetary donations.

Action for Healthy Kids	Fondation Les Amis de Samuel	Lupus Foundation of America	Québec Bourse
Adaptavie	Fondation Les Petits Rois	Magic Breakfast	RMHC Canada
ALONE	Fondation Mobilis	Maison de soins palliatifs du Littoral	Salon international du livre de Québec
Apathy is Boring	Fondation Paul Gérin-Lajoie	Making the Leap	Second Harvest Heartland
Art of City Building	Fondation Réno-Jouet	Mental Health Foundation of Nova Scotia	Serve the City
Association des professionnels en exposition du Québec	Fondation Sourdivine	Minneapolis Downtown Council	SMARTworks
Australian Red Cross Bushfire Appeal	Fondation Tel-jeunes	Minneapolis Parks Foundation	Société culturelle de Vanier
Boy Scouts of America, Northern Star Council	Forward Foundation	Minnesota High Tech Association	Société d'histoire du sport de la capitale nationale
British Red Cross COVID-19 Appeal	Free Bikes 4 Kidz	MN Cup, University of Minnesota	Société du domaine Maizerets
Camp Brigadoon	God's Love We Deliver	MPLS Regional Chamber, Minnesota Keystone Program	SoSad Ireland
Canadian Blood Services	Halifax Cycling Coalition	MQ Health	SPCA of the Triad
Canadian Cancer Society - Quebec Division	Halifax Partnership	Multiple Sclerosis Society of Canada	Spig Learning
Canadian Mental Health Association	Haven House Children's Hospice	National Foundation for Infectious Diseases	St. Raphael's Palliative Care Home and Day Centre
Centraide of Greater Montreal	HeartWood Centre for Community Youth Development	National Meningitis Association	The Black Curriculum
Collège Durocher Saint-Lambert	Hockey 4 Youth	National Sport School, WinSport Canada	The BrandLab
Comité Femmes en philanthropie	Immigrant Services Association of Nova Scotia	National Trust - Plant a Tree	The Canadian Club of Montreal
Community Help Service Brussels	Inclusion Canada (via LIFT Philanthropy Partners)	New Brunswick Multicultural Council	The International Economic Forum of the Americas
CPRS National Conference	International Association of Business Communicators (IABC)	Northside Boxing Club	The Richmond Forum - Speech & Debate Initiative
Diversity Action Alliance	Itasca Project	NY Common Pantry	Théâtre de la LNI
Dr. Clown Foundation	JA Canada	Pheasants Forever	Tourism Calgary - Chinook Blast Event
Dubai Cares	Jean Paul Riopelle Foundation	Philanthropic Foundations Canada	United Way
East Town Business Partnership	Jeffery Hale - Saint Brigid's Friends' Foundation	Phoenix Youth	United Way Halifax
Ecology Action Centre	Kids Code Jeunesse	Pillsbury United Communities	Webber Street - London City Mission
FareShare	Le Devoir	Premier Acte	Women's Y Foundation of Montreal
Feed Nova Scotia	Le Grand Costumier	PRSA Diversity Multicultural Scholarship	World Press Freedom Canada
Feeding America	Le prof nomade	PRSA Foundation	Yaya Humanitarian Foundation
Fondation Artère	Le regroupement Gelamain Québec	Public Policy Forum	YES Employment + Entrepreneurship
Fondation CERVO	LIFT Philanthropy Partners	Public Relations Without Borders	YMCA of Greater Halifax/Dartmouth
Fondation de l'Université du Québec à Trois-Rivières	LIFT Philanthropy Partners - WIL Employment Connections		YouthLink
Fondation de santé et services sociaux Lévis Lotbinière	Little Brothers		YWCA Calgary
Fondation du Musée national des beaux-arts du Québec	Loppet Foundation, Cross-Country Skiing World Cup		YWCA Minneapolis

OUR LEADERS' VOLUNTEER ENGAGEMENT IN 2020

Across the Avenir Global network, our leaders are also personally involved in more than 160 organizations.

Alan Dunton – Muttville, The Ocean Cleanup, Girls Unite

Alexandre Boucher – Canadian Cancer Society - Quebec Division

Amanda Munroe – Mattapan Food Pantry, Memorial Sloan Kettering Cancer Center, International Rescue Committee

Amy Fisher – Minnesota Technology Association (MNTech), PRSA Technology Section

André Bouthillier – Montréal Centre-Ville, Société de développement Angus

Andrew Molson – The Molson Foundation, Institute for governance of private and public organizations, Concordia University Foundation, evenko Foundation, The Montreal General Hospital Foundation, OSM Foundation, Montreal Neurological Institute-Hospital, Business / Arts, Québec Blue Cross

Becky Pocock – Graham's Foundation

Bob McNaney – LifeScape

Brian Ellis – Virginia Commonwealth University - Richard T. Robertson School of Media and Culture Advisory Board, University of Florida - College of Journalism and Communications, PR Department Advisory Board

Charles Lewington – The Royal Hospital Chelsea, Bath Festival Orchestra

Dan Reilly – American Marketing Association - Minnesota

Darren Weiss – Planned Parenthood, ACLU

David Heinsch – Catholic Community Foundation

Doris Juergens – YES Employment + Entrepreneurship

Edith Rochette – The Canadian Club of Montreal

Emma Kenny – St. John Ambulance, Healthcare Communications Association

Erin DeSimone – Society for Nutrition Education and Behavior

François Crête – Nature Conservancy of Canada, MTL inc., Federation of Quebec Chambers of Commerce

Gavin Megaw – Parkrun

Gillian Smith – Ontario Science Centre, TO Live, Toronto Arts Foundation, Business / Arts, Ontario Cultural Attractions Fund, The Walrus Foundation, The Stop Community Food Centre, Toronto Public Library Foundation, Art Gallery of Ontario, Women's College Hospital Foundation

Gordon Taylor Lee – Ottawa Food Bank, Snowsuit Fund

Heath Rudduck – Pillsbury United Communities, Minneapolis Parks Foundation, Masonic Cancer Center - University of Minnesota

Hugo Morrisette – Information and Referral Centre of Greater Montreal, Quebec Bar Foundation, Centre de loisirs de Lachine

Jean-Pierre Vasseur – Maison Emmanuel

Jeff Wilson – PRSA National Board, Visual Arts Center of Richmond

John Parisella – Montréal International, Fusion Jeunesse, Institute for Research on Public Policy, Institut de la confiance dans les organisations, Junior Chamber of commerce of Montreal, CERUM, Old Brewery Mission

Jonny Knight – A-T Society

Judith Lebel – La Dauphinelle

Julie-Anne Vien – Fondation Les Amis de Samuel, Fondation du Musée national des beaux-arts du Québec, Fondation CERVO, Premier Acte

Justin Finnegan – ProPublica, St. Hubert's Animal Welfare Center

Kathryn Tector – Sacred Heart School of Halifax

Katrina de Saram – Centrepont

Kelsie Axelrod – The East Oakland Collective

Kevin McCann – Junior Achievement, YMCA, Dalhousie University

Kristan Hines – Dalhousie University, Phoenix Youth, Liberal Party of Canada (Nova Scotia), United Way

Laura Cubillos – Action for Healthy Kids

Leslie Clavin – Food Bank of Contra Costa & Solano, Contra Costa County Elections Board

Leslie Molko – Société québécoise des professionnels en relations publiques

Lindsay Chan – HR Tech Group, Greater Vancouver Board of Trade

Lorèn Lailey-Irvine – National Sport School

Luc Levasseur – The 519

Marie-Christine Garon – Club de la médaille d'or

Mark Dailey – NHS, St. Michael's School

Mark Seland – Hamptons Community Association, Abriohealth

Matt Kucharski – Pheasants Forever, Greater Twin Cities United Way

Megan Gaffney – Massachusetts cCMV Coalition

Megan Shay – Tech4SickKids Hospital Advisory

Michael Evans – Mytime Active, A-T Society

Michelle Renee – Out on Screen, Out in School, Options for Sexual Health, Black Health Alliance

Mirabel Paquette – Quebec Federation of Chambers of Commerce, Public Relations Without Borders

Miranda Dini – Healthcare Communications Association

Pierre Guillot-Hurtubise – National Improvisation League

Rachel Rice – Riverton Community Housing, FEI Twin Cities Chapter

Reghu Venkatesan – A-T Society

Rick Murray – I AM ALS, Alzheimer's Association, Color Of Change (Black Lives Matter), Joslin Diabetes Center, JourneyCare, CAMH, Salvation Army, Leukemia & Lymphoma Society, Omega Institute, Elyssa's Mission, TELUS Friendly Future Foundation

Robert Lupien – Axion 50 plus, Fondation de l'Université du Québec à Trois-Rivières

Ronalda Walsh – International Association of Business Communicators (IABC), Canadian Mental Health Association - Newfoundland and Labrador, Atlantic Provinces Economic Council

Sabrina Duguay – Les Amis du Devoir

Sarah Young – Sandpiper Ventures, Develop Nova Scotia, Trans Canada Trail Ontario, Young Presidents' Organization (YPO), YMCA, Mount Allison University, Immigrant Services Association of Nova Scotia (ISANS)

Sébastien Boudreau – Pointe-à-Callière's La Relève

Shannon Steffen – Delta Gamma, United in Stride

Stephanie Lyttle – McGill University Public Relations Student and Alumni Association

Tara Wickwire – Atlantic Tennis Centre, Tennis Nova Scotia, Propel, Brigadoon Village, Art of City Building, Saint Mary's University, Mount Saint Vincent University, Dalhousie University, Royal Nova Scotia Yacht Squadron, Tranquility App, Mental Health Foundation Nova Scotia

Tina Charpentier – Agricultural Relations Council

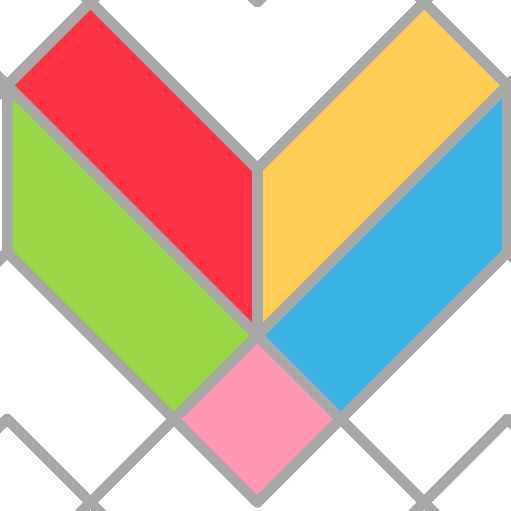
Tina Hahn – Cycling Without Age

Tom Jollie – Boy Scouts of America, Northern Star Scouting Council, mpl's downtown council, East Town Business Partnership

Valérie Beauregard – Public Relations Without Borders



ENVIRONMENTAL
PERFORMANCE



ENVIRONMENTAL PERFORMANCE

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.

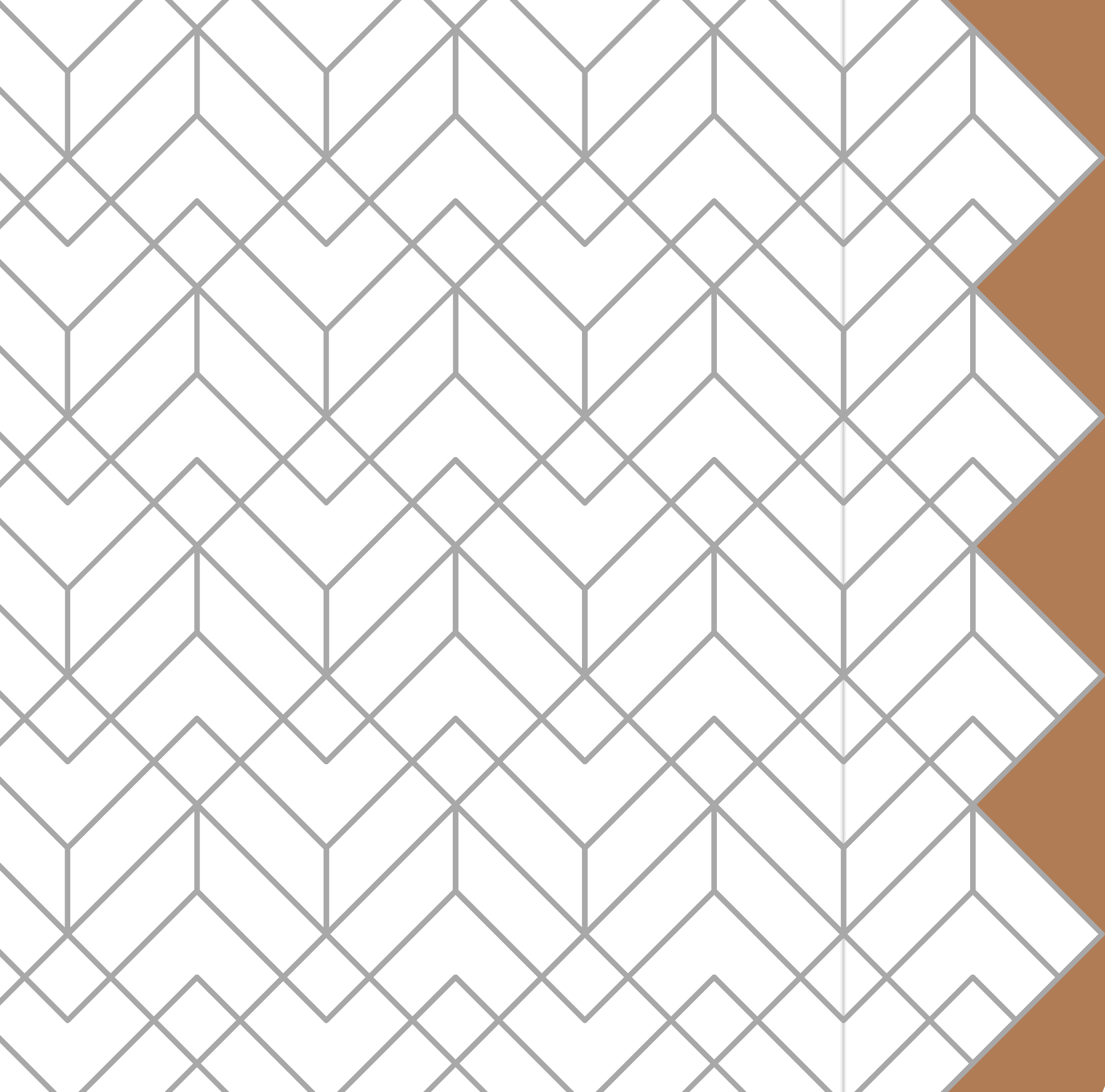
Now more than ever, green is “in,” and at AVENIR GLOBAL, we like to think that taking care of our planet also stems from taking caring of our people and our communities. All across our network, our teams not only show interest in the environment, they actually act on it.

Performance indicators

Multiple programs and measures are in place across the AVENIR GLOBAL network to reduce our environmental footprint. Here is an overview of how we’re doing.



OFFICES HAVE AN
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