

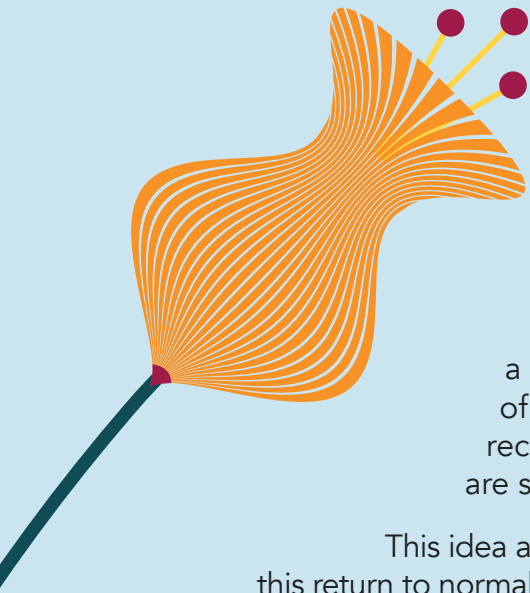
DEPUIS 1976 EST®  
AVENIRGLOBAL

# Rediscovering our space

2021 CORPORATE RESPONSIBILITY REPORT







Every year, AVENIR GLOBAL holds a photo contest across our network. In 2021, the theme was “Reclaiming our space”: with life slowly returning to a sort of normality after a year of confinement, we asked our employees to share pictures of what they missed the most from their office and their city as they reconnected with their world. The winning pictures from this contest are spread across these pages.

This idea also inspired our 2021 Corporate Responsibility Report. With this return to normality came opportunities to reconnect with our communities and strengthen our bonds.

**Just like nature taking back its right under the right conditions, it just took a bit of light for these relationships to blossom again.**

In 2021, our teams supported more than 100 organizations through volunteering, in-kind services or monetary donations, and our leaders were personally involved in more than 150 organizations (p. 30).

Being involved in our communities is fundamental, but so is taking care of our people. Through our professional development activities and employee recognition programs (p. 22), we provide our team members with opportunities to grow and bloom within the Firm. In 2021, we recognized the exceptional contributions of 86 colleagues and presented global awards to two long-standing employees that have been with us for close to a decade.

Fostering a diverse and inclusive culture is also an increasingly important objective for our Firm. In the past years, we planted the seeds of our firm-wide Diversity and inclusion program, which sprouted into inspiring initiatives across the network (p. 10). Our brands have shown their commitment in various ways, such as community engagement, internal education, and celebrations of our diversity.

As we celebrated our 45<sup>th</sup> anniversary in 2021, we are proud of the culture we’ve built over the years, firmly rooted in our values. We hope this report reflects this part of who we are as a Firm.

**Valérie Beauregard**  
Executive vice-president

# AVENIR GLOBAL

## by the numbers

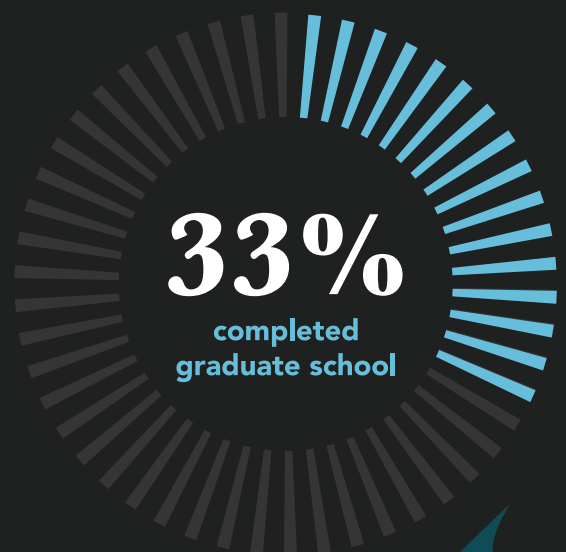
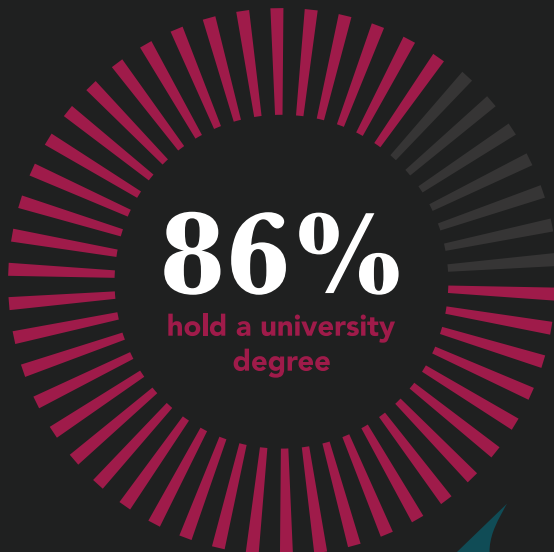
**1,000**  
EMPLOYEES

**7**  
BRANDS

**22**  
BUSINESS LOCATIONS  
ACROSS NORTH AMERICA,  
EUROPE AND THE MIDDLE EAST



**2/3** OF OUR STAFF  
ARE WOMEN



**2,500**  
PRO BONO HOURS  
IN LOCAL COMMUNITIES

MORE THAN  
**12,000**  
PROFESSIONAL  
DEVELOPMENT  
**HOURS**  
logged in 2021

#1

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

#3

**FOOD, BEVERAGE  
& NUTRITION**  
FIRM IN NORTH AMERICA

#1

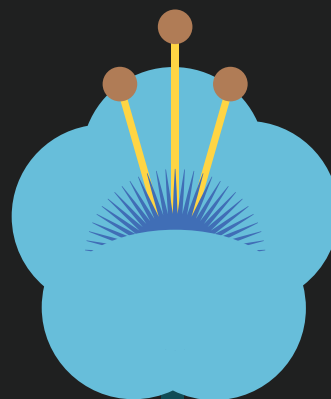
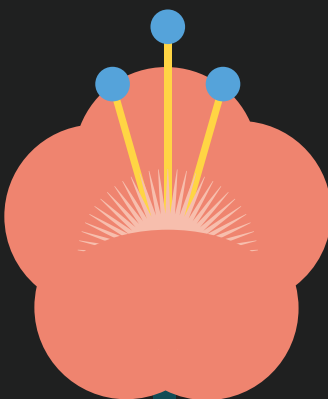
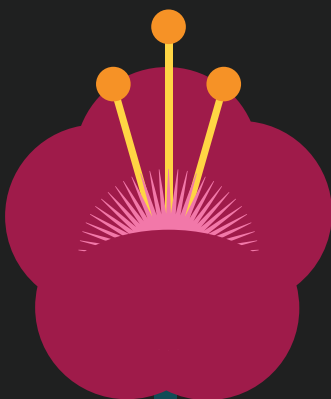
**FINANCIAL  
COMMUNICATIONS &  
INVESTOR RELATIONS**  
PRACTICE IN CANADA

**45** YEARS OF  
SERVICE

**60<sup>+</sup>** PhD, PharmD,  
MD, RD, MEDICAL  
writers & editors  
ON STAFF

**42** LANGUAGES  
SPOKEN

**100<sup>+</sup>** CREATIVES



# Our Corporate Responsibility Policy

Our Corporate Responsibility Policy focuses on five key areas where we believe we can have the most impact: diversity and inclusion, ethical conduct, social investment, environmental performance and human capital development. 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 according 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.



## Human capital development

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



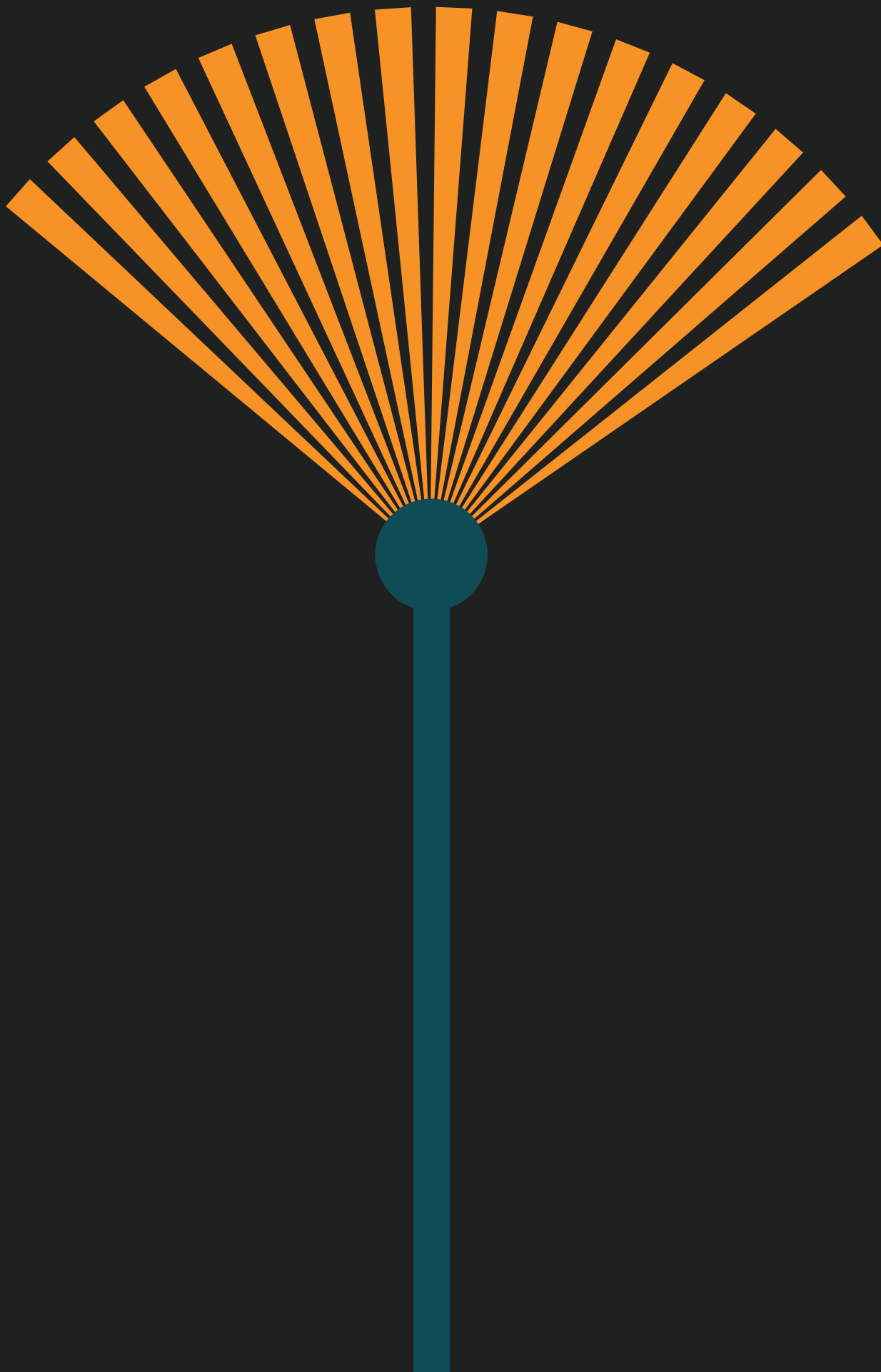
## Social investment

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



## 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 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 their communications efforts.





# 01

Diversity  
and inclusion



# Diversity and inclusion

AVENIR GLOBAL understands the importance of committing to diversity and inclusion (D&I) in our Firm, our industry and society.

A D&I Council comprised of nine representatives from across our AVENIR GLOBAL brands oversees the AVENIR GLOBAL D&I program and the implementation of network-wide initiatives. 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. Each brand is encouraged to enhance the program locally using the D&I framework as a guide. They can identify and address their own D&I opportunities through the adoption of best practices and the implementation of local initiatives that focus on talent, community, industry and clients.

## OUR STATEMENT

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.

# Our pillars

AVENIR GLOBAL's D&I program is guided by three pillars that support all brands and tie to our focus as a Firm.

These pillars guide each initiative across the network. We encourage brands to use these pillars to identify and address their own D&I opportunities. Our pillars are:

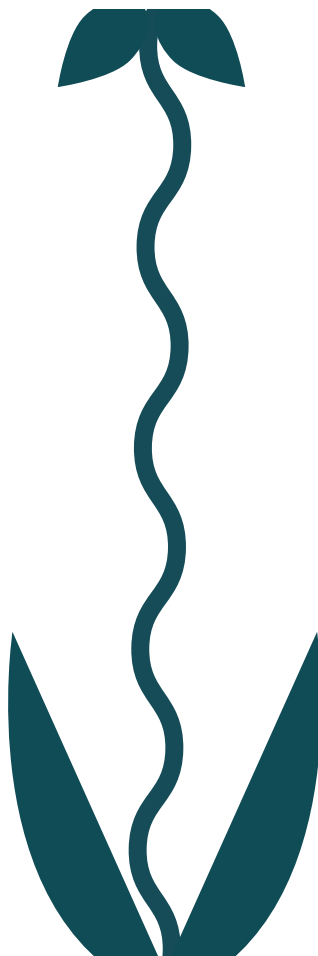
## Educate

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.



# D&I initiatives across the network

## AXON

AXON hosted mandatory virtual LinkedIn Learning training sessions under the banner of "Diversity, Inclusion and Belonging for All." The sessions tapped into various challenges and opportunities that are inherent to working in a diverse organization, and considered very important topics such as unconscious bias, allyship, and communicating culturally sensitive issues. The team allowed for a discussion after each of the sessions to encourage open conversation and experience-sharing between AXON employees to further deepen understanding and learning surrounding the topics of interest.

## CHERRY

Cherry collaborated with Remark!, a deaf-led charity that provides support to deaf people, as well as people with disabilities and older people. For Deaf Awareness Week in September 2021, and coinciding with International Day of Sign Languages, Cherry invited staff to attend a workshop run by Remark! on how best to create an inclusive environment for deaf people as well as teaching basic British sign language. The session received extremely positive feedback, raising awareness of the deaf community, and taught valuable skills employees could use should they ever need to assist a deaf friend, family member, or even a stranger.

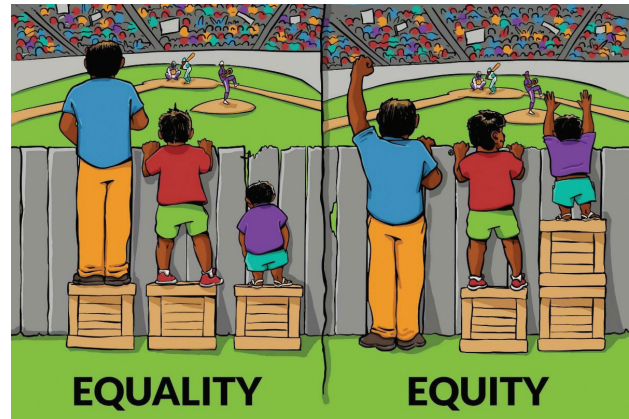


## HANOVER

Throughout 2021, Hanover colleagues took part in virtual talks with a range of schools, colleges, and universities through the INspire program. This employee-led program involves direct engagement between students and Hanover through their current form of education and has a particular focus on engaging with students from a diverse range of socio-economic backgrounds. INspire aims to offer insight into the communications profession, improve perceptions of the industry, and break down perceived barriers and stigma. Hanover intends to make their first hires into the business off the back of the INspire program in 2022.

## MADANO

Madano delivered four hybrid D&I all-staff training workshops in 2021. Guided by facilitator and podcaster Bilal Khan, the purpose of these workshops was to create a safe space for colleagues to have conversations around inclusion and exclusion and introduce them to some of the key concepts within inclusive practice. Participants explored privilege, microaggressions and practiced scenarios for what effective allyship might look like in the workplace. Madano plans to continue holding these workshops throughout the year for new joiners or for anyone that requires a refresh.

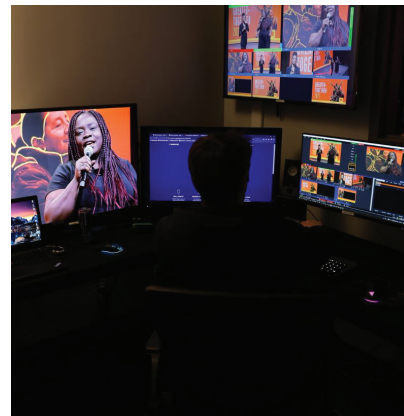


## NATIONAL

NATIONAL Public Relations worked with the Fabienne Colas Foundation throughout 2021 to support and promote a dozen events and initiatives featuring Black communities and minorities in Canada. The NATIONAL team also advocated for the Foundation's values and perspectives with elected officials and decision makers in Canada and promoted its festivals with media and communities in Vancouver, Calgary, Toronto, Montreal and Halifax.

## PADILLA

Pillsbury United Communities has a long history of serving Minneapolis by co-creating enduring change toward a just society. However, in a turbulent year marked by social upheaval in Minneapolis, Pillsbury United Communities needed to raise visibility and tell the story of its economic development engine called Justice Built Communities. Padilla's Social Impact team stepped in to provide creative consultation and media relations support. Additionally, Padilla activated a street team for Pillsbury United on Juneteenth to bring attention to the often-overlooked investment imbalances that Pillsbury United seeks to eliminate.



Celebrating Pride

Celebrating Pride

*Each Friday in June I plan to participate in my Orange Theory Studio's Pride day Friday workout classes, including a donation class on the last Friday of the month. All donations will go to the PGH Equality Center, which promotes education, advocacy, and social justice for all LGBTQIA+ people and allies in Western PA.*

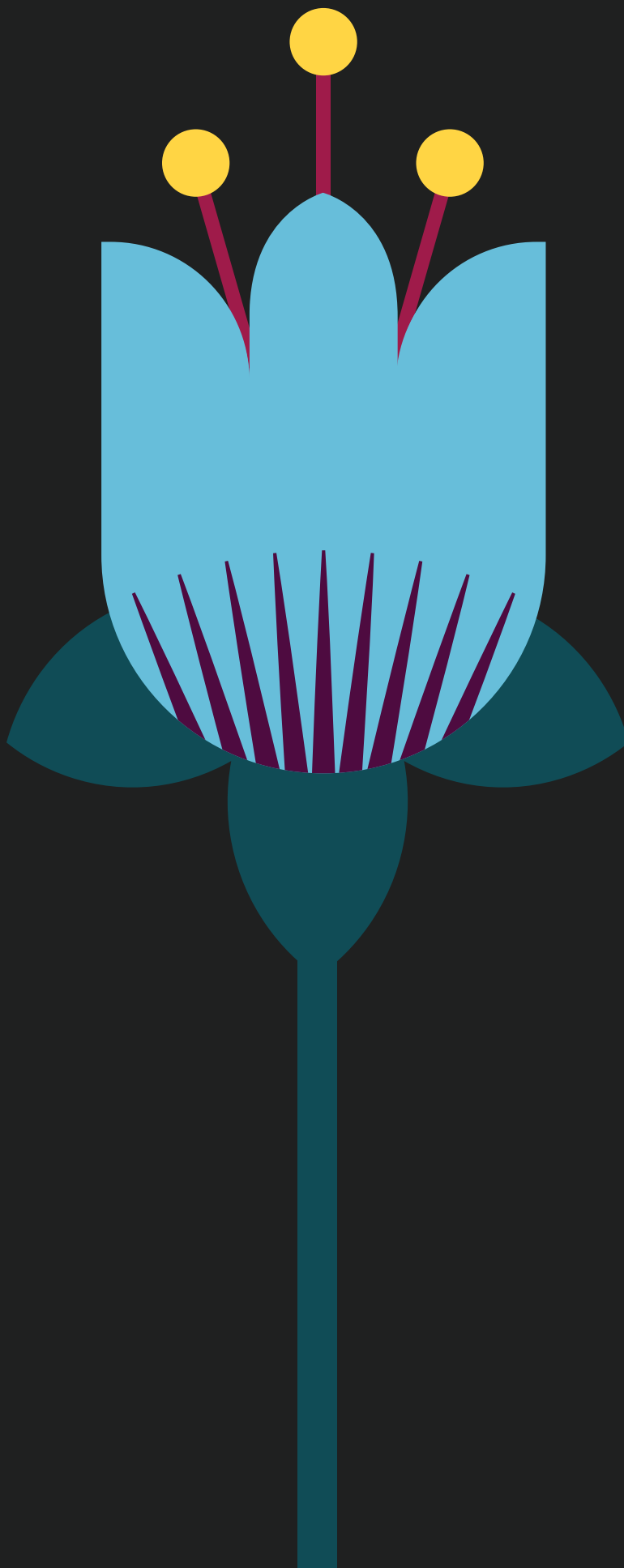
/ Anna Wisniewski

*I'll be participating in OutLoud: Raising Voices concert series in LA, which raises money for LGBTQ+ charities. I will also be attending West Hollywood Pride Events & continuing my annual donations to the Human Rights Campaign.*

/ Lisa Zanchi

## SHIFT

In June 2021, SHIFT took its support of Pride Month to the next level. Internally, the team shared a list of resources to celebrate and learn about the LGBTQ+ communities and then asked SHIFTERS to take a pledge to act and donate in support. SHIFT also took this initiative external, publishing those pledges on social media channels and encouraging team members to use a custom-designed SHIFT Pride Month LinkedIn header image on their profiles and Zoom background on virtual meetings throughout the month, which clients applauded.





02

Ethical  
conduct

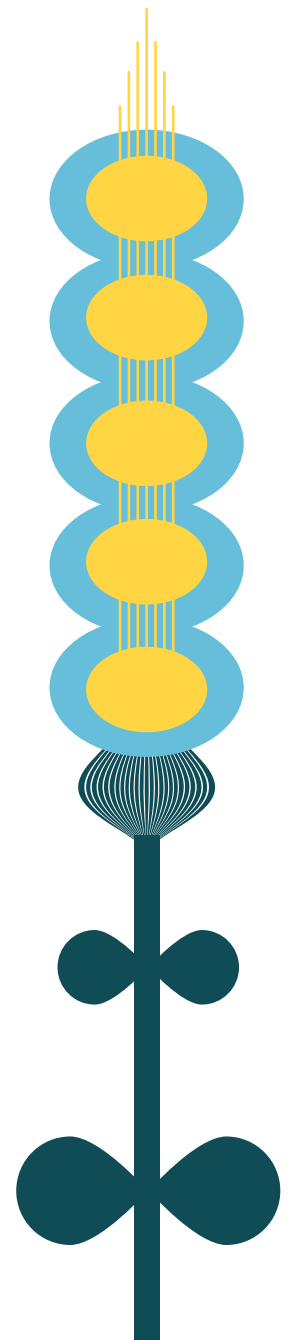


# Our Code of Conduct

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 AVENIR GLOBAL's core values of Quality, Innovation, Respect, Collaboration, Integrity, Responsibility and Commitment, our Code of Conduct is the foundation for all of the Firm's policies and procedures.

The commitments below outline the core standards for the 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 question of maturity and of genuine leadership.

Our values underpin our relationships with each other and with 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 mobilize teams more rapidly and bring together the most experienced individuals from across the network, who are able to quickly work as one 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

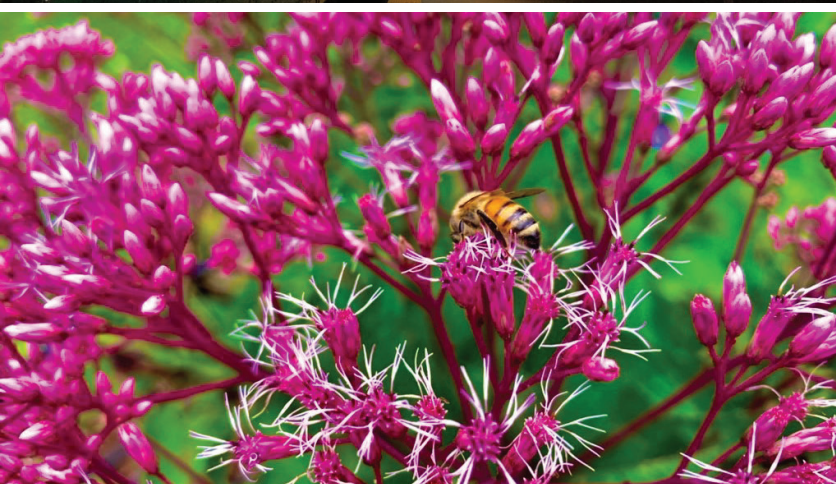
We believe that the best way to protect our reputation is to maintain a high level of integrity and professional conduct in all of our daily activities.

## 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.



## 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

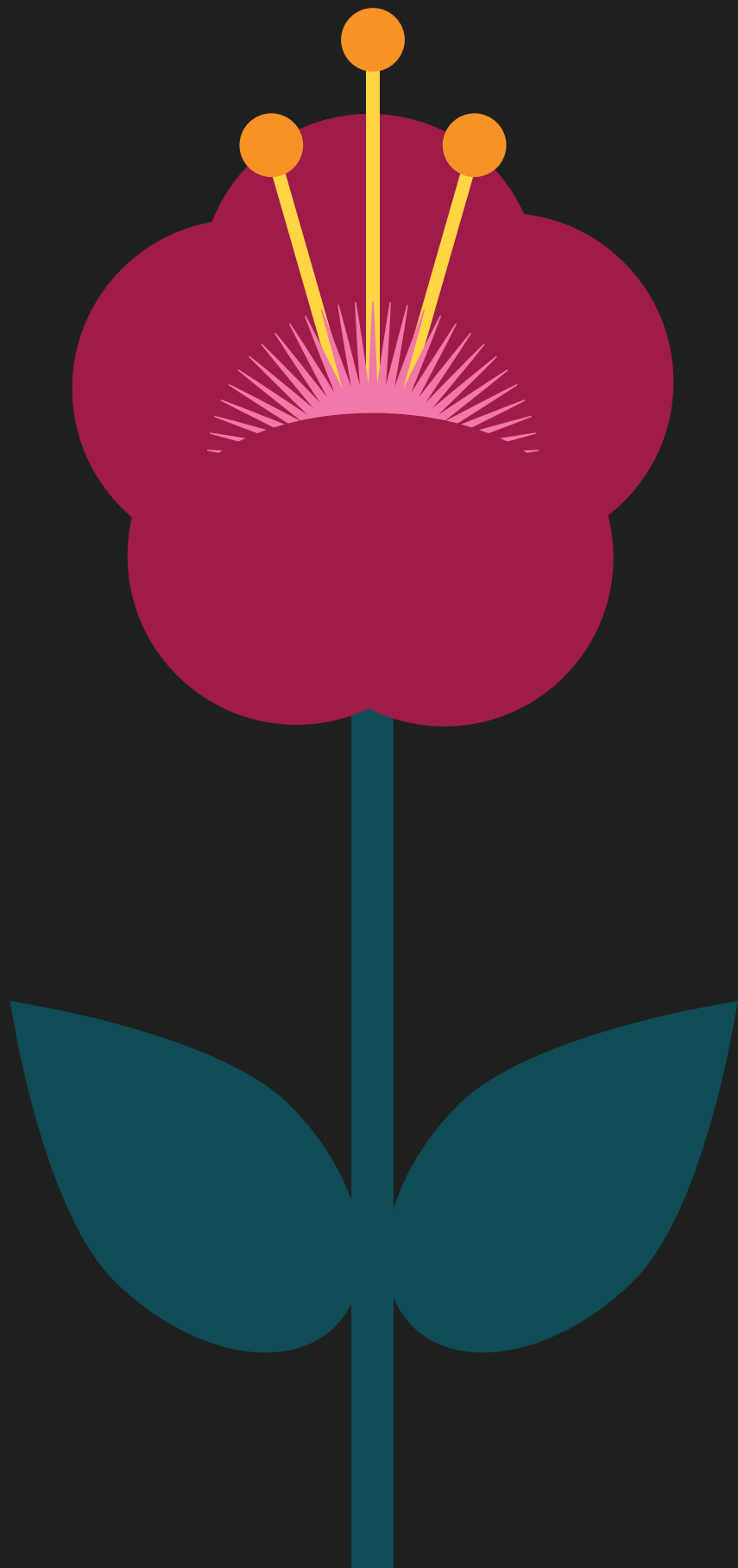
- » Association of British Pharmaceutical Industry (ABPI)
- » Public Relations and Communications Association Code of Conduct
- » PRII Code of Professional Practice for Public Affairs & Lobbying
- » Irish PR's Code of Conduct for Persons Carrying on Lobbying Activities
- » Transparency of Lobbying, Non-Party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

### INTERNATIONAL

- » European Federation of Pharmaceutical Industries and Associations (EFPIA)
- » ICH Good Clinical Practice (GCP)
- » Insights Association – CASRO and MRA
- » International Association of Business Communicators (IABC) Code of Ethics
- » International Committee of Medical Journal Editors (ICMJE)





03

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 42 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 their 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

2022 Best Workplace for  
Wellbeing in the U.K.

AXON

2022 Best Workplace for  
Wellbeing in the U.K.

CHERRY

2022 Great Place to  
Work in the U.K.

AXON

2022 Great Place to  
Work in the U.K.

CHERRY

2021 Great Place to  
Work in the U.K.

AXON

2021 Great Place to  
Work in the U.K.

CHERRY

2021 Best Workplaces  
for Women in the U.K.

AXON

2021 Best Workplaces  
for Women in the U.K.

CHERRY

2020 Best Workplace 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

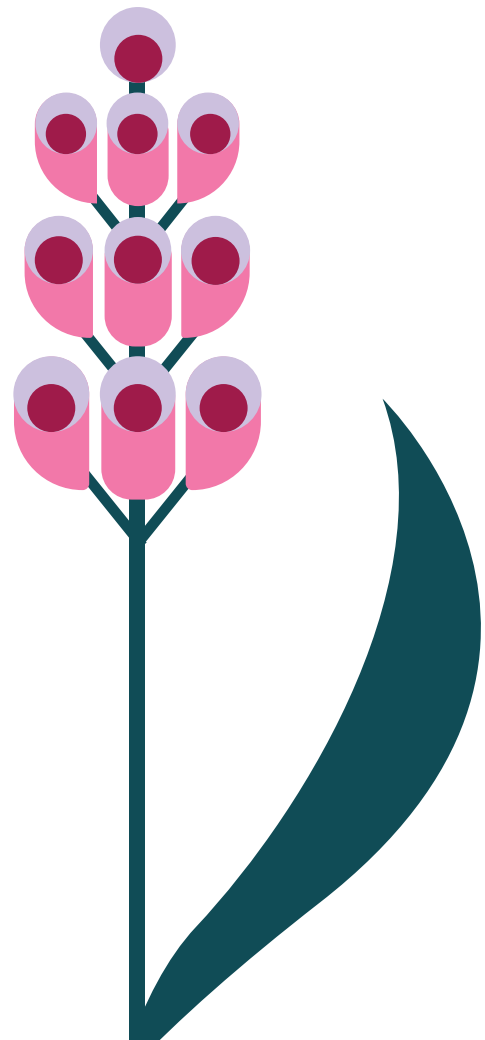


## The Institute

AVENIR GLOBAL stands apart from other communications firms, having committed itself to fostering a learning culture. The goal of The Institute is to offer cutting-edge multi-platform learning opportunities to employees across our network.

The Institute was launched in 2001, and more than 20 years later, we continue to explore new opportunities to feed our staff's curiosity.

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.



### **FIRM-WIDE, FORMAL LEARNING**

We offer ongoing Firm-wide programs, including The Institute 101, 201 and 301 workshops for new employees, senior consultants and senior leaders, our signature Visionary Leadership Model training, the Destination Digital program focused on digital literacy and skills, and the Elementals Strategy Expedition focused on creative strategy.

### **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 is established in our Toronto and Montreal offices, pairing consulting staff with senior individuals. Ad hoc mentoring and individualized coaching programs are also recognized.

### **LOCAL COURSE OFFERING**

From lunch-and-learns, to team or practice area sessions and guest speakers, employees in each office have the opportunity to delve into a range of topics allowing for an 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 industry webinars or seminars, podcasts and readings.

The Firm offers a select number of licences to LinkedIn Learning, which allows employees to access thousands of the latest business, creative and technology skills training videos, available 24/7 on desktop and mobile.



# Achievement Awards

Every year, AVENIR GLOBAL presents 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 155 nominations submitted by colleagues, 86 laureates were selected in 2021 for their accomplishments in seven 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 presented global recognition awards to celebrate extraordinary achievements.



## **2021 AVENIR GLOBAL WAY AWARD Josh Norton (NATIONAL Toronto)**

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.

In a year of unprecedented challenges, Josh has been a stabilizing force for his team and his clients. He has demonstrated grit and determination, showing up every day ready to challenge the status quo and rallying his colleagues to do the same. Clients continue to come to him for his strategic thinking and the commitment to quality he applies to all his work.

Josh, who just celebrated his 10<sup>th</sup> anniversary with the Firm, is also a steadfast champion for the members of his team. He looks after their development, and many of them have been able to progress under his leadership.



## **2021 LUC BEAUREGARD AWARD Jeff Wilson (Padilla)**

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.

After serving as leader of Padilla's Business Development and Marketing department for many years, Jeff transitioned to the role of vice-president, Workplace Culture and Chief of Staff, with responsibility for helping the agency live its values, execute on its long-term strategy and make meaningful progress on Diversity, Equity and Inclusion. The latter has made Padilla a finalist in PRWeek's annual awards in the DE&I Transformation category.

Jeff's contributions extend into the AVENIR GLOBAL network, where he is a key member of the Diversity & Inclusion Council. He is also a member of the Public Relations Society of America (PRSA) National Board and was most recently honoured with the creation of the Jeff Wilson Scholarship of Excellence—established by PRSA Richmond to recognize Jeff's contributions to the field.

# 2021 Achievement Awards

## LOCAL WINNERS

### THE SUPPORT SERVICES ACHIEVEMENT AWARD

- » Aleksandra Blaszczyk (AVENIR GLOBAL London)
- » Jake Henegar (AVENIR GLOBAL Minneapolis)
- » Zofia Brezinova (AXON UK)
- » Juan Colomer (Cherry)
- » Amy Harrison-Holt (Hanover London)
- » Alice Wisbey (Hanover London)
- » Ruth Halliday (NATIONAL Halifax)
- » Raphaelle Bourgault (NATIONAL Montreal)
- » Julie Behr (Padilla Minneapolis)
- » Katina Shelton (Padilla Minneapolis)
- » Heather Rauscher (Padilla New York)
- » Stacey Guard (Padilla Richmond)
- » Hannah Klaassen (SHIFT San Francisco)

### THE COMMITMENT AND COLLABORATION ACHIEVEMENT AWARD

- » Francis Hunter-Manseau (AVENIR GLOBAL Montreal)
- » Andreea Sav (AXON CTS)
- » Annie Wortzman (AXON CTS)
- » Helen Sims (AXON UK)
- » Adam Beech (AXON UK)
- » Ross Kennedy (Cherry)
- » Maura Killian (FoodMinds Chicago)
- » Haley Hickman (FoodMinds Chicago)
- » Emily Messerly (FoodMinds Chicago)
- » Emma Eatwell (Hanover Brussels)
- » Henry Berridge-Dunn (Hanover London)
- » John Gaglio (Joe Smith Richmond)
- » Ben Gascoyne (Madano)
- » Carter Hutton (NATIONAL Halifax)
- » Floriana Schnell (NATIONAL Halifax)
- » Kaisa Pärna (NATIONAL Halifax)
- » Christian Ahuet (NATIONAL Montreal)
- » Noémie Tétreault (NATIONAL Montreal)
- » Kris Rondolo (NATIONAL Ottawa)

- » Audrey Gagné-Corriveau (NATIONAL Quebec City)
- » Scott Rollins (NATIONAL Toronto)
- » Hannah Friesen (NATIONAL Vancouver)
- » Rebecka Palmquist (Padilla Minneapolis)
- » Thea Buri (Padilla Minneapolis)
- » Neil Cox (Padilla Richmond)
- » Samantha Stone (SHIFT Boston)

### THE BUSINESS DEVELOPMENT AND MANAGEMENT ACHIEVEMENT AWARD

- » Sophie Herlihy (AXON UK)
- » Kieran Delaney (Cherry)
- » Jonathan Oldershaw (Madano)
- » Michael Pickton (Hanover London)
- » Sinead Meekin (Hanover London)
- » Jordan Redshaw (NATIONAL Calgary)
- » Elizabeth MacRae (NATIONAL Halifax)
- » Martine Robert (NATIONAL Montreal)
- » Tiéoulé Traoré (NATIONAL Ottawa)
- » Yash Dogra (NATIONAL Toronto)
- » Jeff Wilson (Padilla Richmond)
- » Lisa Zanchi (SHIFT Boston)

### THE VISIONARY LEADERSHIP MODEL ACHIEVEMENT AWARD

- » Emma Kenny (AVENIR GLOBAL)
- » Emily Kraft (AXON CTS)
- » Jill Hartlen (AXON CTS)
- » Sophie Bullock (AXON UK)
- » Sam Walsh (Cherry)
- » Matt Brehony (Joe Smith Richmond)
- » Mark Seland (NATIONAL Calgary)
- » Kristie Forbes (NATIONAL Halifax)
- » Marc Desmarais (NATIONAL Montreal)
- » Stefanie Cimini (NATIONAL Toronto)
- » Amy Fisher (Padilla Minneapolis)
- » Lianna Foye (SHIFT Boston)

### THE INNOVATION ACHIEVEMENT AWARD

- » Janeane Santos (AXON CTS)
- » Jon Harvey (Cherry)
- » Lauren Hoffman (FoodMinds San Francisco)
- » Mathias Haugestad (Madano)
- » Pierre Guillot-Hurtubise (NATIONAL Montreal)
- » Madeline Postle (NATIONAL Halifax)
- » Simon Beauchemin (NATIONAL Ottawa)
- » Roger Gopaul (NATIONAL Toronto)
- » Adam Hake (Padilla Richmond)
- » Kelsie Axelrod (SHIFT San Francisco)

### THE PEOPLE LEADER ACHIEVEMENT AWARD

- » Sam Robinson (AXON UK)
- » Danni Buxton (Cherry)
- » Maude Benslimane (Cherry)
- » Andrea Carrothers (FoodMinds San Francisco)
- » Lauren Tannenbaum (Joe Smith New York)
- » Sylvie Tessier (NATIONAL Montreal)
- » Stephen Adler (NATIONAL Toronto)
- » Brandon Skop (Padilla New York)
- » Stephanie Epstein (SHIFT Boston)

### THE DIVERSITY AND INCLUSION ACHIEVEMENT AWARD

- » Erin Knox-Macaulay (AXON Brighton)
- » Lorna Blackwell (AXON UK)
- » Amber Allen (Madano)
- » Leah Kondes (Padilla Minneapolis)





04

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 2021, we devoted 2,500 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.



## AXON FORWARD UK

AXON partnered on a pro bono basis with the Foundation of Women's Health Research and Development (FORWARD) and the University of Huddersfield to highlight research documenting how targeted measures to safeguard girls against female genital mutilation (FGM) in the U.K. are actually causing distress and mistrust among African diaspora communities. The Step FORWARD campaign aimed to increase awareness of the impact, and advocate re-examination, of FGM measures. AXON used insights to craft a cohesive and sensitive narrative, and employed an omni-channel, individualized approach to connect with audiences. The strategy was a success, garnering significant public attention about Step FORWARD.

## Cherry BLACKFRIARS SETTLEMENT

Blackfriars Settlement is a registered charity based in London's South Bank. For over 130 years, it has been working to create and provide community services and support. Around Christmas, the Cherry team provided support across two events: the Positive Ageing Christmas lunch, aimed at patrons over 60 years old, and their Wellbeing and Mental Health Christmas lunch. The Cherry team had a full day of prepping, cooking, and serving, before joining in with the carols and other festive activities after the lunch. The event received great feedback and Cherry's contribution helped the participants have a memorable Christmas lunch.



## Cherry BANKSIDE OPEN SPACES TRUST

Bankside Open Spaces Trust is an environmental and volunteering charity working to protect, preserve and enhance parks and gardens in London's South Bank and surrounding areas. Over the summer of 2021, several Cherry employees used one of their paid volunteering days to support this local charity. Sessions involved activities such as planting, pruning, laying compost, looking after a pond, and repainting railings. The sessions not only made a huge difference for the community, but they also brought the team together in a natural environment, boosting endorphins, and encouraged them to take on new challenges while developing skills, confidence, and a sense of achievement.



## Hanover OPERATION BLACK VOTE

Throughout 2021, Hanover provided pro bono work to Operation Black Vote (OBV). Operation Black Vote exists to ensure greater racial justice and equality throughout the U.K. Their work spans across several areas including voter registration, lobbying politicians, mentoring schemes and political leadership programs. Hanover helped launch the *Colour of Power 2021* report which outlines what power looks like in racial and gender terms in the U.K. The teams spoke to relevant MPs and stakeholders to increase the profile and impact of the report. As a result, leaders in Westminster, Whitehall and within business were made aware of how important inclusion and diversity is in British institutions.



## Madano

### YOUUMANITY

Madano provided pro bono support for social inclusion charity Youmanity for the launch of the world's first mindfulness carriages on the Docklands Light Railway in London. The initiative targeted COVID-19-linked back-to-work anxiety and commuting stress. Twelve dedicated train carriages and meditation corners on station platforms provided the "Inner Journey," aimed to transport commuters to a calmer, self-connected and present state. Madano developed a press release and pitch for media and produced a social media schedule and copy. Media coverage of the launch was widespread in London and Italy and was also well received on social media.

## NATIONAL Atlantic METROWORKS

MetroWorks is a social enterprise that supports people in overcoming obstacles and achieving their employment and educational goals. When NATIONAL's Halifax team learned they were opening a café in the Halifax Central Library without a firm brand direction, they jumped at the opportunity to support the organization. As part of a pro bono branding exercise, NATIONAL created the Ampersand Café. This café is more than just a coffee shop—it helps spread the idea that a business can be profitable and make a difference. NATIONAL is supporting the Café's spring 2022 opening with signage, a grand opening strategy and social media support.



## NATIONAL Quebec City

### FONDATION LES AMIS DE SAMUEL

Founded in 2009 by Julie-Anne Vien, managing partner of NATIONAL's Quebec City office and her family, La Fondation Les Amis de Samuel supports families of underprivileged students in schools in the Quebec City region by providing them with food, clothing and other basic supplies. In December 2021, the foundation held the 12<sup>th</sup> edition of the "Marchands de bonheur" operation, which the entire Quebec City team took part in. Thanks to their efforts, 150 families received generous gourmet baskets that allowed them to have a good holiday season.

## Padilla and Joe Smith

### YMCA OF GREATER RICHMOND

For more than 150 years, the YMCA of Greater Richmond has been building healthy spirits, minds and bodies. But in 2020, the pandemic forced the YMCA to take a step back to reassess its value and story beyond wellness offerings. An existing relationship with Joe Smith, Padilla's brand consultancy, provided an opportunity to build strategic brand alignment. In the summer of 2021, Joe Smith conducted an innovation workshop with YMCA leaders to better understand their goals and challenges so the organization could create programs that resonate strongly with the community. This included evolving traditional offers, expanding focus on social responsibility programming, and strengthening their Diversity, Equity and Inclusion commitment.



## Padilla and FoodMinds

### ACTION FOR HEALTHY KIDS (AFHK)

Action for Healthy Kids (AFHK) is a national nonprofit organization that empowers families and supports schools to improve the health of more than 20 million children. Padilla and FoodMinds support AFHK to help even more students have access to healthy foods, opportunities to play and be active, and nurturing environments. With a new marketing team brought on board in 2021, Padilla helped AFHK develop and align an overarching strategic framework to drive their communications efforts. Padilla provided additional support to the AFHK team around specific activities including the new AFHK podcast and conducted a training with social media experts to maximize the organization's approach to Facebook fundraising.

## SHIFT

### FIERCE URGENCY OF NOW FESTIVAL

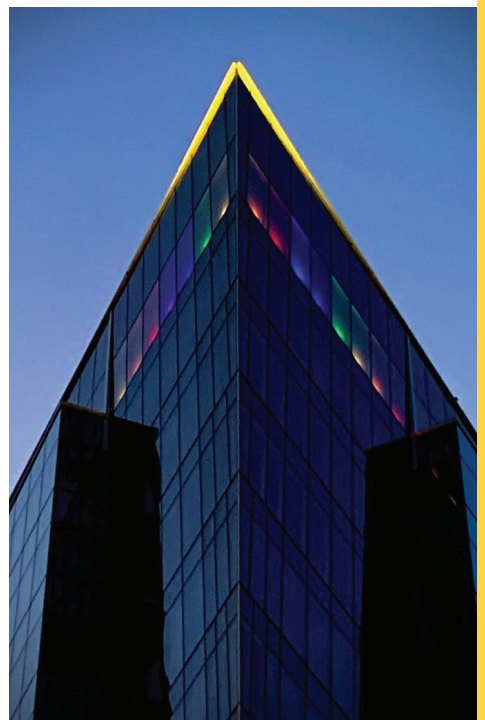
In 2021, SHIFT rallied around two major issues—the COVID-19 pandemic and Diversity, Equity and Inclusion—and took action through The Greater Boston Chamber of Commerce's annual Fierce Urgency of Now Festival. The event, in SHIFT's headquarter city, aimed to make Boston a more inclusive, welcoming and truly anti-racist place. To support those efforts, the SHIFT D&I Committee hosted "The Job Hunter's Post-Pandemic Playbook." The workshop-style event helped equip BIPOC and LGBTQ members with advice and tools needed to break into Boston's PR and Marketing industry.



# Projects and organizations we supported in 2021

*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	Philanthropic Foundations Canada
Adaptavie	Fondation Maison Gilles-Carle	Pillsbury United Communities
AMCHAM Quebec	Fondation Mobilis	Premier Acte
America On Tech	Fondation Réno-Jouet	Public Relations Without Borders
Aquarium Foundation	Fondation Sourdis	Refuge – Against domestic violence
Association des professionnels en exposition du Québec	Foundation of Women's Health Research and Development	Rethink Mental Illness
Ataxia-Telangiectasia Society	Geo Nova Scotia	Salon international du livre de Québec
Ataxie Canada - Fondation Claude St-Jean	Halifax Local Immigration Partnership	Sandpiper Ventures/Atlantic Women's Investment Fund
B2Ten	Halifax Partnership	Société culturelle de Vanier
Bankside Open Spaces Trust	Immigrant Services Association of Nova Scotia	Société du Domaine Maizerets
Basilica Block Party	Institut national d'études administratives de Montréal	Société québécoise des professionnels en relations publiques du Québec
Blackfriars Settlement	Jeune chambre de commerce de Québec	Southwark Foodbank
Boy Scouts of America, Northern Star Council	Jeux de la communication	St Mungo's
Brigadoon Village	Jewish National Fund	The Canadian Club of Montreal
Canadian Cancer Society	Job Aid Charity UK	The Chamber of Commerce of Metropolitan Montreal
CARAS Community Action for Refugees and Asylum Seekers	Kids Code Jeunesse	The Conservation Volunteers
Centech	Le Grand Costumier	The Daffodil Ball – Canadian Cancer Society
Centraide	Les Offices jeunesse internationaux du Québec	The Dr. Clown Foundation
Chambre de commerce et d'industrie de Québec	Ligne nationale d'improvisation	The Itasca Project
Charities Aid Foundation	Lupus Foundation of America	The Literacy Foundation
Collège Durocher Saint-Lambert	MacPhee Centre for Creative Learning	The National Trust
Colorectal Cancer Canada	Maison pour la danse de Québec	The Palliative Home-Care Society of Greater Montreal
Concern Worldwide U.S.	Mass Technology Leadership Council (Boston TechJam)	The Patchwork Foundation
Corporation bénévoles d'expertise	Memorial University – Newfoundland and Labrador's University	The Salvation Army
Dalhousie University	MetroWorks	The Taylor Bennett Foundation
Dress for Success Greater London	Minnesota Technology Association	The TELUS Friendly Future Foundation
Ernst & Young	Montreal Chamber Music Festival	Twin Cities PR BIPOC Career Explorer
Feeding America	Montreal General Hospital Foundation	Virgin Money Giving
Fierce Urgency of Now Festival	Montreal Women's Y Foundation	Volta Labs
Fondation Artère	MPLS Regional Chamber – Minnesota Keystone Program	Webber Street Homeless Charity
Fondation CERVO	MQ Health	Wellspring
Fondation de l'Université du Québec à Trois-Rivières	Neuro Partners	Women's Prison Book Project
Fondation de santé et services sociaux Lévis-Lotbinière	Northside Boxing Club	World Land Trust
Fondation du Musée national des beaux-arts du Québec	Nova Scotia Association of Midwives	YES Employment + Entrepreneurship
Fondation Élisabeth et Roger Parent	Operation Black Vote	YMCA Halifax
		YMCA of Greater Richmond
		Youmanity



# Our leaders' volunteer engagement in 2021

*Across the AVENIR GLOBAL network, our leaders are also personally involved in more than 150 organizations.*

**Andrew Molson** – Molson Foundation, Institute for Governance of Private and Public Organizations, Concordia University Foundation, The evenko foundation for emerging talent, OSM Foundation, The Neuro (Montreal Neurological Institute-Hospital) Business / Arts, Québec Blue Cross

**Alan Dunton** – The Ocean Cleanup

**Alexandre Dumas** – Fondation David-Chiasson

**Amy Fisher** – Minnesota Technology Association, Public Relations Society of America Technology Section

**André Bouthillier** – Montreal Centre-Ville, Société de développement Angus, Fondation René-Lévesque

**Andreea Sav** – Youth Without Shelter

**Andrew Harrison** – Social Mobility Foundation

**Annie Perkins** – Amirah House, Hope for the Children of Haiti, Day Star University, Kenya

**Blen Tameru** – People to People Aid Organization, United Way of Greater Toronto, Toronto Children's Chorus

**Charles Lewington** – Bath Festival Orchestra

**Darren Weiss** – Planned Parenthood, ACLU

**Dave Heinsch** – Catholic Community Foundation

**Doris Juergens** – YES Employment + Entrepreneurship

**Edith Rochette** – Canadian Club of Montreal, The Traffic Club of Montreal

**Emily Kraft** – Hospital Elder Life Program (HELP) - NBRHC

**Emma Kenny** – Healthcare Communications Association, Communique Awards

**Emma Lemon** – Dundonald Primary School

**Erin DeSimone** – Society for Nutrition Education and Behavior, Academy of Nutrition and Dietetics, The George Washington Women's Leadership Program

**François Crête** – Fondation Montréal inc., Quebec Federation of Chambers of Commerce

**Gavin Megaw** – Parkrun

**Gillian Smith** – Ontario Science Centre, TO Live, Ontario Cultural Attractions Fund, Art Gallery of Ontario, The Walrus, Business / Arts, Toronto Arts Foundation

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

**Heather van der Merwe** – Samaritans call line and St Mungo's homeless charity

**Hugo Morissette** – Centre de référence du Grand Montréal, Fondation du Barreau du Québec, Canadian Chamber of Commerce

**Jane Taber** – Carleton University, Ride for Cancer, Jack.org

**Jean-Pierre Vasseur** – Maison Emmanuel

**Jeff Wilson** – Public Relations Society of America National Board, Visual Arts Center of Richmond

**Joel Erb** – Historic Petersburg Foundation, Historic Poplar Lawn Association, Economic Development Authority

**John Goundry** – St. Christopher's Hospice charity

**John Parisella** – MONTRÉAL International, Institut de recherche en politiques publiques, Institut de la Confiance, Junior Chamber of Commerce of Montreal, CERIU (Centre for International Research and Studies) at Université de Montréal, Old Mission Brewery, Fondation de la Langue française, fellow of the Canadian Global Affairs Institute

**Judith Lebel** – La Dauphinelle, Alliance des cabinets de relations publiques du Québec

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

**Karen White** – Maritimes Energy Association, Offshore Energy Research Association

**Kathryn Tector** – Sacred Heart School of Halifax, United Way Halifax, MetroWorks, Nourish, Canadian Cancer Society, Doctors Without Borders, World Vision, Delmore Buddy Daye Learning Institute

**Katrina de Saram** – Centrepoint

**Kevin McCann** – YMCA, Dalhousie Advisory Council, TaskForceNL

**Kristan Hines** – Dalhousie University, Phoenix Youth Programs, Right to Play

**Kristin Villiotte** – Spaulding Rehabilitation Network

**Laura Cubillos** – Action for Healthy Kids

**Leslie Clavin** – Food Bank of Costa/Solano, March of Dimes

**Leslie Molko** – Société québécoise des professionnels en relations publiques

**Marcus Braham** – New York Chapter of the Public Relations Society of America

**Martine Robert** – American Chamber of Commerce in Canada, Quebec chapter, Conseil des entreprises en technologies environnementales du Québec

**Matt Kucharski** – Pheasants Forever, Quail Forever, Minority Business Growth Alliance, Greater Twin Cities United Way

**Megan Gaffney** – Massachusetts CMV Coalition

**Melissa Lewis** – Ontario Conference of Seventh-Day Adventist, Save your Skin Foundation

**Michael Evans** – MyTime Active

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

**Miranda Dini** – Healthcare Communications Association, Pharma Times Awards

**Nat Turner** – Charity Water, UNICEF, British Red Cross

**Noémie Tétreault** – Youth committee of the Alliance des cabinets de relations publiques du Québec

**Pierre Guillot-Hurtubise** – Ligue nationale d'improvisation (LNI)

**Rachel Rice** – Financial Executives International - Twin Cities Chapter, Riverton Community Housing

**Rebecca Pocock** – Fierce Urgency of Now Festival

**Richard Cowhig** – Hive Portsmouth, COVID Vaccine Centre Volunteer

**Rick Murray** – The TELUS Friendly Future Foundation, I Am ALS, American Cancer Society, Planned Parenthood

**Robert Lupien** – Fondation de l'Université du Québec à Trois-Rivières

**Rosalie Morton** – Richmond Chapter of the Public Relations Society of America

**Rosanne Bourque** – World Communication Forum Association, Youth ambassador

**Rupert Whitehead** – Challengers - Inclusive play & leisure for disabled children & young people

**Sabrina Duguay** – Les amis du Devoir

**Sarah Babbitt** – Community Boating Center of New Bedford

**Sarah Young** – Trans Canada Trail, Develop Nova Scotia, Sandpiper Ventures/Atlantic Women's Venture Foundation, YMCA Halifax-Dartmouth

**Sébastien Boudreau** – Relève du Musée Pointe-à-Callière de Montréal

**Sharon Raja** – British Islamic Medical Association (BIMA)

**Stephanie Lytle** – McGill University Public Relations Student and Alumni Association

**Tina Charpentier** – Agriculture Relations Council

**Tina Hahn** – Cycling Without Age

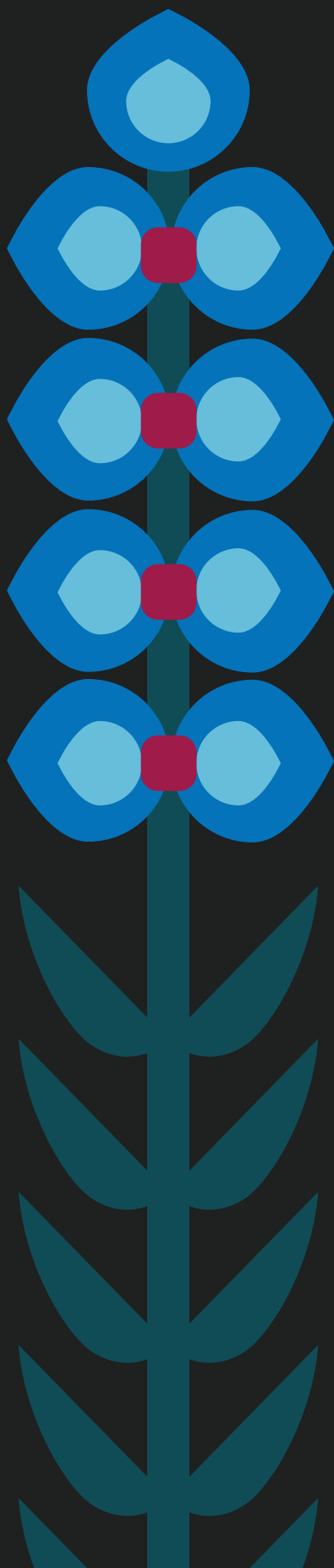
**Tom Jollie** – East Town Business Partnership, Boy Scouts of America, Northern Star Council, Minneapolis Downtown Council

**Valérie Beauregard** – Public Relations Without Borders

**Vincent Gagnon** – Fédération québécoise d'ultimate (FQU)

**Yvan Loubier** – Le Grand Pas Montréal







05

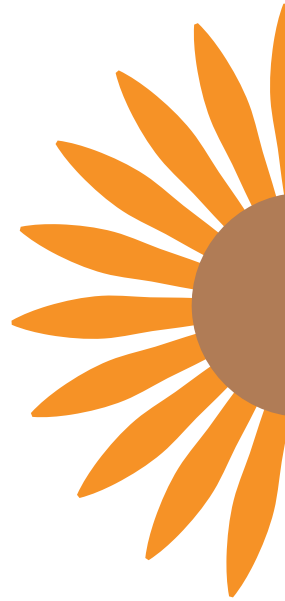
Environmental  
performance



# Environmental performance

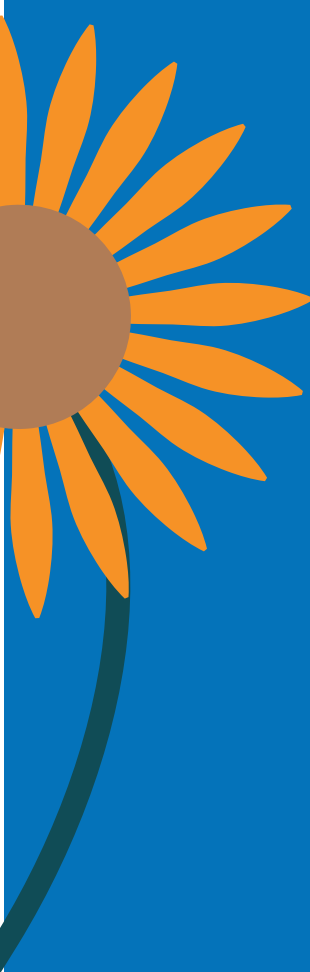
Wherever we do business, we strive to have a positive impact in our local communities. As well as having international reach, we are part of our local economic ecosystems and work with local businesses and suppliers where possible.

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.



56%

OF OUR OFFICES ARE LOCATED  
**IN A LEED CERTIFIED**  
(OR EQUIVALENT) BUILDING

67%

OF OUR OFFICES HAVE  
**A BATTERY RECYCLING**  
P R O G R A M

94%

OF OUR OFFICES HAVE  
**PAPER, CAN, AND BOTTLE**  
RECYCLING PROGRAMS

100%

OF OUR OFFICES ARE EQUIPPED  
**WITH VIDEO CONFERENCING**  
CAPABILITIES TO REDUCE TRAVEL

33%

OF OUR OFFICES HAVE  
**AN ORGANICS/RECYCLING**  
COLLECTION PROGRAM

89%

OF OUR OFFICES HAVE AN  
**IT EQUIPMENT**  
RECYCLING PROGRAM

# Spotlight on environmental initiatives

## TALKING SUSTAINABILITY ON EARTH DAY 2021

The AXON CSR team, in collaboration with Madano, hosted a series of Ted Talks and conversations on sustainability and climate change from Earth Hour in March to Earth Day in April. The series sparked important and interesting conversations, and concluded with an exciting virtual event, discussing the interlink between climate and social justice with external speaker Ayo Sokale, chartered civil engineer and public speaker. Facilitated by the CSR team, Ayo took AXON on a journey to better understand both our professional and personal duties in promoting a sustainable future.



## A SUSTAINABLE NEW OFFICE AT RIVERSIDE HOUSE, LONDON

In May 2021, AVENIR GLOBAL opened its new state-of-the-art office at Riverside House in London, bringing together AXON, Cherry, Hanover and Madano.

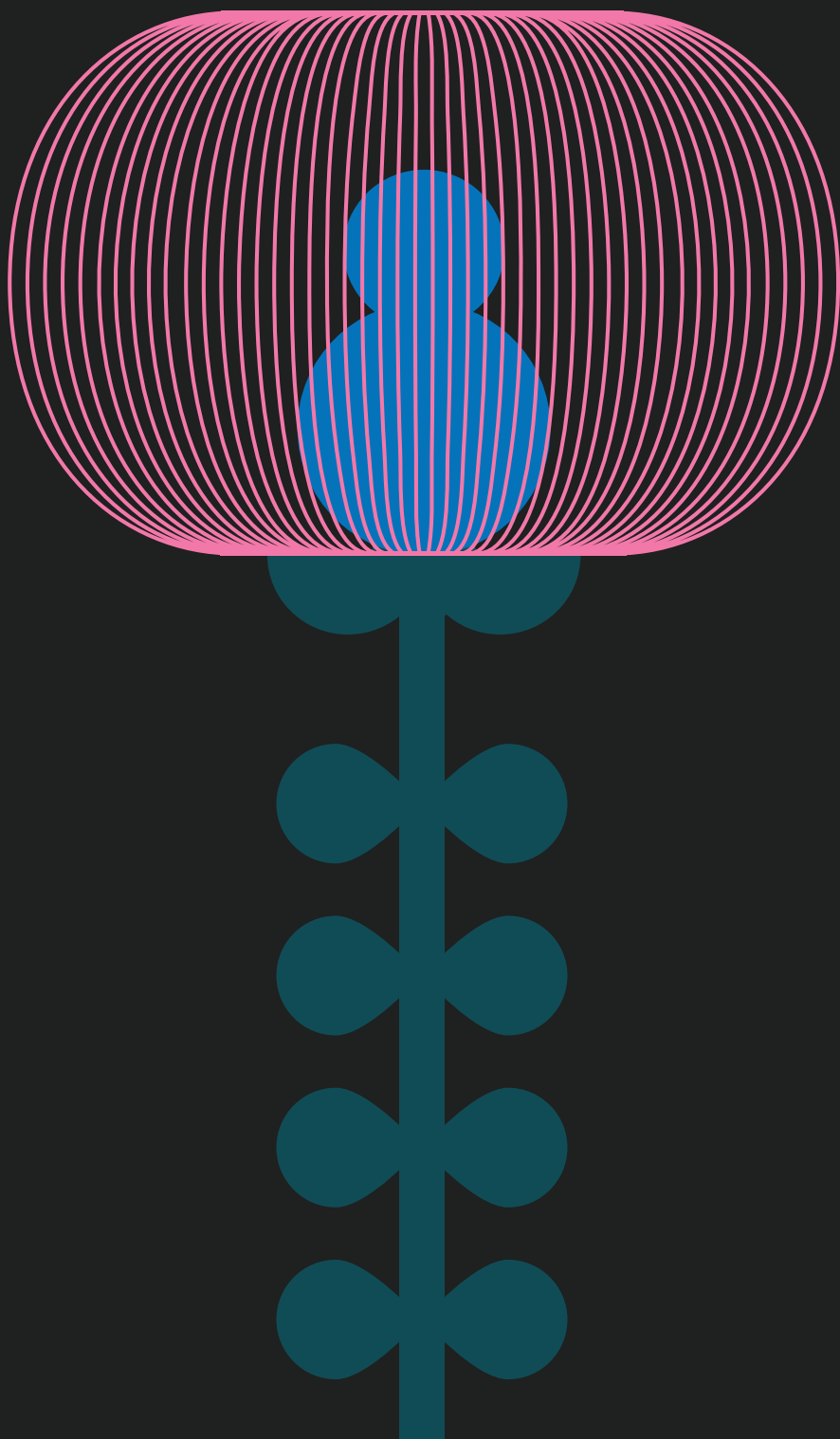
The building was selected for its enviable position on the River Thames, but also for its “Very Good” BREEAM certification, which recognizes high environmental performance. It utilizes intelligent PIR lighting to minimize energy usage, and efficient heating and air conditioning systems. All electricity is purchased from 100% renewable schemes and no waste is sent to landfill.


Sustainability was a key priority throughout the design process. The construction contractor was selected in part for their sustainability standards, and the design and fit-out used environmentally responsible suppliers and low impact resources including FSC-certified wood throughout.

The latest technology was installed in meeting rooms to facilitate hybrid meetings, reducing local and international travel. Services were selected from businesses committed to responsible practices. For example, the coffee machine supplier ensures filters are recycled, packaging is sustainable, and their coffee is produced via a “closed loop” roaster, using waste coffee as a fuel for roasters.

As part of the relocation, AVENIR GLOBAL used existing furniture where possible, and unused furniture was either recycled or donated to charities, including to the “Business 2 Schools” program and the National Health Service hub.







06

Our  
offices



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- » Valérie Beauregard,  
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- » Annie Perkins, Managing Director

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- » Annie Perkins, Managing Director

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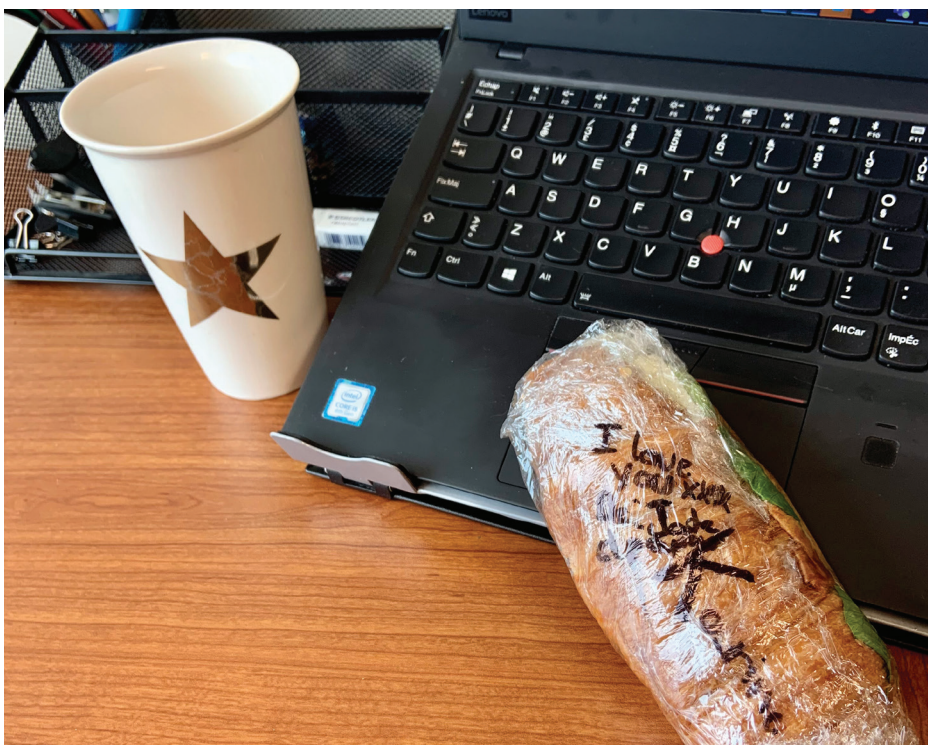
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- » Alan Dunton, Managing Director







In 2021, **AVENIR GLOBAL** held a Firm-wide contest to select photos that would be permanently displayed at the reception area of our Montreal headquarters. We received dozens of unique photos that illustrate the great diversity of talent and individuals in our Firm. The pictures that appear throughout this document were taken from this contest.







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