

Corporate Responsibility

everyone is valuable

Investing in people



Treat everyone, exactly the same. From the cleaners to the CEO

Journey of a thousand miles begins with a single step

The full participation of all informed by a notion of justice as fairness.



Preserving our planet for future generations.

Morality is not properly the doctrine of how we may make ourselves happy, but how we make ourselves worthy of happiness



Opportunities!

Businesses have a responsibility to drive change in their local community



Improving yourself through learning and training to advance in your career



Helping people achieve their full potential

DEPUIS 1976 ESTP AVENIRGLOBAL

The right work, with the right people, for the right reasons

Transform challenges into opportunities

2024



Go green! There is no planet B

# CORPORATE RESPONSIBILITY REPORT

Be inspired. Be you.

Integrity is doing the right thing, even when no one is watching

It's about recognizing that our strength comes from embracing all aspects of who we are and standing together.



Unlocking collective progress

The value of our experience and skill.

"planting seeds today to harvest a more equitable tomorrow"

Doing what is right.



Thriving for more - challenging yourself in your career

Acceptance, A healthy planet is better for business. Openness

\* Belonging

Good vibes only

Strong

Commitments



Let every action reflect respect & stewardship

Caring for my body and my mind

Improvement of skills, knowledge and abilities of individuals in a workforce to enhance economic growth and productivity.

Everyone feels seen and heard - a sense of belonging

"Empowers us to live life to the fullest!"

Making smart choices



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An inspiring  
demonstration  
of how the  
synergy of our  
contributions  
creates durable,  
significant  
impacts.

– VALÉRIE BEAUREGARD

**In today's increasingly complex and dynamic world, corporate citizenship has never been more crucial. Stakeholders—including clients, employees, and communities—expect transparency, ethical practices, and meaningful engagement from companies.**

As a leading communications and public relations firm, we have a responsibility to uphold the highest standards and reflect these expectations within our operations and strategic vision. Embracing these responsibilities is key to our Firm's long-term success.

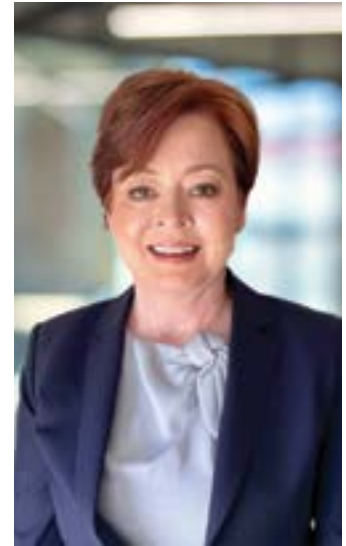
The year 2024 has been pivotal for us as we have taken significant strides to enhance our corporate responsibility program, in response to both regulatory changes and evolving societal values.

For instance, we have introduced various new Firm-wide policies and global principles on issues such as bribery and corruption, diversity and inclusion, and health and safety that articulate our unified approach across our network. To strengthen our corporate responsibility framework further, we have improved how we track our progress by incorporating new performance indicators and reporting structures.

We've also focused on professional development to ensure our people have the right tools and knowledge to thrive in this fast-paced environment. Our in-house training programs have been enhanced to cover cutting-edge topics transforming our industry, like artificial intelligence, alongside critical societal issues such as modern slavery and corruption.

This report not only highlights the initiatives implemented across our whole network but also showcases the impactful actions taken by individual brands locally. While AVENIR GLOBAL sets the strategic direction of our corporate responsibility program, our brands are empowered to pursue opportunities that align with their unique contexts.

We are proud of the progress made this year, and this report shows the power and impact of our collective effort. It is an inspiring demonstration of how the synergy of our contributions creates durable, significant impacts.



**VALÉRIE BEAUREGARD**

Executive Vice-President

# ABOUT AVENIR GLOBAL

**AVENIR GLOBAL is a Montreal-based holding and management company with an active operations mindset and a hands-on approach to all its investments. A global powerhouse of specialist communications firms, AVENIR GLOBAL has close to 1,000 staff and offices in 22 locations across Canada, the United States, Europe, and the Middle East, and ranks among the top 25 largest communications firms in the world.**

In Canada, AVENIR GLOBAL owns NATIONAL Public Relations, the country's leading public relations firm, servicing clients across a wide range of sectors, and Time & Space, a leading insights, media strategy, and execution agency. In the United States, AVENIR GLOBAL owns SHIFT Communications, a data-driven integrated communications agency, and the public relations and communications company Padilla, which includes the brand consultancy Joe Smith and the food and nutrition experts at FoodMinds. In Europe, AVENIR GLOBAL owns the London-based strategic communications consultancy Madano, and Hanover, one of the leading strategic communications and public affairs consultancies in Europe and the Middle East, with offices in London, Brussels, Dublin, Dubai, and Riyadh. The AVENIR GLOBAL network also includes healthcare specialists AXON Communications, with offices in Toronto, the United States, the United Kingdom, and Europe, and healthcare creative agency Cherry, based in London.

# OUR BRANDS

**AXON**

Offices in London, Toronto, New York, and Copenhagen

cherry

Offices in London, Chicago, and New York

**hanover**

Offices in London, Brussels, Dublin, Dubai, and Riyadh

**madano**

Office in London

N|A|T|I|O|N|A|L

Offices in Montreal, Calgary, Halifax, Ottawa, Quebec City, Saint John, St. John's, Toronto, and Vancouver

**padilla**

*including Joe Smith and FoodMinds*

Offices in Minneapolis, New York, Chicago, Richmond, Washington, D.C., and San Francisco

SHIFT/

Offices in Boston, San Francisco, and New York

**time&space**

Offices in Halifax and Toronto

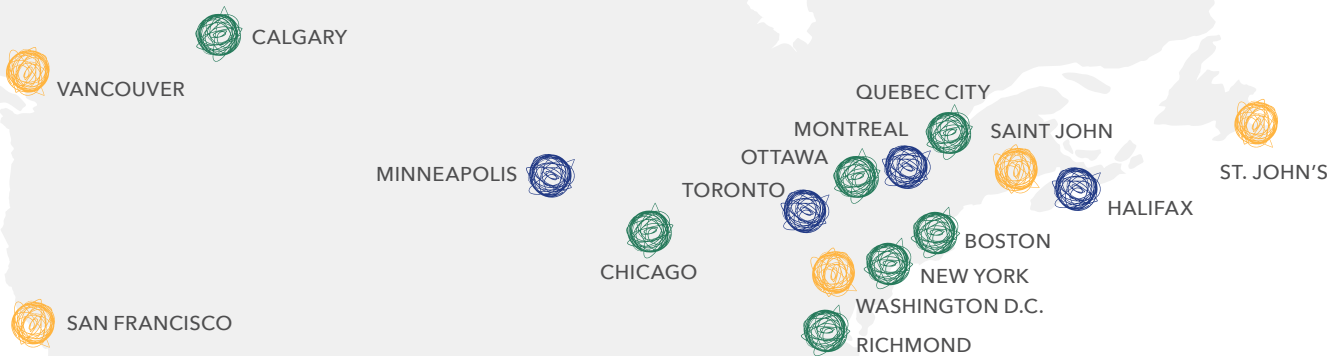
## STAFF DISTRIBUTION BY REGION

 Canada: 34%    United States: 19%    EMEA: 47%



# OUR OFFICE LOCATIONS

(by number of employees)



 **>100**

 **51-100**

 **10-50**

 **<10**





DUBLIN



LONDON



BRUSSELS

COPENHAGEN



RIYADH



DUBAI

# OUR CORPORATE RESPONSIBILITY POLICY

**As a leading communications consultancy, AVENIR GLOBAL aims to bring a positive contribution to society from an economic, social, and environmental perspective. We also believe that we have an important role to play in helping our clients to continuously improve the social and environmental impacts of their business activities and communications programs.**

All brands across the AVENIR GLOBAL network are required to comply with our Corporate Responsibility Policy, and all employees are expected to put the policy into practice through their daily work.

AVENIR GLOBAL's Corporate Affairs team, led by Valérie Beauregard, Executive Vice-President, is responsible for reviewing and updating this policy, establishing objectives, targets, and performance metrics, measuring progress, and implementing operational guidelines for continuous improvement.

Our operating brands are responsible for developing and upholding specific policies, programs, and initiatives to support the commitments outlined in the Corporate Responsibility Policy.



**Our Corporate Responsibility Policy focuses on five key areas where we believe we can have the most impact:**



**HUMAN CAPITAL DEVELOPMENT**

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**DIVERSITY AND INCLUSION**



**ETHICAL CONDUCT**

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**SOCIAL INVESTMENT**

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**ENVIRONMENTAL PERFORMANCE**

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Read on to learn more about our commitments and actions around these five pillars.

# 01



# \* HUMAN CAPITAL DEVELOPMENT

\* *Improvement of skills, knowledge and abilities of individuals in a workforce to enhance economic growth and productivity.*

# HUMAN CAPITAL DEVELOPMENT

## OUR POLICY

**We are committed to supporting the personal growth, professional ambitions, and overall welfare of all employees. We recognize that investing in people is key to attracting and engaging top-tier talent. We continually refine our business practices and culture to align with the aspirations and expectations of today's society.**

Specifically, we seek to:

- Support employees' professional development at all stages of their careers by offering an extensive range of training programs at local, national, and international levels, ensuring that all staff receive regular performance reviews, and providing mobility opportunities
- Support health and wellness by ensuring that all our employees have access to comprehensive healthcare coverage and specific programs focused on improving work-life balance and helping them through personal difficulties
- Ensure the safety of all our work locations by proactively assessing and addressing physical and psychological health risks on a regular basis
- Prevent all forms of workplace harassment by providing mandatory training to all employees when they join the Firm and at least once every two years afterward
- Reward excellence nationally and locally through Firm-wide employee recognition programs



# HEALTH AND WELLNESS

## FIRM-WIDE INITIATIVES

### HEALTH AND SAFETY AUDIT

Recognizing the importance of ensuring safe working conditions across all our operations, we conducted a comprehensive audit of health and safety practices in the fall of 2024. This exercise helped identify gaps and areas for improvement which we plan to address in 2025.

We adopted the "Health and Safety Global Standards", a policy that outlines the norms we aim to uphold across all office locations. This document also describes the roles and responsibilities of AVENIR GLOBAL, operating brands, and employees in ensuring safe work environments. Additionally, it includes a high-level assessment of health and safety risks applicable to all our office-based workspaces, which local health and safety teams can use as a template to evaluate risks in their respective office.

# 86%

**of our operations\* have been audited on their health and safety practices in 2024**

*\*Based on the number of employees*

### PREVENTING WORKPLACE HARASSMENT

We believe that a culture of respect and inclusivity is essential to creating an environment where every employee can thrive. We are committed to actively preventing and firmly condemning all forms of harassment.

All our brands uphold strict anti-harassment policies tailored to the specificities and requirements of their jurisdictions. These policies outline prohibited behaviours and provide grievance mechanisms to report harassment issues. Additionally, all new employees are required to complete mandatory online training on workplace harassment upon joining the Firm and every two years afterward.

In 2024, AXON, Madano, Cherry, and Hanover updated their anti-harassment policies in response to new UK government requirements concerning sexual harassment prevention. They also introduced an updated online course on harassment specifically addressing this aspect.

# 90%

**of our employees had completed workplace harassment training within the past 24 months\***

*\*As of February 18, 2025*

'Good vibes only' ↗

## AROUND THE NETWORK

Snapshots of our brands' actions around **health and wellness**

### CHERRY

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#### INTRODUCING PARENTAL COACHING

In 2024, Cherry introduced a new parental coaching program, an initiative designed to support working parents as they transition back to work. This program offers personalized coaching sessions that address the unique challenges faced by parents re-entering the workforce, such as time management, work-life balance, and career progression. An expert coach provides practical strategies and emotional support, helping parents navigate their dual roles with confidence and ease. Since its introduction, the parental coaching program has received overwhelmingly positive feedback, with many parents reporting increased job satisfaction and reduced stress levels.

### MADANO

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#### A WEEK OF MOVEMENT FOR MENTAL HEALTH

During Mental Health Awareness Week in May, Madano hosted a full week of activities focused on movement and physical exercise. Employees were encouraged to participate in daily wellness challenges which included desk yoga sessions, walking meetings, getting off the bus a stop early, and going for lunchtime runs. This program underscored the importance of physical activity for mental health.



“Empowers us to



## NATIONAL

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### FOSTERING CONNECTION THROUGH WELLNESS CHALLENGES

In the spring and fall of 2024, NATIONAL hosted two wellness challenges, designed to motivate and inspire employees across all offices to stay active. Participants engaged in various activities that not only promoted physical well-being but also strengthened interpersonal connections. These friendly competitions were successful in fostering a sense of belonging and creating a strong support network filled with encouragement, motivation, and camaraderie.



## PADILLA

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### WELLNESS WEBINARS

In 2024, Padilla held two sessions dedicated to supporting employee wellness. The first was an interactive webinar held in May for Mental Health Awareness Week, which provided employees with actionable strategies to manage stress and prioritize their well-being and mental health in a compassionate way. Additionally, the brand organized a panel discussion featuring Padilla parents with children of various ages who shared tips, strategies, and personal stories about balancing work with parenting. The panel sparked significant discussions and enthusiasm, leading to plans for creating a formal employee resource group for parents.



live life to the fullest! ”

# PROFESSIONAL DEVELOPMENT

**AVENIR GLOBAL is firmly committed to supporting the professional development of all employees by fostering a learning culture and creating opportunities for them to acquire new skills and expand their horizons.**

All of the Firm's professional development offerings and programs—whether Firm-wide or local—are offered through The Institute.

The Institute recognizes that relevant learning activities take various forms, whether organized team sessions, self-directed initiatives, or external courses. The Institute was created in 2001, and we continue to explore new opportunities to feed our staff's curiosity.

40%

of employees reported professional development activities in 2024

12,000

professional development hours logged in 2024

## FIRM-WIDE INITIATIVES

### THE INSTITUTE 101, 201 AND 301

Every year, a select number of high-performing employees from across our network are invited to participate in peer-led, face-to-face workshops tailored to improve their business acumen, foster cross-office collaboration, and provide networking opportunities.

**The Institute 101** is a three-day journey designed for junior employees of the AVENIR GLOBAL network. The program introduces participants to the Firm's values and approach to managing client relationships through a blend of inspiring presentations and hands-on experiences. Guided by the wisdom and expertise of senior leaders of the Firm, participants explore the core skills of modern communicators, from grasping the "business of the business" to transforming insights into strategy and tapping into creativity to solve problems.



**The Institute 201** is a two-day professional development session to support high-caliber, client-facing leaders in becoming trusted advisors with an enhanced ability to meet the needs of existing and potential clients. The program covers key skills such as listening/asserting, central question identification, conflict management, and feedback. This peer-taught session includes a combination of main room plenums and demonstrations, intensive practice in team breakouts, critical thinking around a case or real-time client scenarios, and personalized coaching.



**The Institute 301** is a one-year program for senior leaders designed to increase their awareness of the key components necessary for driving the business forward at the network level.

The curriculum consists of four main modules:  
 1) Knowing yourself and being a self-aware leader;  
 2) Learning the business of the business;  
 3) Leadership style and team performance; and  
 4) Planning for success.



# 56

employees took part in one of the three courses of **The Institute** in 2024



## VISIONARY LEADERSHIP MODEL

The Visionary Leadership Model (VLM) is a comprehensive methodology that defines our shared approach to delivering the highest standards of service through our relationships with our clients, our teams, and our network. It serves as the cornerstone of our commitment to professionalism.

All new employees receive an introduction to our VLM shortly after joining the Firm. In each office, VLM ambassadors regularly provide information sessions and support to help employees put the model into practice.

A series of all-staff webinars, known as the “Leadership Panels”, delve deeper into specific aspects of the model. In 2024, four webinars were held as part of this series.

### The topics included:

- Relationships with clients*
- Leadership lessons from Ted Lasso (Film Academy)*
- Generating new business prospects*
- Building trust with new clients*

# 4

webinars as part of the Visionary Leadership Model (VLM) program in 2024

# 144

Average number of participants for each webinar



## DESTINATION DIGITAL

The Destination Digital program helps our team members stay current with digital trends, tools, and best practices. This training program includes a series of webinars, called “Digital Conversations”—panel discussions where experts from across our network share their knowledge on various topics, with occasional guest speakers from our industry partners.

In 2024, four webinars were held, each attended by over a hundred participants.

### The topics covered included:

- Unlocking new budgets through digital initiatives, products, and offerings*
- How digital products address real-world challenges*
- How social media campaigns drive action*
- Trendspotting: What does 2025 have in store for marketers*

# 4

webinars as part of the Destination Digital program in 2024

# 136

Average number of participants for each webinar



## INSIGHTS ACCELERATOR

The Insights Accelerator was created to enhance the use of data and insights in our work for clients and drive better outcomes. By bringing together experts from across our network, the Insights Accelerator aims to increase collaboration and innovation by facilitating the sharing of best practices and identifying growth opportunities.

The program also includes a series of webinars aimed at upskilling colleagues on key topics related to data and insights.

### In 2024, four webinars were hosted as part of the Accelerator:

- Fuel your imagination*
- Challenging the status quo: Do you really know your audience?*
- Advancing AI across AVENIR GLOBAL*
- How digital analytics and measurement help drive conversions*

# 4

webinars as part of the Insights Accelerator program in 2024

# 184

Average number of participants for each webinar

## TRACKING PROGRESS WITH THE LEARNING PASSPORT

The Learning Passport is an internal application launched in 2022 that enables staff to track and showcase their professional development efforts. Employees can log annual learning goals, record all training activities they undertake, and share this information with their supervisor to foster conversations around their professional growth.

The Learning Passport is an important tool for monitoring the effectiveness of our training programs. In 2025, we will continue to work on increasing the adoption and usage of the Learning Passport across our operations to ensure the data accurately reflects the professional development efforts undertaken by our employees.



## AROUND THE NETWORK

Snapshots of our brands' actions around **professional development**

### HANOVER

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#### **NEW BUSINESS TRAINING PROGRAM**

In 2024, Hanover launched a refreshed version of its new business training program called "Ignite". The program is conducted by internal and external stakeholders and consists of five core modules that employees across all business locations are required to complete. These modules cover important aspects of business development such as writing a winning proposal, design training, presenting confidently, organic growth, and pitching.

### PADILLA

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#### **MONTHLY LUNCH-AND-LEARN SESSIONS**

Padilla's lunch-and-learn program is a cornerstone of the brand's professional development program, offering 45-minute skills-based training sessions led by Padilla staff from various levels, brands, and specialties. In 2024, the brand held monthly sessions on topics ranging from the basics of agency writing to media relations, social media account management, and copywriting. This series provides opportunities for staff to practice internal knowledge sharing while allowing junior employees to acquire new skills.



## DEVELOPING THE COLLECTIVE STRENGTHS OF YOUNG LEADERS

Seven leaders from the Time & Space management team completed the "Emerging Leaders" program through the consulting firm Pivotal Growth. This program offers a customized leadership development experience, using AI-driven insights to pinpoint strengths and areas for improvement, and creating actionable plans for impactful results. Participants got to learn about each other's learning and communication styles to foster improved internal collaboration. The program also emphasized the importance of recognizing and addressing blind spots to effectively leverage the strengths of others.



*'I can accept failure, everyone fails at something.  
But I can't accept not trying.'  
Michael Jordan*

# EMPLOYEE RECOGNITION

## ACHIEVEMENT AWARDS

The AVENIR GLOBAL Achievement Awards celebrate the outstanding achievements of employees within the AVENIR GLOBAL family at both local and international levels. This program recognizes employees whose exceptional contributions reinforce the Firm's values and vision, promoting its growth and leadership position in communication and public relations.

In 2024, among more than 280 nominations submitted by peers, 95 laureates were selected for their accomplishments across seven categories. The awards were presented during local ceremonies at each of our offices.

# 95

employees rewarded as part of the Achievement Awards program in 2024





## In addition to the winners in local categories, AVENIR GLOBAL also presents two global recognition awards.

### 2024 LUC BEAUREGARD AWARD: SARAH WILSON (MADANO)



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.

Sarah Wilson, Senior Director at Madano, has been selected as the 2024 winner of the Luc Beauregard Award. She is also the recipient of the Business Development and Management Achievement Award for Madano.

Sarah has demonstrated an exceptional ability to bring new ideas and craft compelling stories that resonate with clients. Her strategic thinking and creative storytelling have been pivotal in securing two of Madano's largest new business wins this

year—Roche Obesity and UCB Osteo. Sarah led these projects with remarkable skill, driving them to success through her innovative approach and dedication.

In addition to her client work, Sarah played a crucial role in leading the client excellence workstream as part of Madano's five-year planning process. She has also been instrumental in expanding Madano's commercial offerings within healthcare, establishing new specialties that have strengthened the Firm's position in this sector.

Sarah's leadership extends beyond project delivery; she is committed to mentoring others and instilling excellence throughout her teams. Her ability to adapt quickly and apply strategic insights across various challenges makes her an invaluable asset not only within Madano but across AVENIR GLOBAL.

Her achievements exemplify what it means to embody the spirit of the Luc Beauregard Award—bold thinking combined with unwavering commitment that inspires us all at AVENIR GLOBAL.

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### 2024 AVENIR GLOBAL WAY AWARD: HEATH RUDDUCK (PADILLA)



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.

The 2024 recipient of this award is Heath Rudduck, Padilla's Chief Creative Officer.

Heath exemplifies leadership and collaboration in every sense, setting a high standard for innovation within our Firm. His visionary work and team leadership have been instrumental in bringing winning ideas to life for clients like Florida Department of Citrus, Jack Links, Norwegian Seafood, Richmond Regional Tourism, and many more.

Heath's boundless passion for delivering "strategically creative" work that changes behaviors is evident across various projects—from branded content to paid media campaigns to engaging digital experiences. He advocates for resourcefulness, ensuring each project achieves its full potential regardless of budget or timeline constraints. Embracing new technologies like GenAI, Heath sees opportunities where others see challenges.

Recognized as one of AVENIR GLOBAL's top creative talents, Heath inspires through action by embodying the Firm's values daily. His commitment extends beyond Padilla; when NATIONAL Toronto faced challenges ahead of several big pitches, Heath flew over immediately to help craft a world-class approach that resulted in new business wins.

Heath truly personifies what it means to be part of AVENIR GLOBAL: innovative thinking combined with steadfast support makes him a deserving recipient of this year's AVENIR GLOBAL Way Award.

## ACHIEVEMENT AWARDS: LOCAL WINNERS

### THE SUPPORT SERVICES ACHIEVEMENT AWARD

David Gumbleton (AVENIR GLOBAL London)  
Candace Zhang (AVENIR GLOBAL Toronto)  
Audrey Raymond (AXON London)  
Suzanne Bush (Cherry)  
Alice Vaught (FoodMinds Chicago)  
Natalie Smith (Hanover Dubai)  
Ari Coutiño (NATIONAL Halifax)  
Darcie Muisse (NATIONAL Halifax)  
Vincent Pilon (NATIONAL Montreal)  
Crystal-Rose Madore (NATIONAL Toronto)  
Elizabeth Plochec (NATIONAL Toronto)  
Danielle Gaitor (Time & Space)

### THE COMMITMENT AND COLLABORATION ACHIEVEMENT AWARD

Viola Xhillari (AVENIR GLOBAL Toronto)  
Nadia Rosales (AXON Clinical Studies)  
Louise Magnusson (AXON Copenhagen)  
Flavia Sciota (AXON London)  
Joseph Sugrue (AXON London)  
Carmen Luong (Cherry)  
Isabelle Goodsall (Cherry)  
Maysa Taher (Cherry)  
Dana Sullivan (FoodMinds Chicago)  
Lily Lofty (Hanover London)  
Catherine Goodson (Joe Smith Richmond)  
Elisavet Smyrneou (Madano)  
Hannah Langille (NATIONAL Halifax)  
Sophie Hebert (NATIONAL Halifax)  
Eric Aach (NATIONAL Montreal)  
Nadia Di Scullo (NATIONAL Montreal)  
Azin Peyrow (NATIONAL Ottawa)  
Siera Draper (NATIONAL Ottawa)  
Milaine Robichaud (NATIONAL Saint John)  
Lindsay Hill (NATIONAL Toronto)

Nicole Herback (NATIONAL Toronto)  
Rachel Campbell (NATIONAL Vancouver)  
Amy Jensen (Padilla Minneapolis)  
Jeff Sturm (Padilla Minneapolis)  
Jennifer Beres (Padilla Minneapolis)  
Tracey Mercil (Padilla Minneapolis)  
Heather Rauscher (Padilla New York)  
Amber Nelson (SHIFT Boston)  
Emily MacNeill-Liot (Time & Space)

### THE BUSINESS DEVELOPMENT AND MANAGEMENT ACHIEVEMENT AWARD

Grace Manley (AXON London)  
Millie Bruce (AXON London)  
Becky Taylor (Cherry)  
Jack Bear (Cherry)  
Lauren Hoffman (FoodMinds San Francisco)  
Nils Fischer-Kerrane (Hanover Dublin)  
Charley Sambridge (Hanover London)  
Emily Valentine (Joe Smith Richmond)  
Matt Brehony (Joe Smith Richmond)  
Sarah Wilson (Madano)  
Blaise Boehmer (NATIONAL Calgary)  
Sébastien Boudreau (NATIONAL Montreal)  
Alexandra Bernier (NATIONAL Quebec City)  
Anna Speyer (NATIONAL Toronto)  
Leanne Lindseth (Padilla Minneapolis)  
Marissa Matchey (Padilla Minneapolis)  
Samantha Strader (Padilla Richmond)  
Stephanie Chan (Padilla Richmond)

### THE VISIONARY LEADERSHIP MODEL ACHIEVEMENT AWARD

Katherine Moore (AXON London)  
Rebecca Burbidge (AXON London)  
Benedict Guilfoyle (Madano)  
Jamila Kanji (NATIONAL Calgary)  
Jordan Redshaw (NATIONAL Calgary)

François Crête (NATIONAL Montreal)  
Alana De Guerre (NATIONAL Toronto)  
Michelle Amoroso (Padilla New York)  
Viviana Pinzon (Padilla New York)  
Carson Creehan (Padilla Washington)

### THE INNOVATION ACHIEVEMENT AWARD

Alec Beckett (AVENIR GLOBAL London)  
Laura Blower (Cherry)  
Tracee Hume (FoodMinds San Francisco)  
Jarlath Mulhern (Madano)  
Kenzie Cameron (NATIONAL Halifax)  
Michel Lacroix (NATIONAL Montreal)  
Michael Mahoney (NATIONAL Toronto)  
Natalie Barth (Padilla New York)  
Maliya Rooney (Padilla Richmond)  
John Wearing (Time & Space)

### THE PEOPLE LEADER ACHIEVEMENT AWARD

Nicola Truss (AXON London)  
Essi Turkson (Cherry)  
Siobhan Bardet (Hanover Dubai)  
Helen McKenna (Hanover London)  
Sarah Simpson (NATIONAL Halifax)  
John Parisella (NATIONAL Montreal)  
Nicole Piasentini (NATIONAL Toronto)  
Danielle Engholm (Padilla Minneapolis)  
Dani Jurisz (Padilla Minneapolis)  
Brittany Joyal (SHIFT Boston)  
Kasey DiLoreto (SHIFT Boston)  
Julia MacMichael (Time & Space)

### THE DIVERSITY AND INCLUSION ACHIEVEMENT AWARD

Alexe Constantineau (NATIONAL Montreal)  
Natasha Bailey (NATIONAL Toronto)  
Neil Anderson (NATIONAL Toronto)  
Jennifer Bowring (Padilla Minneapolis)

# WORKPLACE AWARDS



We take pride in offering positive and engaging work environments where our people can grow and thrive. In 2024, some of our brands have been honoured with the following "Best Workplace" awards:

2024 GREAT PLACE  
TO WORK IN THE UK

AXON AND CHERRY

2024 BEST WORKPLACES IN  
BIOPHARMA IN THE UK

AXON

2024 BEST WORKPLACES IN CONSULTING  
& PROFESSIONAL SERVICES IN THE UK

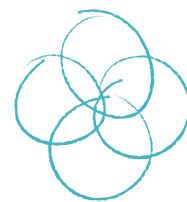
AXON AND CHERRY

2024 BEST WORKPLACES  
FOR WOMEN IN THE UK

AXON AND CHERRY

2024 BEST WORKPLACE  
FOR DEVELOPMENT

AXON



02

# DIVERSITY AND INCLUSION

"Acceptance, openness"

# DIVERSITY AND INCLUSION

## OUR POLICY

**We are committed to supporting diversity and inclusion within our Firm, our industry, and society. We work together with all our brands to help educate, empower, and celebrate people across our network. We ensure that all employees have equal access to development opportunities within the Firm.**

Specifically, we seek to:

- Ensure we hire, compensate, and promote employees on the basis of merit, without discrimination on the grounds of race, religion, ethnic origin, sexual orientation, age, or disability
- Support educational initiatives to raise awareness and share knowledge about diversity and inclusion, and provide mandatory training to all employees on these issues when they join the Firm and at least once every two years afterward
- Increase the representation of diversity in leadership positions through professional development and mentorship programs
- Ensure fair compensation practices by monitoring gender pay gap and pay equity across all our operations



## FIRM-WIDE INITIATIVES

### D+I PROGRAM AND COUNCIL

Our Firm-wide Diversity and Inclusion (D+I) program serves as a global framework to guide our brands in identifying best practices and addressing their own opportunities through the implementation of local initiatives focused on talent, community, industry, and clients.

AVENIR GLOBAL's D+I program is driven by an overarching purpose statement:

Be inspired. Be you.

At AVENIR GLOBAL, we celebrate differences that make you, you. Only collectively do our unique experiences give us greater insight into the world around us. **When our voices are heard and curiosity fuelled, we are inspired to do greater thinking.**

The program revolves around three pillars that support all brands and align with the Firm's focus:

#### 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.

The AVENIR GLOBAL D+I Council is comprised of representatives from across our brands. It acts as a governance body responsible for maintaining and evolving the program's global framework (statement and pillars). They meet periodically to share ideas and exchange best practices. The D+I Council is led by Mireille Charest, Senior Vice-President, Human Resources at AVENIR GLOBAL.

78

D&I council members, champions, and supporters across the network

## TRAINING ON DIVERSITY, EQUITY AND INCLUSION

Since January 2023, all new employees of AVENIR GLOBAL must complete a mandatory online course on diversity, equity, and inclusion upon joining the Firm. This course provides clear definitions of these important concepts and outlines best practices for fostering them in the workplace. It also addresses biases and microinequities, while offering strategies for speaking up in the face of injustice, instead of being indifferent.

# 93%

of all new joiners have completed training on diversity, equity and inclusion since January 2023\*

\*As of February 18, 2025

## SUPPORTING WOMEN'S ADVANCEMENT IN LEADERSHIP ROLES

AVENIR GLOBAL is committed to supporting the advancement of women at all levels of our organization.

In 2024, in compliance with the requirements of the United Kingdom's *Equality Act 2010*, the London-based operations of AXON, Cherry, Hanover, and Madano, which account for 38% of our global staff, published their first gender pay gap report for the year 2023.

The results highlighted an under-representation of women in senior leadership roles. This eye-opening exercise sparked important and enlightening conversations, culminating in a cross-brand luncheon event at our London office led by senior women leaders from the Firm, including AVENIR GLOBAL Executive Vice-President Valérie Beauregard. This event led to a better understanding of the aspirations and challenges

faced by women in our organization and has already served as a stepping stone for new initiatives to continue supporting women's career development and their progression into leadership positions.



# 66%

of our staff are women

# 49%

of our senior leaders are women



## THE LANGUAGE FINDER: A WINDOW INTO OUR DIVERSITY

The Language Finder is an internal database of the languages spoken by colleagues across our network. It allows colleagues to find someone who knows a specific language if they need help reviewing or translating content. It reflects the incredible diversity of voices and perspectives that we are lucky to have within the AVENIR GLOBAL network.

# 42

languages spoken  
across the Firm



## AROUND THE NETWORK

Snapshots of our brands' actions around **diversity and inclusion**



CHERRY & MADANO

### DRAG BINGO NIGHT

As part of Pride Month celebrations in June, Cherry and Madano hosted "Drag Bingo Night". This activity, designed to empower and celebrate the LGBTQ+ community, returned for a second year after its huge success in 2023. Employees enjoyed a lively bingo game hosted by a talented drag performer. The night provided a wonderful opportunity to connect, have fun, and celebrate diversity, reinforcing the brands' commitment to creating an inclusive and supportive environment for everyone.



HANOVER

### PROMOTING DIVERSITY AND SOCIAL MOBILITY

Hanover's "INspire" program is an employee-led initiative designed to promote workforce diversity and social mobility. Through partnerships with universities, Hanover engages with students from various socio-economic backgrounds to offer insights into the communications industry. This year, Hanover welcomed 40 students from the University of Westminster's "Inclusive Futures: Insights" program. The day started with a panel where Hanover employees from various levels of seniority and teams shared stories about their backgrounds and careers, followed by a Q&A session. The students were then split into groups and tasked to develop a government affairs proposal, with the support and guidance of the panel members.



## HANOVER

### AN AWARD-WINNING DEI APPROACH

Hanover's commitment and action toward diversity and inclusion were recognized twice in 2024. The brand was honoured with the "Best team approach to diversity, equity, and inclusion" at the PRCA UK Awards, as well as the 2024 Communique Awards for "Action on Workplace, Diversity, Equity and Inclusion." These recognitions highlight Hanover's ongoing efforts to create a more inclusive environment for all, both internally and across the wider public relations industry.



## MADANO

### CELEBRATING BLACK HISTORY MONTH

In 2024, Madano's DEI committee hosted a book club and a lunch-and-learn event in honour of British Black History Month. The book club featured discussions on *Small Worlds* by Caleb Azumah Nelson, exploring themes of identity, loneliness, community, and belonging through the lives of young black men living in London. The lunch-and-learn event was a celebration of black British art and cuisine, educating staff on the history of Black Britain with a focus on the arrival of African and Caribbean culture. Attendees enjoyed art displays, music, and a selection of African and Caribbean foods from a local black-owned business.





## NATIONAL

### LENDING A HAND TO VULNERABLE YOUTH WITH COVENANT HOUSE

The NATIONAL Vancouver team dedicated a day of service to Covenant House Vancouver, an organization that provides vital care and support to youth experiencing homelessness and survivors of human trafficking. The team rolled up their sleeves and immersed themselves in various tasks, including taking inventory of clothing donations, and ensuring that these essential items were readily available for those in need. The team gained valuable insights by touring Covenant House Vancouver's facilities and learning about the organization's impactful programs and the challenges faced by the youth they serve. They also handwrote thank-you notes to donors to express gratitude for their ongoing support and contributions to Covenant House Vancouver's campaigns. Through this volunteering experience, NATIONAL Vancouver not only lent a helping hand but also showcased its unwavering support for an organization that makes a profound difference in the lives of vulnerable youth.

"The full participation of all, informed by a notion of Justice as fairness."

## DIVERSITY + INCLUSION DAY OF SERVICE (DIDS)

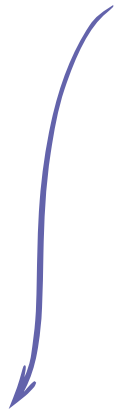
Padilla's Diversity + Inclusion Day of Service (DIDS) offers employees one day off annually to perform community service related to diversity, equity, and inclusion (DEI). For instance, Jill Donahue and her Irish Terrier Tige volunteered with the Minnesota Department of Health Emergency Preparedness Coordinators. The dynamic duo—a registered therapy dog team through Pet Partners—provided an emotional outlet for attendees and education on how therapy animals can assist victims, families, and first responders during crises. Additionally, Leah Kondes and Kenny Devine used their DIDS time to volunteer with The BrandLab for a half-day PR planning session along with other Minnesota PRSA members. The organization empowers young BIPOC talent to launch their careers in the marketing and advertising industry.



# 03



# ETHICAL CONDUCT



*Doing what is right.*

# ETHICAL CONDUCT

## OUR POLICY

**We are committed to practising public relations according to the highest professional standards. We have strict policies and guidelines governing the conduct of our business and outlining the behaviours our stakeholders can expect from each of us. We aim to engage with our business partners to ensure they share the same values and high standards we impose on our business.**

Specifically, we seek to:

- Prevent corruption by maintaining a zero-tolerance policy toward all forms of bribery and providing mandatory training to all employees when they join the Firm and at least every two years afterward
- Ensure that employees' personal activities do not interfere with their obligations toward the Firm and its clients by upholding strict policies around conflicts of interest and providing mandatory training to all employees when they join the Firm and at least every two years afterward
- Ensure we responsibly manage and safeguard the privacy of all data and information in our possession by implementing appropriate security measures, conducting regular risk assessments, and providing mandatory training to all employees when they join the Firm and every quarter afterward
- Ensure that our business and supply chain are exempt from any forms of modern slavery, forced labour, or human trafficking by conducting risk assessments of our critical suppliers and providing mandatory training on these issues to all employees when they join the Firm and every two years afterward

Strong commitments



# 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 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 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.



# CODE OF CONDUCT

**Maintaining the highest level of integrity and professional conduct in all our daily activities has been paramount to shaping our Firm's reputation as a trusted advisor for 48 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 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 *Bribery Act* (United Kingdom), the *Foreign Corrupt Practices Act* (United States), and the *Modern Slavery Act* (United Kingdom) 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, 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.

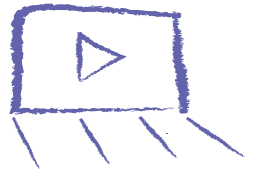
**WE AVOID CONFLICTS OF INTEREST.**

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.



## FIRM-WIDE INITIATIVES

### MODERN SLAVERY AND FORCED LABOUR

AVENIR GLOBAL is firmly committed to respecting the human rights of all our employees and those within our supply chain. We have zero tolerance for human rights violations and expect our suppliers to uphold the same high standards that we impose on our businesses.

In 2024, in alignment with the disclosure requirements of the United Kingdom's *Modern Slavery Act 2015* and Canada's *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, AVENIR GLOBAL published its first Modern Slavery Statement. This document outlines the policies and actions we have taken to raise awareness and prevent modern slavery and forced labour in our operations and supply chains.

In addition, we introduced a new mandatory course designed to help employees understand modern slavery and forced labour, recognize warning signs, and minimize risk when working with third parties.

For 2025, we are committed to continue improving our procurement practices and developing a greater understanding of risks associated with our supply chains.

### BRIBERY AND CORRUPTION

We put business integrity at the heart of our values and maintain a zero-tolerance policy toward bribery and corruption.

In 2024, we introduced a new mandatory ethics course entitled "Anti-bribery and corruption: Our responsibilities", designed to help employees understand key concepts, how to avoid bribery, how to recognize acceptable gifts and hospitality, and know their obligations when acting as third parties for our clients.

We also introduced a new global policy on bribery and corruption to ensure employees are fully aware of their obligations and responsibilities in the fight against corruption.

96%

of employees have completed training on modern slavery and forced labour\*

\*As of February 18, 2025

93%

of employees have completed training on bribery and corruption\*

\*As of February 18, 2025

## CONFLICTS OF INTEREST

The ability to make objective and impartial decisions is key to being trusted partners to our clients. This is why we take active measures to ensure that employees' personal activities do not interfere with their professional obligations.

Since 2023, all employees are required to complete a mandatory course on conflicts of interest upon joining the Firm and every two years thereafter. This course helps them identify various types of conflicts of interest, understand how to navigate delicate situations, and actively respond when conflicts arise.

In 2024, we also launched a new Firm-wide policy on conflicts of interest to ensure that all our brands have a consistent approach to preventing and addressing these issues.

## WHISTLEBLOWING HOTLINE

Creating an environment that promotes transparency and accountability is vital for preventing and addressing unethical conduct. In 2024, we introduced a whistleblowing platform that enables employees to report any ethical concerns or incidents they may encounter as part of their work. This includes, but is not limited to, conflicts of interest, fraud, bribery, or any violation of our Code of Conduct. The platform is hosted by a third party and offers a secure and confidential way to report concerns, ensuring they reach AVENIR GLOBAL's senior management team directly.

To support this initiative, we also published a new global policy titled "Guidelines on whistleblowing procedures" to help employees understand how to raise ethical concerns and reassure them that they can do so without fear of retaliation. We will continue to increase awareness of this tool to ensure employees feel empowered to speak up with full confidence.

# 97%

of employees had completed training on conflicts of interest within the past two years\*

\*As of February 18, 2025

*'Integrity is doing the right thing, even when no one is watching'*

## FIRM-WIDE INITIATIVES

### INFORMATION SECURITY AND PRIVACY AWARENESS

As cyber threats become more frequent and complex, we must take all necessary measures to protect all information and data entrusted to us by our clients.

In 2024, we continued our ongoing training and awareness program on information security and privacy. All new employees of AVENIR GLOBAL are required to complete two mandatory courses—"Security Essentials" and "Privacy Essentials"—within their first month of employment. Every quarter, all employees must complete a mandatory course covering important topics such as password management, phishing and ransomware, data leakage, and remote work, among others. We also conduct periodic phishing simulations to gauge the effectiveness of our training program.

Additionally, as part of Cyber Security Awareness Month in October, employees were asked to complete a series of weekly "cyber challenges" on key security topics. Staff who completed all training activities were eligible to win a prize package.

# 93%

**Average completion rate of our quarterly cybersecurity and privacy awareness courses in 2024**

### CYBER ESSENTIALS PLUS CERTIFICATION

In 2024, AVENIR GLOBAL obtained the "Cyber Essentials Plus" certification. Cyber Essentials Plus is a scheme backed by the government of the United Kingdom that guides organizations in implementing appropriate security measures to protect themselves against many of the most common cyber-attacks. This certification supports our efforts to successfully meet and exceed the security requirements of our clients.



# INDUSTRY CODES OF CONDUCT WE ADHERE TO

Our commitment to ethical business practices extends beyond our own code of conduct and internal policies. We proudly adhere to the following codes of professional standards relevant to our industry.

## CANADA

- Agrément A+ de l'Alliance des cabinets de relations publiques du Québec
- 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
- Code d'éthique professionnelle de la Société canadienne des relations publiques (SCRIP)

## UNITED KINGDOM & IRELAND

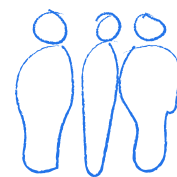
- Association of British Pharmaceutical Industry (ABPI)
- Public Relations and Communications Association Code of Conduct
- PRII Code of Professional Practice for Public Affairs & Lobbying
- Irish PR's Code of Conduct for Persons Carrying on Lobbying Activities
- Transparency of Lobbying, Non-Party Campaigning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

## 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 Practices (GCP)
- Insights Association - CASRO and MRA
- International Association of Business Communicators (IABC) Code of Ethics
- International Committee of Medical Journal Editors (ICMJE)
- Good Publication Practice (GPP) Guidelines for Company-Sponsored Biomedical Research



04





# **SOCIAL INVESTMENT**

*"planting seeds today  
to harvest a more  
equitable tomorrow"*

# SOCIAL INVESTMENT

## OUR POLICY

**We are committed to making a positive impact within the communities where we operate. While we boast an international presence, we remain rooted in our local economic ecosystems. We contribute to social advancement by supporting causes dear to our employees and our neighbours through pro bono work, volunteer work, and financial contributions.**

Specifically, we seek to:

- Encourage employees to undertake pro bono work for not-for-profit organizations on behalf of the Firm
- Allow employees to take paid time off to participate in volunteer activities of their choosing
- Make financial contributions to not-for-profit organizations in communities where we operate and encourage employees to do the same
- Recognize employees for their pro bono and volunteer work by incorporating this aspect into annual performance evaluations

**2,500**

pro bono and volunteering hours in local communities

**93**

organizations supported by the Firm in 2024

**108**

organizations supported by our leaders

## AROUND THE NETWORK

Snapshots of our brands' actions around **social investment**

### NATIONAL

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#### EMPOWERING REFUGEES' TALENT

NATIONAL's Toronto office is a proud supporter of Jumpstart Refugee Talent, an organization dedicated to providing economic inclusion to skilled and talented refugees who face systemic barriers to finding meaningful employment. Through this partnership, the NATIONAL Toronto team has provided mentorship and guidance to Jumpstart's refugee members, offering insights and advice on navigating the professional landscape in their new home. Additionally, NATIONAL Toronto has leveraged its expertise in media relations to raise awareness about Jumpstart's mission and initiatives. By driving media coverage and amplifying Jumpstart's message, the team has played an important role in increasing the organization's visibility and attracting more support from the community.



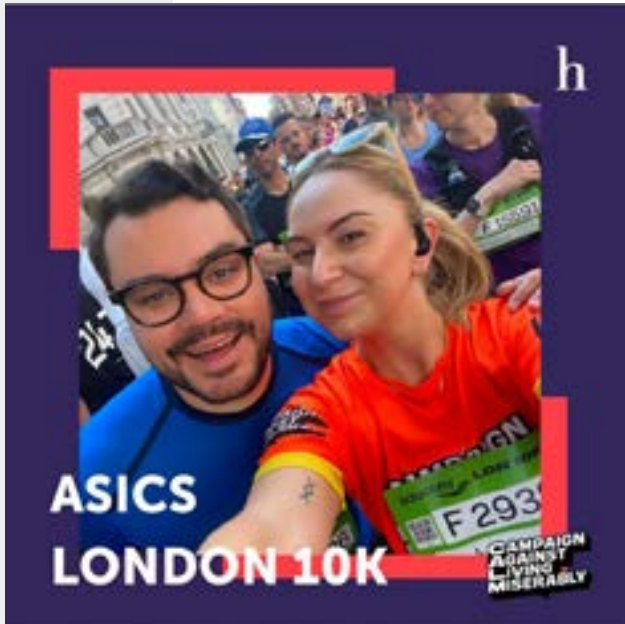
### MADANO

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#### BUILDING BRIDGES THROUGH CREATIVITY

Heart n Soul, an award-winning arts charity in South London, aims to create a more open, creative, and equal world by empowering people with learning disabilities through creativity. Madano partnered with Heart n Soul to boost awareness and support for their artists, including the Feel-Good Designers. Seven Madano employees volunteered for the "Mish Mash Trail" exhibition at Southbank Centre's Children's Imagine Festival in February. Objectives included increasing local engagement, raising awareness of Heart n Soul, and measuring the impact of communications efforts. The team promoted the event to 27 media outlets focused on arts, education, and disability; developed digital assets, including photography, carousel, and video content; created a social media calendar for ongoing event promotion; and conducted workshops to upskill Heart n Soul's communications team.





HANOVER

**RUNNING FOR A GOOD CAUSE**

In July 2024, a team of eight Hanover members participated in the annual ASICS London 10K run to raise funds for CALM (Campaign Against Living Miserably), a leading organization in suicide prevention. Suicide is the biggest killer of men under the age of 45 in the United Kingdom. CALM provides life-saving services, information, and advice to those battling mental health issues and struggling with life's challenges. Hanover has been partnering with CALM for nine years, supporting the organization's mission to help people end their misery, not their lives.



CHERRY & MADANO

**MOVEMBER: RAISING AWARENESS FOR MEN'S HEALTH**

Cherry and Madano united their effort for this year's Movember campaign, sharing impactful quotes, facts, and insights to raise awareness and spark meaningful conversations about men's health. The team also created a central Movember resource document filled with rich information on men's health. The month concluded with a Movember quiz, bringing people together for some fun in support of a great cause. The event was a resounding success, with participants enjoying the opportunity to connect and contribute. The team raised an impressive amount of £2000, doubling the previous year's donations.

Put more  
that are

### A SMASH HIT FOR THE GIANTS COMMUNITY FUND

In 2024, SHIFT Communications continued to support the Giants Community Fund (GCF), the charitable arm of San Francisco’s Major League Baseball team. The organization has touched the lives of more than 400,000 youth in the region. In the second year of this partnership, the SHIFT team amped its efforts to help increase participation through an aggressive media strategy. Throughout the year, SHIFT secured more than 48 news articles and expanded outreach to include relationships with lifestyle influencers in the Bay Area encouraging them to post to drive donations. The program achieved great results, shining a light on GCF’s efforts, raising its visibility, and leading to increased donations.



### HYGIENE KITS FOR THE VIRGINIA HOME

Through the “Plugged-In” program, Padilla encourages its teams to organize service projects—whether in the community or in the office. In April, the Richmond, Virginia office partnered with the United Way of Greater Richmond & Petersburg to assemble hygiene kits and create handmade cards with inspirational notes for The Virginia Home for Boys & Girls. This organization helps young people across Virginia with emotional and behavioral health concerns. The trauma-informed care provided by the organization occurs in group homes, independent living apartments, a specialized K-12 school, and a therapeutic resource centre.



Y forwards social issues  
important to your business

# ORGANIZATIONS SUPPORTED BY THE FIRM

Here's a list of organizations we supported with pro bono work.

- 360Pacifica
- Al Jalila Foundation
- Alcohol and Gaming Commission of Ontario
- ARTÈRE Foundation
- Association québécoise de la distribution de fruits et légumes (AQDFL)
- Atlantic Central
- Atlantic Women's Venture Fund
- Benny&Co. Foundation
- Blackfriars Settlement
- Breakfast Club of Canada
- Brigadoon Village
- Cancer Research UK
- Centennial Academy
- CFA Montréal
- CHU Sainte-Justine Foundation
- Conseil des entreprises en technologies environnementales du Québec (CETEQ)
- Create Vancouver Society
- Defence Construction Canada
- Discovery Silver Corp.
- Diversity Dietetics
- Entrepreneurs Organisation (EO Quebec)
- Fillactive
- Fondation de l'Université du Québec à Trois-Rivières
- Fondation du Musée d'art de Joliette
- Fondation du Musée national des beaux-arts du Québec
- Fondation Laurent Duvernay-Tardif
- Fondation Tremplin Santé
- Fondation Les Amis de Samuel
- Food Dignity
- Future of Hockey Lab
- God's Love We Deliver
- Government of New Brunswick
- Heart n Soul
- Imagine Canada
- Impact Organizations of Nova Scotia
- Invest Nova Scotia
- Jeune chambre de commerce de Québec
- Juvénat Notre-Dame
- Kidney Foundation of Canada (Quebec)
- La Corporation Cadillac Fairview limitée
- The Atypicals Interviews by Mathieu Caron
- Little Brothers
- London LGBTQ+ Community Centre
- MacEwan University
- Macmillan Cancer Support
- Maritime Children's Hospice Society
- MaRS Discovery District
- Maynard Childhood Cancer Foundation
- McInnes Cooper
- Mind Your Plastic
- Minneapolis Regional Chamber of Commerce
- Minnesota Arts & Culture Coalition
- Minnesota Technology Association (MnTech)
- Moisson Québec
- Movember
- Multiple Sclerosis Society of Canada
- Neuro Partners
- New York Common Pantry
- NextGen London
- Nova Scotia Association of REALTORS
- Nova Scotia College of Pharmacists
- Ocean Capital Investments Limited
- One Drop Foundation
- PartenaireSanté-Québec
- Patchwork Foundation
- Phoenix Youth Programs
- Premier Acte
- Prosci
- Public Policy Forum
- Public Relations Without Borders
- Quebec CRP Network (perinatal resources centres)
- Ronald McDonald House Charities
- Royal Columbian Hospital Foundation
- San Francisco Giants Community Fund
- Scale AI
- Sister System
- SkilledTradesBC
- Southwark Food Bank
- St. Michael's Mission
- SureSwift Capital Inc
- Syngap1 Foundation
- Take Flight (Twin Cities Internship Program)
- TELUS Business
- The Canadian Club of Montreal
- The Salvation Army
- The Virginia Home
- Town of Sylvan Lake
- TRAIID
- United Way
- Visual Arts Center of Richmond
- Women in Governance
- Youth Employment Services (YES) Montreal

# ORGANIZATIONS SUPPORTED BY OUR LEADERS

AVENIR GLOBAL encourage employees to undertake pro bono work for not-for-profit organizations on behalf of the Firm. Across our network, our leaders are also personally involved in **108 organizations.**

**Alexandre Boucher**

Fondation du Juvénat Notre-Dame du Saint-Laurent

**Alexandre Mailhot**

Club de soccer du Rouge et Or de l'Université Laval, Club de soccer CS Trident, Fondation S.E.R.V.I.R. Bois-Francs

**Amy Fisher**

Minnesota Technology Association, Public Relations Society of America (Technology Section), Minnesota Public Relations Society of America Chapter

**Amy Jensen**

Stillwater Area Hockey Association

**André Bouthillier**

Montréal Centre-Ville

**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

**Carter Hutton**

International Association of Business Communicators (IABC) Maritime Canada

**Chantal Benoit**

Moisson Montréal, La TOHU

**Charles Lewington**

Bath Festival Orchestra, Conservative Party (UK)

**Christian Ahuet**

Nova Home Care

**Donna Alteen**

Halifax Partnership, Entrepreneurs Organization (Scale Up Accelerators)

**Emma Kenny**

Healthcare Communications Association, PM Live (Communique Awards), F.E.A.S.T.

**Emma Lemon**

Dundonald Primary School

**François Crête**

Lobbyisme Québec, Public Relations Without Borders

**Hannah Langille**

International Association for Business Communicators (IABC) Maritime Canada

**Hayley Shaughnessy**

PerSIStence Theatre Company

**Heath Rudduck**

Minneapolis Parks Foundation, Pillsbury United Communities, University of Minnesota Cancer Philanthropic Board

**Helen McKenna**

King George and Queen's Hospital Charity, The Listening Place

**James Mole**

Student Publication Association (Trustee Board)

**Jane Taber**

Board of Governors of Carleton University

**Jean-Pierre Vasseur**

Maison Emmanuel

**Jeff Wilson**

Visual Arts Center of Richmond, Commission on Public Relations Education

**Jen Dobrzelecki**

Red Door Community

**Jennifer McCormack**

Muscular Dystrophy Canada, Mount Saint Vincent University (mentorship), Toronto Animal Services, Women in Pharma

**Jennifer O'Bomsawin**

Conseil d'administration de l'École nationale de police du Québec

**John Parisella**

Fondation pour la langue française, Jeune Chambre de Commerce de Montréal, General Insurance Ombudservice, Mission Old Brewer, Port of Montreal

**Judith Lebel**

Alliance des Cabinets de Relations Publiques du Québec

**Julie-Anne Vien**

Fondation du Musée national des beaux-arts du Québec, Les Amis de Samuel

**Julien Provencher-Proulx**

Fondation Émergence, AmCham Quebec, Canadian Aviation Pride

**Karen White**

Quest Canada

**Kathy Rammage**

Jumpstart Refugee Talent, Sherbourne Health

**Katrina de Saram**

Centrepoint

**Khobi Patterson-Vallis**

Governors for Schools (Volunteer as School Governors)

**Kim Blake**

Backpack Buddies Foundation

**Kristan Hines**

Dalhousie University (Board of Governors), Downtown Halifax Business Commission, Phoenix Youth Programs

**Kristie Forbes**

St. Francis Xavier University Alumni Association Council

**Larry Markowitz**

YES Employment + Entrepreneurship, Concordia University, Centre for Israel and Jewish Affairs (CIJA Quebec), Westmount-St-Louis Liberal Association, Lord Reading Law Society, Fondation du Barreau du Québec, International Association of Young Lawyers (AIJA)

**Lorna Jennings**

Asthma Society of Ireland, MyMind, Philanthropy Ireland, Women for Election

**Martine Robert**

Conseil des entreprises en technologies environnementales du Québec (CETEIQ)

**Matt Kucharski**

Pheasants Forever, Science Museum of Minnesota, Quails Forever

**Matthew Houlsby**

November UK

**Maude Samson**

Centraide, Fondation du Dr Julien

**Meaghan Beech**

The St. Joe's Plate Committee

**Melissa Lewis**  
Seventh-Day Adventist Church (Ontario Conference), Save your Skin Foundation

**Michel Lacroix**  
Centraide, Montreal Children's Library

**Michel Lambert**  
La Chapelle spectacles, La Fondation de santé et services sociaux Lévis-Lotbinière, Société du domaine Maizarets, YWCA Québec

**Mirabel Paquette**  
CHU Sainte-Justine  
Foundation, Campagne de financement de l'Université de Montréal, HEC Montreal Foundation, The Canadian Club of Montreal

**Nadia Di Scullo**  
Académie Ste-Thérèse, La grande journée des petits entrepreneurs, Resto Plateau, Festival Bach

**Noémie Tétreault**  
PME MTL Grand Sud-Ouest, Alliance des Cabinets de Relations Publiques du Québec (Comité Relève)

**Rachel Rice**  
Financial Executives International (Twin Cities)

**Reghu Venkatesan**  
AT Society

**Richard Cowhig**  
Portsmouth Cathedral, Baby Basics

**Robert Lupien**  
Université du Québec à Trois-Rivières

**Rosalie Morton**  
Deep Run Hunt Horse Show Association

**Rupert Whitehead**  
Challengers, Disasters Emergency Committee

**Ryan Casey**  
The International Advisory Board Atlantic Council, North End Opportunities Fund, Canadian Marketing Association (CMA) Awards

**Ryan Richardson**  
St. Cloud Fireworks

**Saeed Selvam**  
Children First Canada

**Sébastien Boudreau**  
St Michael's Mission, Pointe-à-Callière (Relève philanthropique)

**Shawn Lowe**  
The Interactive Advertising Bureau of Canada (IAB Canada), EduNova Co-operative, Study and Stay - Nova Scotia Program, Canadian Marketing Association (CMA) Awards

**Tanya DiPenta**  
Brain Injury Canada

**Thomas Gobeil**  
SynergiTIC, Jeune Chambre de commerce du Montréal Métropolitain

**Tina Hahn**  
Volunteering work with young adult with autism (local network initiative)

**Tom Jollie**  
Better Way Foundation, East Town Business Partnership, Minneapolis Downtown Council, Northern Star Scouting (Boy Scouts of America)

**Valérie Beauregard**  
Public Relations Without Borders

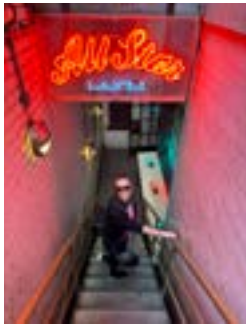
**Vincent Gagnon**  
Chambre de commerce et d'industries de Trois-Rivières, Fondation Trois-Rivières durable

**Yvan Loubier**  
Le Grand Pas

Every year, AVENIR GLOBAL holds a **Firm-wide photo contest**. In 2024, we collected 63 unique photo submissions that illustrate the great diversity of talent and individuals in our Firm. The pictures that appear throughout this document were collected as part of this contest.









05



# **ENVIRONMENTAL PERFORMANCE**

Making Smart choices

# ENVIRONMENTAL PERFORMANCE

## OUR POLICY

**We are committed to reducing the ecological footprint of our business activities and advancing environmental sustainability. We work to minimize our impact by making smarter choices and encouraging sustainable behaviours. We also aim to have a positive influence by helping clients integrate environmental concerns into their business practices.**

Specifically, we seek to:

- Select buildings with sustainable certifications (LEED or equivalent) for our office spaces to reduce our energy consumption
- Implement waste management and recycling programs (waste sorting, organics collection, IT equipment recycling, battery recycling) wherever possible
- Monitor greenhouse gas emissions (GHG) across all our operations and set reduction targets
- Develop expertise and services specifically tailored for organizations driving the transition to a cleaner economy
- Implement sustainable procurement guidelines to favour environmentally responsible suppliers

*"Let every action reflect respect & stewardship"*

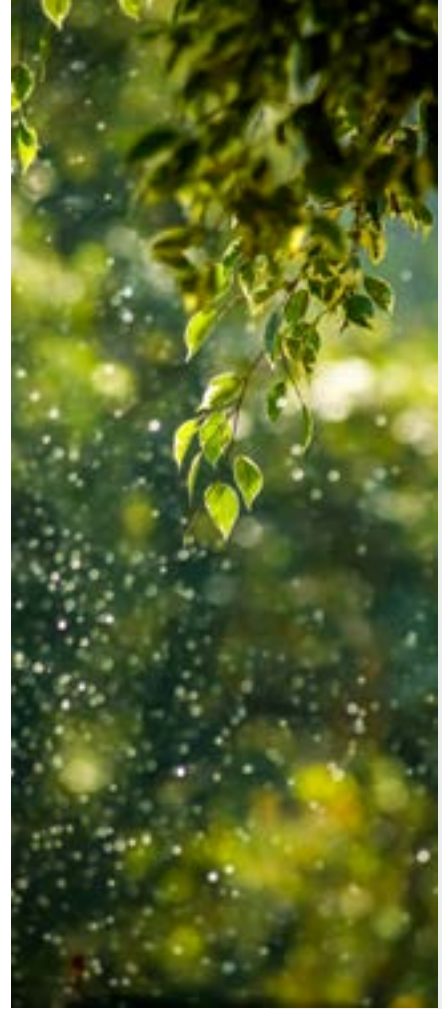
## FIRM-WIDE INITIATIVES

### CARBON REPORTING ACROSS OUR EMEA OPERATIONS

In 2023, AVENIR GLOBAL brands operating in Europe and the Middle East—AXON, Cherry, Hanover, and Madano, which together represent 47% of our operations—set an ambitious goal to reach carbon neutrality by 2040. They aim to achieve a 70% reduction in Scope 1 and Scope 2 emissions by 2030 and to reduce Scope 3 emissions by 25% by the same date. To support this effort, they have been working with an independent auditor to track carbon emissions.

The assessment conducted in 2024 showed an impressive 67% reduction in Scope 1 and 2 emissions, primarily achieved through actionable carbon reduction strategies, such as adopting renewable energy tariffs.

Our EMEA operations have established a comprehensive carbon reduction strategy to support their goal of reaching net zero by 2040. This strategy includes measures like developing policies for catering, electronics, and travel to guide decisions, and engaging building managers to implement further changes.



# 47%

of our operations\* are tracking GHG emissions and have committed to achieve carbon neutrality by 2040

*\*Based on the number of employees*

# 67%

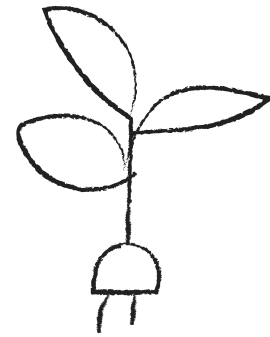
reduction of Scope 1 and Scope 2 emissions between 2023 and 2024 across our EMEA operations

## ELECTRONIC WASTE MANAGEMENT

Electronic waste (e-waste) is one of the fastest-growing solid waste streams in the world. To address this, we've implemented various measures to reduce the impact of our usage of electronic devices throughout their lifecycle.

Through Lenovo's CO2 Offset Services, we offset the carbon dioxide associated with the purchase of our IT equipment. In 2024, this initiative resulted in a total offset of **129 metric tons of greenhouse gas emissions.**

We are also committed to ensuring that all retired electronic devices are discarded responsibly through specialized recycling partners across all our operations. In 2024, **6,398 pounds of electronic waste** were diverted from landfills through this initiative.



# 129

metric tons of carbon dioxide emissions offset in 2024 to compensate for the purchase of new laptops

# 6,398

pounds of electronic waste recycled and diverted from landfills in 2024

*A healthy planet is better for business.*

## GREEN-CERTIFIED BUILDINGS

As tenants in all our business locations, some aspects of our environmental performance are not entirely within our control. However, we can have an impact by selecting green-certified buildings for our offices where possible and working with building managers to advance sustainable practices. More than 70% of our operations, including our headquarters in Montreal, Canada, are located in buildings with environmental certifications (LEED or equivalent).

Our largest office, located in London, United Kingdom, was opened in 2021 and specifically designed with sustainability in mind. Its specifications include:

- BREEAM rating of "Very Good"
- EPC rating of "C"
- LED lighting
- Energy-saving technology
- Electricity sourced from 100% renewable schemes

# 71%

**of our operations\* are located  
in green-certified buildings  
(LEED or equivalent)**

*\*Based on the number of employees*



## AROUND THE NETWORK

Snapshots of our brands' actions around **environmental performance**



### CHERRY & MADANO

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#### CLOTHES SWAP FOR EARTH DAY

To mark Earth Day on April 23, Cherry and Madano organized a cross-brand clothes swap activity aimed at promoting sustainability and encouraging the reuse of clothing. Employees were invited to bring in clothes they no longer wore, which could then be swapped for something new to them. This event was a huge success the previous year and exceeded expectations again this year. The activity not only fostered a sense of community but also raised awareness about the environmental impact of fast fashion, promoting more eco-friendly choices within the office.



### HANOVER

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#### REDUCING SINGLE-USE PLASTICS

Recognizing that single-use plastics (SUPs) pose significant problems for ecosystems, wildlife, and human health, Hanover embarked on a mission to reduce its consumption of SUPs within its offices and supply chain. After completing an audit detailing the amount of SUPs consumed annually, Hanover implemented measures to reduce or eliminate these items. Initiatives included providing enough cutlery in the office, installing water coolers around the office to avoid the need for bottled water, and removing straws and cling film from the office kitchens. Suppliers have also been audited so Hanover can prioritize those with established sustainability policies and targets.



## NATIONAL

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### REDUCING GARBAGE WASTE

NATIONAL Montreal's offices are located in the prestigious Sun Life Building in downtown Montreal. In 2024, the building conducted a waste, compost, and recycling audit for each floor, revealing that 88% of the waste sent to garbage could have been composted. Following this audit, the office's green committee received an extensive study on waste sorting, which led to discussions on possible improvements for the two office floors. To address these findings, presentations were made to raise employee awareness about proper waste sorting. Composting bins were added in place of some garbage cans, and new signs were installed to help classify waste effectively. Several other initiatives will continue in 2025 to further reduce the percentage of compostable waste being discarded improperly.



## AXON

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### UPCYCLING WORKSHOP

The AXON team organized an upcycling workshop to raise awareness for World Recycling Day on March 18 and Zero Waste Day on March 30. Guided by an external host joining the team virtually, participants from all AXON offices learned how to use embroidery to add handmade and unique detailing to a piece of clothing they love. This initiative aimed to encourage reducing waste and promote upcycling instead of throwing clothes away and buying new items.



## TIME & SPACE

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### A LITTLE PICK-ME-UP FOR THE COMMUNITY

In July, a dedicated group of Time & Space team members took to the streets of Halifax to participate in the Great Nova Scotia Litter Pick-Me-Up, a province-wide initiative aimed at reducing litter and enhancing community pride. Armed with gloves and garbage bags, the enthusiastic volunteers made a tangible impact by helping to keep the city clean and inviting. This effort not only demonstrated their commitment to environmental stewardship but also their strong connection with the local community.

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*Valérie Beauregard, Executive Vice-President*

*Royal Poulin, Executive Vice-President and Chief Financial Officer*

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*Lauren Tannenbaum, Senior Vice-  
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*Jeff Wilson, Vice-President, Social Impact  
(Padilla)*

*Matt Brehony, Vice-President, Brands  
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