

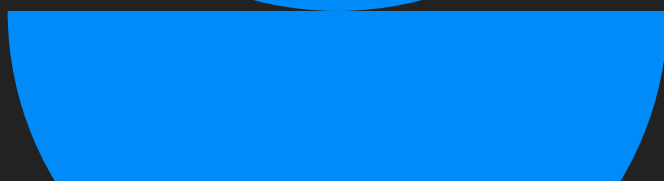
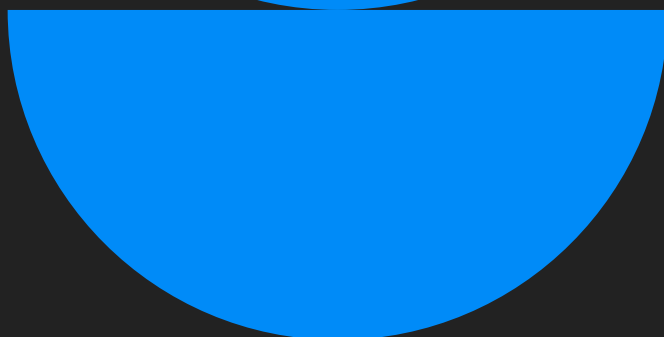


「A Year in Abstract

AVENIRGLOBAL

2025

Corporate
Responsibility
Report



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At AVENIR GLOBAL, corporate responsibility is closely tied to how we work, how we lead, and how we support our people, clients, and communities. In 2025, we focused on strengthening the foundations of our program through practical action, sound governance, and meaningful engagement across our network.

This year marked an important milestone with the completion of our first Firm-wide greenhouse gas inventory. While this is the first step of a long journey, it provides us with a clearer understanding of our environmental footprint and will help inform future actions to reduce the impact of our business activities.

We also made significant progress in reinforcing our ethical framework. In 2025, we strengthened our approach to data protection and privacy through the introduction of new global guidelines, enhanced internal processes, and mandatory training for employees. At the same time, we advanced our third-party risk management practices with the launch of a sustainable procurement policy and improved due diligence processes.

These efforts help ensure that our partners uphold the same high standards of integrity and responsibility that we apply to our own operations.

Taken together, these initiatives reflect a maturing approach to corporate responsibility—one that was also acknowledged through our 2025 EcoVadis assessment, which recognized our continued engagement across key environmental, social, and governance topics.

What stands out most throughout this report is the commitment of our teams. Across regions and brands, colleagues took action in ways that reflect both our shared values and local realities—whether through professional development, community engagement, or initiatives that foster inclusion and wellbeing.

We approach corporate responsibility with transparency and humility. We are proud of the progress made in 2025, conscious of the work ahead, and remain committed to continuous improvement as our Firm evolves.

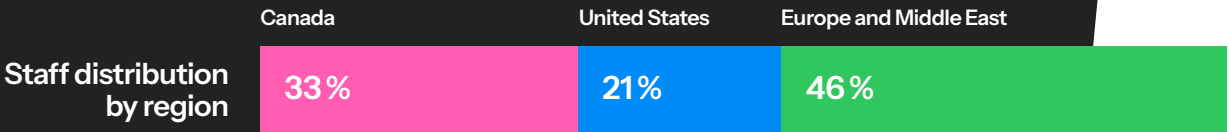
Valérie Beauregard
Executive Vice-President



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 U.S., Europe and the Middle East, and ranks among the top 25 largest communication firms in the world.

In Canada, AVENIR GLOBAL owns NATIONAL Public Relations, the country's leading public relations firm with nine offices from coast to coast; and Time & Space, a leading media strategy, planning, execution, and insights agency. In the United States, AVENIR GLOBAL owns the integrated communication agency SHIFT Communications; and the public relations and communication company Padilla, which includes the brand consultancy Joe Smith and the food and nutrition affairs experts at FoodMinds. In Europe, AVENIR GLOBAL owns the strategic communications consultancy Madano and global insight and strategy firm Thinks, both based in London; as well as 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 the global healthcare communication agency AXON, with offices in London, Toronto, New York and Copenhagen; and London-based creative healthcare communications agency Cherry.



Our brands

**AXON**

AXON Communications

Offices in London, Toronto, New York, Copenhagen

**cherry**

Cherry

Offices in London, Chicago, and New York

**hanover**

Hanover

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

**madano**

Madano

Office in London

**Thinks**
— Insight & Strategy —

Thinks

Office in London

Thinks Insight and Strategy joined the AVENIR GLOBAL network in March 2026. As this report covers 2025 activities, Thinks' contributions are not reflected in the initiatives and metrics presented herein.

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

NATIONAL Public Relations

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

**padilla**

Padilla
including Joe Smith and FoodMinds

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

**SHIFT/**

SHIFT Communications

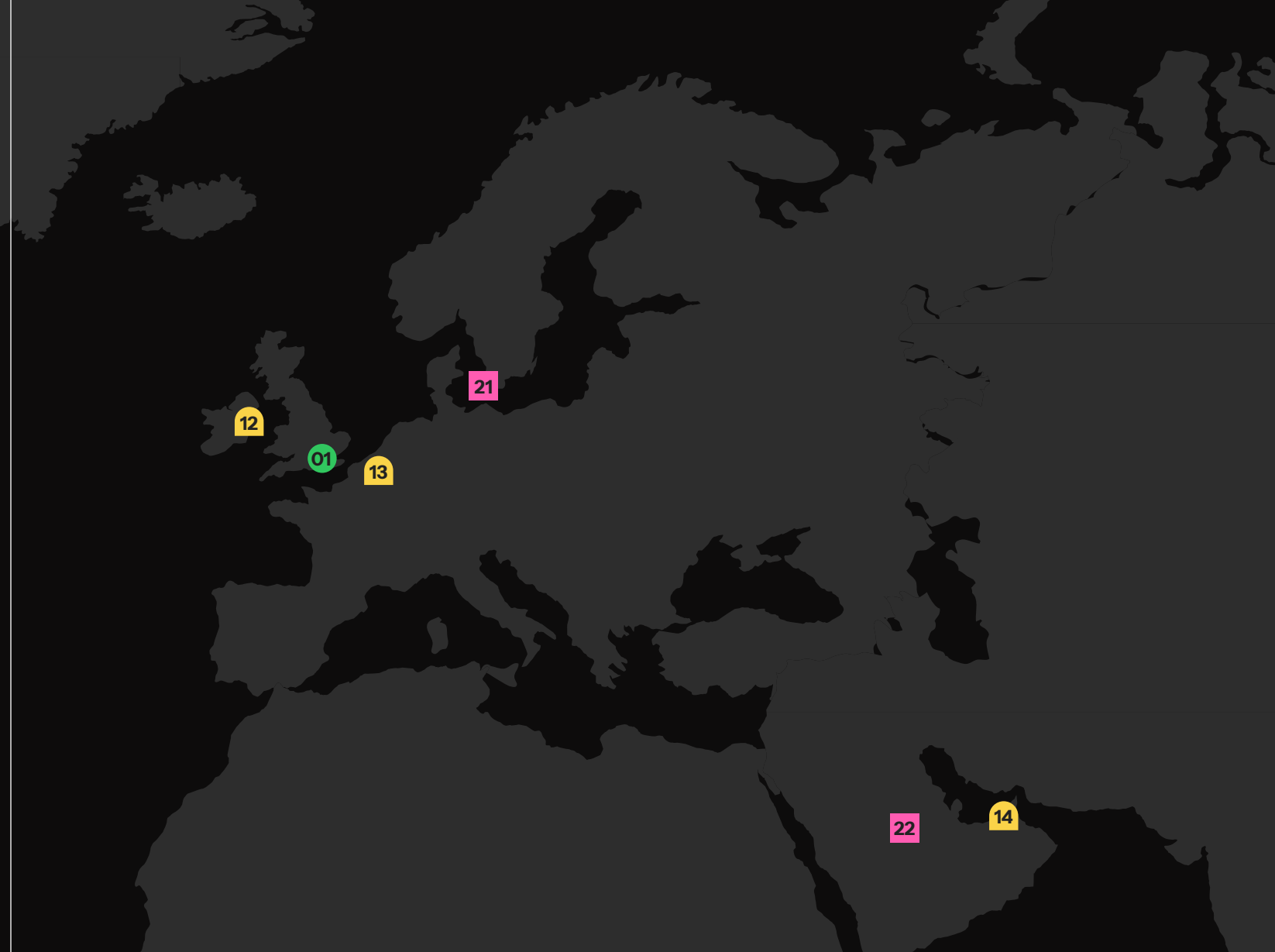
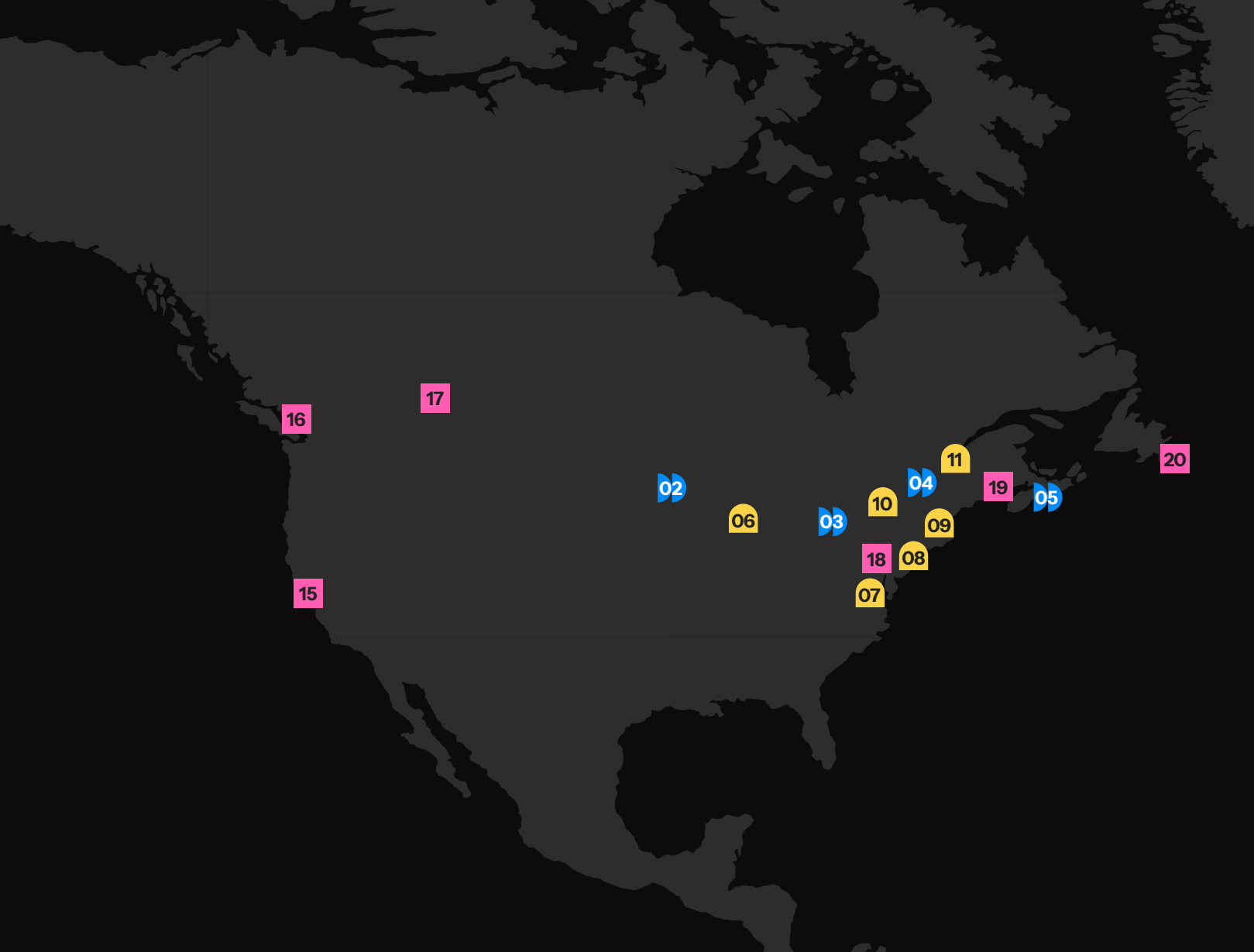
Offices in Boston, San Francisco, and New York

**time&space**

Time & Space

Offices in Halifax and Toronto





Our office locations

by number of employees



01. **London**



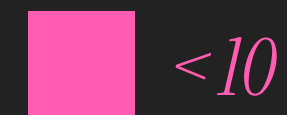
02. **Minneapolis**
03. **Toronto**

04. **Montreal**
05. **Halifax**



06. **Chicago**
07. **Richmond**
08. **New York**
09. **Boston**
10. **Ottawa**

11. **Quebec City**
12. **Dublin**
13. **Brussels**
14. **Dubai**



15. **San Francisco**
16. **Vancouver**
17. **Calgary**
18. **Washington D.C.**
19. **Saint John**

20. **St. John's**
21. **Copenhagen**
22. **Riyadh**

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 in helping our clients continuously improve the social and environmental impacts of their business activities and communications programs.

All brands across the AVENIR GLOBAL network must comply with the Corporate Responsibility Policy, and all employees are expected to put this 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 the policy,

establishing objectives, targets, and performance metrics, measuring progress, and implementing operational guidelines for continuous improvement.

Each of our operating brands is responsible for developing and upholding specific policies, programs, and initiatives to support the commitments outlined in the Corporate Responsibility Policy.



A recognition of our engagement

In 2025, we completed an assessment of our Environmental, Social and Governance (ESG) practices with EcoVadis, a global leader in sustainability ratings with more than 150,000 rated companies. Our evaluation earned us the "Committed" badge, which validates our

engagement toward sustainable and ethical business practices.

This recognition enhances our ability to build trust with our business partners and meet our clients' expectations.

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

Human Capital Development

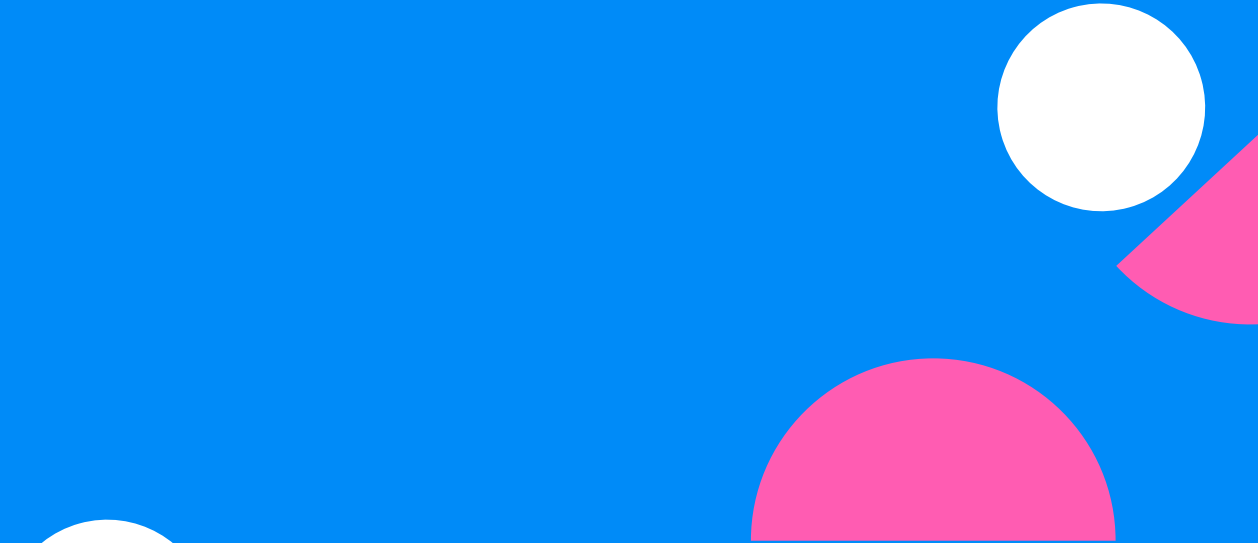
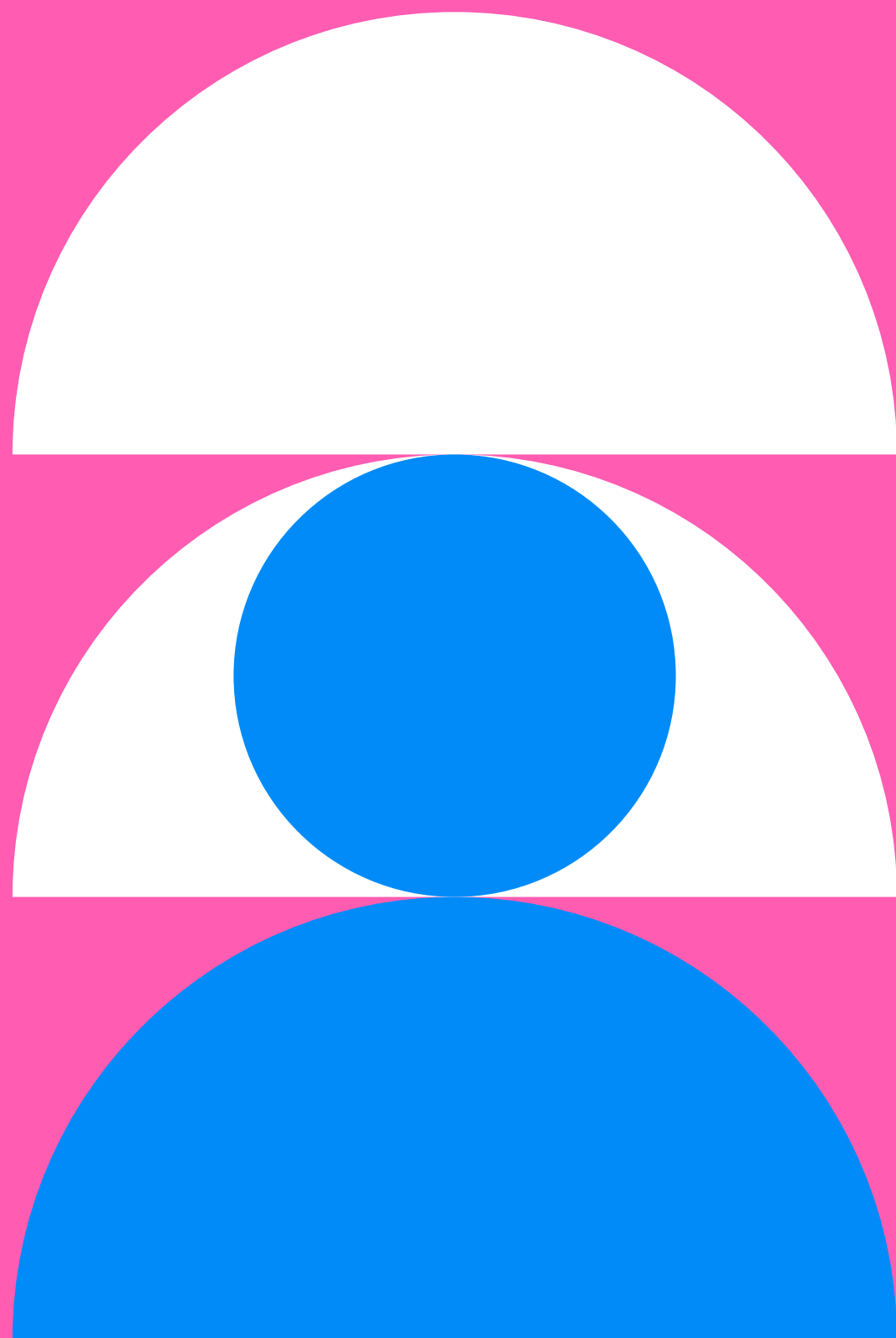
Diversity and Inclusion

Ethical Conduct

Social Investment

Environmental Performance





Human Capital Development

Our policy

We are committed to supporting the personal growth, professional ambitions, and overall wellbeing 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.

Health and wellness

We are committed to providing safe and healthy work environments by proactively identifying and addressing physical and psychological health risks. Specifically, we seek to achieve this objective by conducting periodic risk assessments in all offices and implementing appropriate preventive and corrective actions, setting and maintaining Firm-wide standards to ensure consistent application of best practices and compliance with local requirements, and providing employees with training, resources, and programs that promote both physical and psychological wellbeing.

Firm-wide initiatives

Workplace harassment training

We believe that maintaining a culture of respect and fostering an inclusive workplace where every employee can thrive are essential to our success, which is why we actively work to prevent 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 behaviors and grievance mechanisms to report harassment issues. Additionally, all employees are required to complete mandatory online training on workplace harassment upon joining the Firm and annually afterward.

96%

of employees have completed workplace harassment training within the past 24 months



Around the network

AVENIR GLOBAL CANADA, NATIONAL and TIME & SPACE

In 2025, AVENIR GLOBAL's Canadian offices established a national Health and Safety Committee to adopt a common governance structure and facilitate best practice implementation across all locations.

Through the work of this committee, a Canadian Health and Safety Policy was developed, local committees and

representatives were designated, and a standardized template for local health and safety handbooks was introduced. Together, these measures provide clearer and more consistent information to employees about workplace health and safety and ensure compliance with applicable regulatory requirements.

CHERRY

In 2025, Cherry strengthened its support for women's health at work by signing up to the Pregnancy at Work program delivered by pregnancy and baby charity Tommy's.

The program provides access to practical resources and training for line managers on supporting colleagues through pregnancy, parenting, and fertility journeys. It also offers guidance on navigating sensitive experiences such as baby loss and premature birth, helping foster a more informed and supportive workplace culture.

In addition, colleagues can access confidential support from Tommy's midwives, including expert advice before, during, and after pregnancy, as well as dedicated hotlines covering fertility, endometriosis, and other women's health concerns. This initiative reflects Cherry's commitment to creating a supportive and inclusive environment for all employees.

HANOVER

To support a more inclusive work environment for neurodiverse employees, Hanover introduced its first neurodiversity policy in 2025. The policy outlines Hanover’s approach to raising awareness of neurodiverse conditions and how they can affect employees in the workplace, as well as its commitment to providing support, ensuring equal opportunities, and embracing unique strengths. It applies to all employees who identify as neurodivergent or who believe they may be and includes practical guidance for managers. In addition, Hanover delivered a training session entitled “Neurodiversity for Managers”, which explored key types of neurodivergence, how they may present at work, how to build a neuro-inclusive team and environment, guidance for one-to-one conversations, and available support resources.



MADANO

To mark International Women’s Day, Madano hosted a yoga session designed to give colleagues a moment to slow down, recharge, and reconnect. Led by a former colleague and certified instructor, the class offered a gentle vinyasa flow suitable for all levels and encouraged participants to focus on movement, stress release, and overall wellbeing. Through this initiative, Madano also supported the Movement charity, which works to improve access to exercise for women facing barriers. This hour of shared movement strengthened

a sense of community and reinforced Madano’s commitment to creating a workplace where wellbeing matters.

PADILLA

In 2025, Padilla advanced its commitment to employee wellness through several initiatives. In the spring, the brand launched its first employee resource group dedicated to wellness. This voluntary group meets monthly to explore wellness resources, discuss work-life balance, share practical tips, and support one another in building healthier habits. During the year, Padilla also hosted two company-wide sessions designed to help employees navigate an increasingly intense news cycle and political climate. The first session, delivered by R3, focused on connecting across differences and provided guidance on engaging productively with people who hold opposing viewpoints.

Padilla also hosted an interactive, research-based session led by Jacquelyn Fletcher Johnson on building resilience. This virtual workshop offered strategies to help employees thrive amid change and pressure, with actionable tools to strengthen mental wellbeing and foster a more resilient culture across teams.

NATIONAL

In May, NATIONAL hosted its third annual Wellness Challenge, designed to encourage employees across its nine offices to stay active and prioritize physical wellbeing. This friendly competition fostered a strong sense of encouragement, motivation and camaraderie, while helping participants build meaningful connections with colleagues. The initiative brought

together NATIONAL and AVENIR GLOBAL employees across Canada as part of a shared wellness effort. By engaging with colleagues from different locations, participants strengthened cross-office relationships and reinforced the value of collective support in promoting wellbeing.



TIME & SPACE

Throughout 2025, Time & Space led several wellness initiatives focused on promoting balance, connection, and friendly competition across the team. During the summer months, employees were invited to take advantage of the Half-Day Fridays program, which gave them an opportunity to recharge and maintain balance ahead of busier months. The team also launched

the Summer Showdown, a series of team challenges ranging from trivia battles to step competitions. The mix of mental and physical activities kept the team energized and encouraged broad participation. Together, these initiatives supported overall wellbeing, strengthened team morale, and highlighted how small shifts can make a meaningful difference in how teams work together.





Professional development

We are committed to supporting employees' professional growth at all stages of their careers. We offer a wide range of learning opportunities through Firm-wide programs such as The Institute, Visionary Leadership Model, and Destination Digital. In each office, teams are also encouraged to develop tailored training activities to meet local needs and interests.

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 program, taking place at our headquarters in Montreal, 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 presentations and hands-on experiences. Guided by senior leaders of the Firm, participants explore the core skills of modern communicators, from understanding the "business of the business" to transforming insights into strategy and applying 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. The program covers listening and assertion techniques, central question identification, conflict management, and feedback. This peer-taught program combines plenary discussions, demonstrations, intensive practice in team breakouts, and personalized coaching.

The Institute 301

is a one-year program for senior leaders focused on developing the capabilities needed to drive the business forward at the network level. It covers four modules: knowing yourself as a leader; learning the business of the business; leadership style and team performance; and planning for success. The Institute 301 was paused in 2025 to allow for a review of the curriculum.

The Learning Passport

The Learning Passport is an internal application designed to help employees track and showcase their professional development efforts. The tool allows them to record annual learning goals as well as all training activities they undertake, then share this information with their supervisor to support conversations around professional growth.

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 Visionary Leadership Model 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—the Leadership Panels—delve deeper into specific aspects of the model. In 2025, three webinars were held as part of this series.

The topics included:

- The value of creativity
- The role of insights-driven communication in the misinformation age
- Change as a pathway to progress

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 led by experts from across our network with occasional guest speakers from industry partners. In 2025, four webinars were held, each attended by more than 100 participants.

The sessions covered:

- A review of successful digital campaigns in 2024
- Building and delivering impactful brand stories
- Redefining search in the age of AI & social media
- What’s next in digital for 2026

84%

of employees reported professional development activities in 2025

2,684

professional development hours logged in 2025

4 hours

of professional development per employee on average in 2025

Employee recognition

Achievement awards

The 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 2025, among 257 nominations submitted by peers, 87 laureates were selected for their accomplishments across seven categories. The awards were presented during local ceremonies at each of our offices.

The Support Services Award

Hannah Hill
AVENIR GLOBAL London

Bruno Gonzalez
AVENIR GLOBAL Minneapolis

Jen Merkle
AVENIR GLOBAL Minneapolis

Cintia Rodriguez
AVENIR GLOBAL Vancouver

Lisa Mordt
AXON London

Lucy Newman
Cherry

Georgia Galbraith
Hanover London

Arin MacNeil
NATIONAL Halifax

Curtis Yateman
NATIONAL Toronto

Cassandra Beliveau
Time & Space

The Commitment and Collaboration Award

Dinorah I Lopez Cebada
AVENIR GLOBAL Calgary

Hrayr Tekeyan
AVENIR GLOBAL Montreal

Vanessa Aronovici
AVENIR GLOBAL Montreal

Nikitas Kostopoulos
AXON London

Rebecca Ward
AXON London

Shaun O'Hara
AXON London

Vanessa Kityo
Cherry

Karmel Abourah
Hanover Dubai

Conor Gouldsbury
Hanover Dublin

Charlotte Crosby
Hanover London

Jessica Daniels-Roberts
Hanover London

Mary Navas
NATIONAL Halifax

Sarah Simpson
NATIONAL Halifax

**Jean-Sébastien
Marcoux**
NATIONAL Montreal

Larry Markowitz
NATIONAL Montreal

Maude Samson
NATIONAL Montreal

Anna Woodmass
NATIONAL Ottawa

Pascale Soucy
NATIONAL Quebec City

Emily Crane
NATIONAL Toronto

Nisha Idicula
NATIONAL Toronto

Curtis Widmer
Madano

Rebecca Hibble
Madano

Autumn Post
Padilla Minneapolis

Kimberly Huston
Padilla Minneapolis

Thomas McGowan
Padilla Minneapolis

Mariana Carta
Padilla New York

Kathryn Canning
Padilla Richmond

Maya Sutherland
Padilla Richmond

Morgan Hume
SHIFT Boston

Erin LeBlanc
Time & Space

The Business Development and Management Award

Jacqueline Beling
AXON London

Stephanie Hill
AXON London

Melissa Lewis
AXON Toronto

Carmen Berry
FoodMinds Chicago

Toby Bevan
Hanover London

Lauren Tannenbaum
Joe Smith New York

Max Taylor McEwan
Madano

Carter Hutton
NATIONAL Halifax

Erin Norwood MacLeod
NATIONAL Halifax

Sophie Blondin
NATIONAL Halifax

Marie-Ève Dutremble
NATIONAL Montreal

Amelia Chant
NATIONAL Ottawa

Jennifer Li
NATIONAL Ottawa

Marc-André Leclerc
NATIONAL Quebec City

Jayne Wilson
NATIONAL Toronto

Alyssa Dettloff
Padilla Minneapolis

Michelle Amoroso
Padilla New York

Megan Gaffney
SHIFT Boston

The Visionary Leadership Model Award

Samantha Robinson
AXON London

Kathy Svejdar
Cherry

Nancy Morgan
FoodMinds Chicago

Dame Tracey Crouch
Hanover London

Emma King
Madano

Blaise Boehmer
NATIONAL Calgary

Christian Ahuet
NATIONAL Montreal

Viktoria Kiely
NATIONAL Toronto

Yoni Aguilar
Padilla New York

The People Leader Award

Anna Rennie
AXON London

Aimee Haywood
Cherry

Joe Derry-Malone
Hanover London

Kieran Glackin
Madano

Hugo Morissette
NATIONAL Montreal

Laura Patton
NATIONAL Toronto

Kenny Devine
Padilla Minneapolis

Moira Murphy
Padilla New York

The Innovation Award

Saku Seneviratne
AXON Toronto

Katie Pawelczyk
FoodMinds Minneapolis

Bryn Snyder
Joe Smith Richmond

Yannick Simard
NATIONAL Montreal

Stephanie Gomes
NATIONAL Toronto

Antonio Rosa
NATIONAL Saint John

Jessica Parsons
Time & Space

The Diversity and Inclusion Award

Ayse Hincal
Cherry

Matt Brehony
Joe Smith Richmond

Jemma Reast
Madano

Lauren Grant
NATIONAL Toronto



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

2025

Luc Beauregard Award

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.



Joe Derry-Malone
hanover

Joe Derry-Malone, Managing Director of Hanover’s Advocacy team in London, is the 2025 recipient of the Luc Beauregard Award. He is also a local winner of the People Leader Achievement Award.

Joe’s journey reflects not only professional excellence but a deep and sustained commitment to the people around him. Joining Hanover over 13 years ago as an intern, he now leads one of Hanover’s flagship practices with empathy, transparency, and authenticity.

Joe is known for his hands-on, people-first approach. From his regular one-to-one meetings with every team member to open sessions where junior colleagues can ask him anything, Joe values transparency—sharing financial performance and strategic priorities with the team and inviting open discussion on where to focus next. This level of openness instills a sense of pride and shared purpose across the team.

Joe is equally focused on long-term capability building. He has championed Advocacy Academy, a tailored training program that complements Hanover’s broader learning offer with skills and knowledge specific to public affairs. He actively empowers colleagues to lean into their strengths—for instance, encouraging a team member to build the business case and pitch the idea for The Briefing Room, an innovative content product now being adopted across other practices.

Colleagues at all levels describe Joe as an inspiring leader and mentor. He has built an environment where people work hard, feel valued, and genuinely enjoy spending time together. Through his strategic impact, visionary leadership, and embodiment of our values, Joe exemplifies the spirit of the Luc Beauregard Award.

2025

AVENIR GLOBAL Way Award

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.



Katy Compton-Bishop
madano

Katy Compton-Bishop, Managing Director, Healthcare at Madano, is the 2025 recipient of the AVENIR GLOBAL Way Award.

Katy exemplifies leadership and collaboration in every sense, setting a powerful standard for integrity, transparency, and humanity. She consistently puts clients, colleagues, and the long-term health of the business at the center of her decisions. Under her leadership, Madano’s healthcare practice has grown into a powerhouse, built on deep, trusted relationships with clients who see us as true partners.

Katy sets a clear, ambitious direction for the healthcare team and then creates the conditions for others to succeed—empowering people, backing their judgment, and investing time in coaching and development. Her calm, thoughtful presence in complex situations gives colleagues confidence, and she is often the person people seek out for honest advice.

Bold thinking is central to how Katy operates. She pushes teams to interrogate client challenges from every angle, bringing evidence, creativity, and courage to their recommendations, and challenging respectfully when it is in the client’s best interest. In 2025, her leadership has been critical in winning and retaining high-stakes mandates, navigating organizational change, and strengthening collaboration across AVENIR GLOBAL.

Katy’s impact is visible in the growth of the healthcare business, the quality of our work, the trust of our clients, and the loyalty of our people. She is an outstanding ambassador for our business and a deeply deserving recipient of the AVENIR GLOBAL Way Award.

Best workplace awards

We take pride in offering positive and engaging work environments where our people can grow and thrive.

In 2025, our brands have been honored with the following awards:

2026 Great Place to Work in the UK

cherry

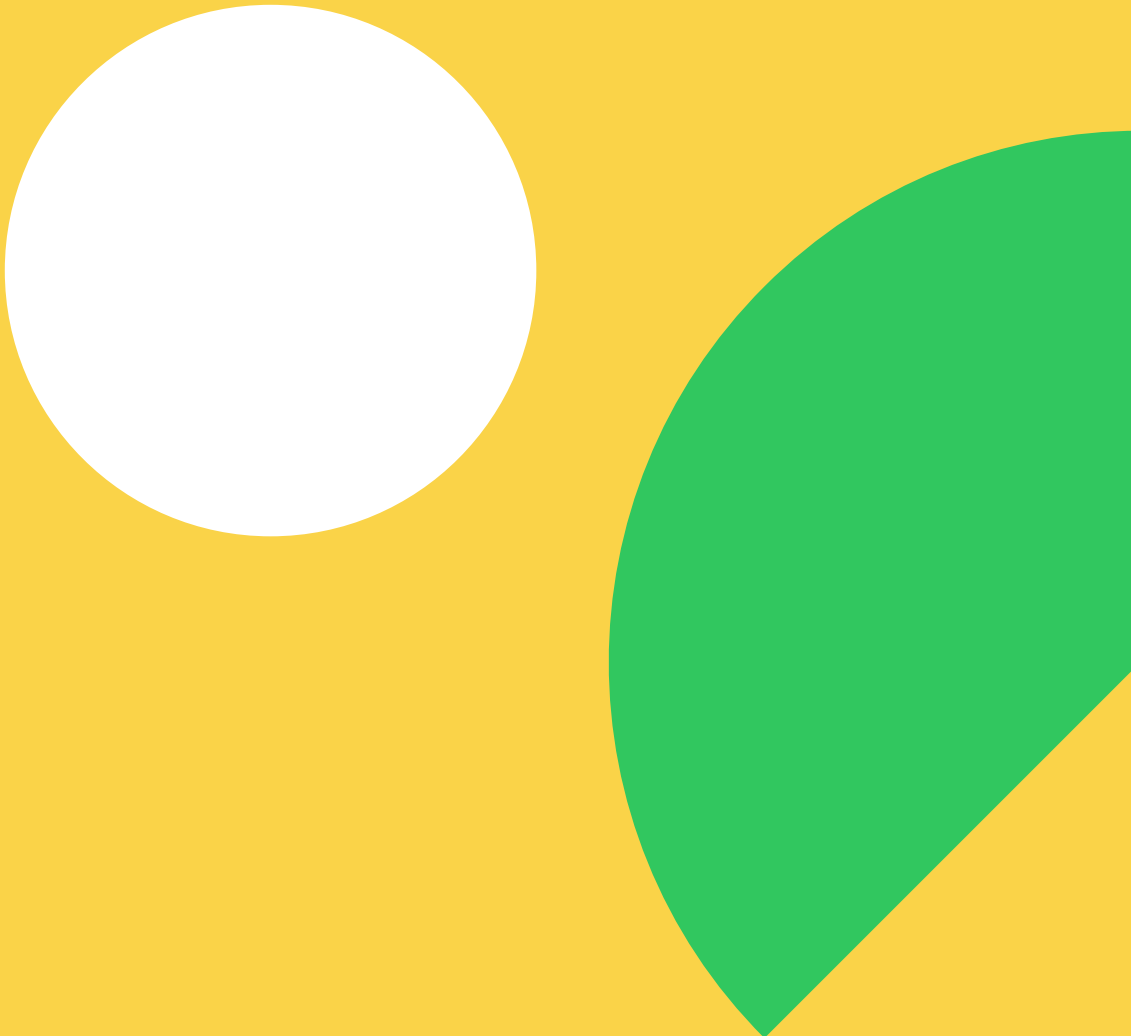
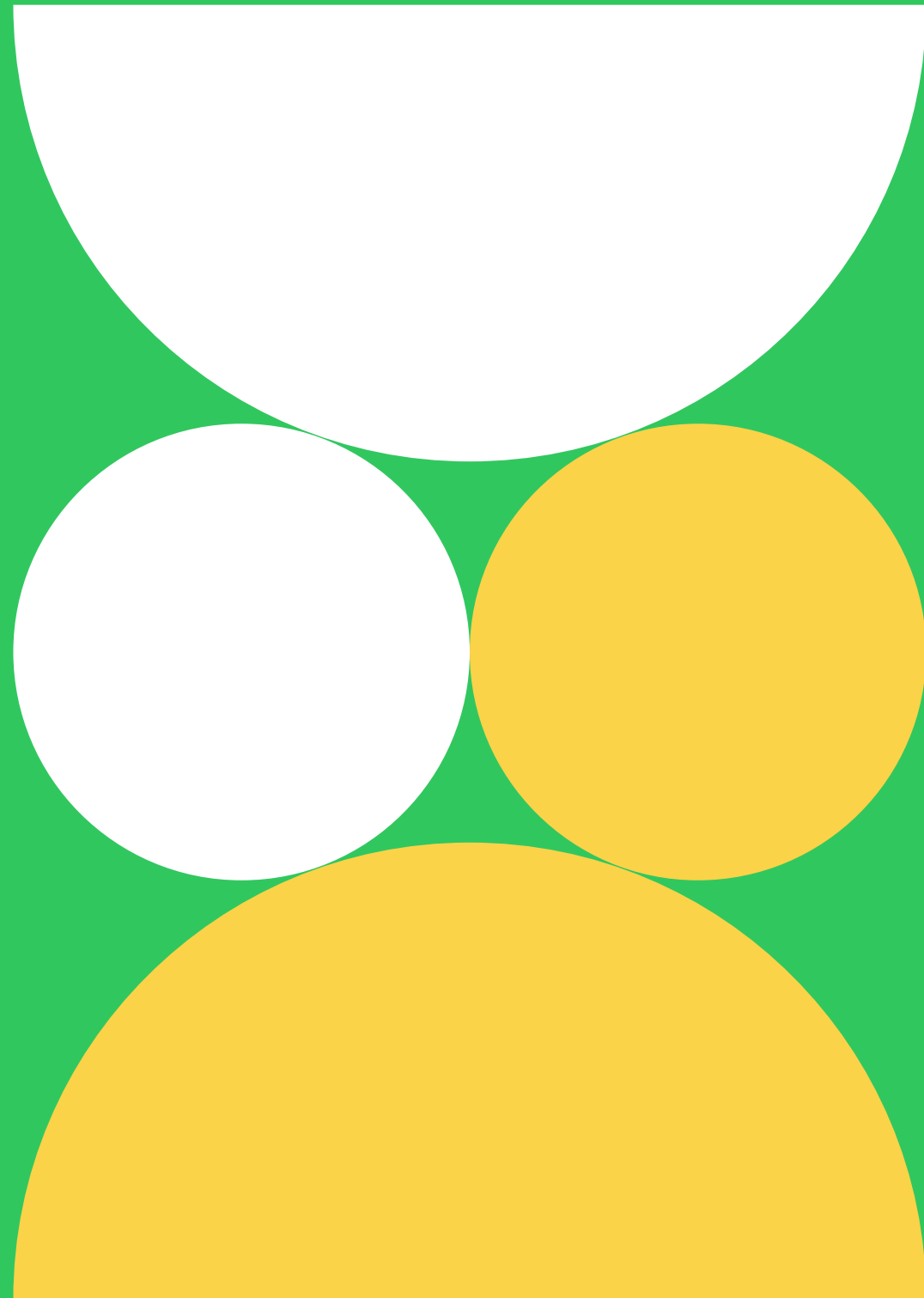
2025 Great Place to Work in the UK

AXON cherry

2025 Best Workplaces in BioPharma in the UK

AXON





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.

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.

77
designated diversity
and inclusion champions
and supporters across
the network

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 fueled, 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. The Council meets periodically to share ideas and exchange best practices and is led by Mireille Charest, Senior Vice-President, Human Resources at AVENIR GLOBAL.

Digital accessibility toolkit

In 2025, the D+I Council developed a toolkit to help teams improve the accessibility of the digital solutions we deliver to clients and highlight lesser-known accessibility features available in the tools we use every day.

Digital accessibility refers to making digital platforms, applications, and content usable by everyone, including people with disabilities or other conditions that may affect how they interact with technology. This can include visual or auditory challenges, temporary situations such as an injury, or neurodiverse needs such as migraines or learning difficulties. As communicators, we have an opportunity to integrate accessibility into our professional practice to better serve our clients and reach all target audiences more effectively.



Neurodiversity in the workplace

In 2025, the D+I Council created an internal bulletin to raise awareness about neurodiversity in the workplace and share resources curated from across our network. The bulletin highlighted practical ways to foster a more inclusive and supportive environment for neurodiverse colleagues, including adapting meeting practices to ensure all participants can contribute effectively.

Neurodiversity recognizes that people experience and interact with the world in different ways, and that no single approach to thinking, learning, or processing information is “right.” Embracing neurodiversity means creating a workplace that values all kinds of minds and supports individuals in bringing their strengths forward.

Supporting women’s advancement in leadership roles

We are committed to supporting the advancement of women at all levels of our organization. In compliance with the United Kingdom’s *Equality Act 2010*, we publish an annual Gender Pay Gap Report for our London-based brands (AXON, Cherry, Hanover and Madano) which together represent 38% of our global staff. Our latest report revealed a persistent gender pay gap in favor of male employees, largely because the highest-paid positions continue to be held predominantly by men.

We recognize the importance of understanding any barriers faced by women and supporting their growth within our organization. Our U.K. brands have committed to implementing measures such as parental coaching, policy reviews, and mentoring programs to strengthen women’s representation at senior levels. At the end of 2025, we were pleased to see that the percentage of women in senior leadership increased to 56% (up from 49% last year), bringing us closer to parity with the overall proportion of women across the Firm (69%).

Training on diversity, equity and inclusion

Since January 2023, all new employees of AVENIR GLOBAL have completed 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 micro-inequities, while offering strategies for speaking up in the face of injustice, instead of being indifferent.

The Language Finder : a window into our diversity

The Language Finder is an internal database of languages spoken by colleagues across our network. It enables staff to quickly identify someone who can help review or

translate content in a specific language, supporting both collaboration and culturally informed communication. The tool reflects the incredible diversity of voices and perspectives within the AVENIR GLOBAL network.

69%
of our staff are women

56%
of our senior
leaders are women

95%
of new joiners have completed
diversity, equity, and inclusion
training since January 2023

48
languages spoken
across the Firm

Around the network

AXON

In 2025, AXON continued to advance its diversity, equity, and inclusion efforts through a series of meaningful, practical and people-led initiatives. The team launched a DE&I Book Club, creating space for colleagues to explore new perspectives and engage in open, thoughtful conversations. In parallel, each practice group determined specific goals to help keep inclusivity embedded in both team culture and client work.

During the year, AXON also created opportunities for colleagues to share lived experiences, including a session with a team member who spoke about his experience as a trans man. This discussion reinforced the importance of inclusive healthcare communications and highlighted the role of representation, understanding, and dignity. Such initiatives continue to strengthen allyship and learning across the team.

CHERRY

As part of its ongoing commitment to gender equity, Cherry established a Gender Pay Gap Forum to create a safe space for discussing the barriers women face in life and at work. One recurring theme was the disproportionate impact of childcare responsibilities on working mothers, who are often viewed as primary caregivers. This led to conversations about pregnancy and parenting at work, which led to a partnership with Tommy’s Pregnancy at Work program.



HANOVER

To mark South Asian Heritage Month (SAHM) and the 2025 theme “Roots to Routes”, Hanover hosted a conversation with Khalida Popal, former captain and co-founder of Afghanistan’s women’s football team. She shared reflections on her personal journey, growing up in a refugee camp in Pakistan after fleeing the Taliban

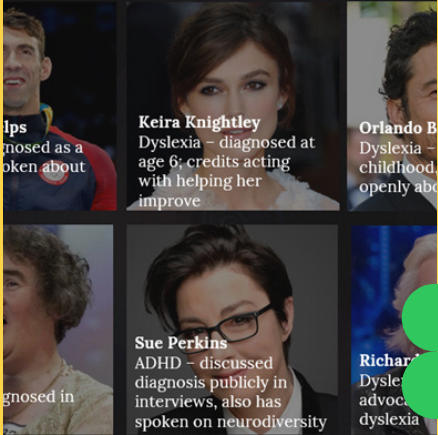
as a child, and discussed her book *My Beautiful Sisters: A Story of Courage, Hope and the Afghan Women’s Football Team* which explores the power of courage, hope, and solidarity. The event provided colleagues with an inspiring opportunity to reflect on these themes.



MADANO

In 2025, Madano delivered a focused series of initiatives aimed at increasing awareness of workplace bias. The brand hosted a series of interactive unconscious bias training sessions for senior leaders, managers, and all employees. These sessions explored how bias influence everyday decision-making and encouraged colleagues to adopt more reflective and equitable approaches to work.

As part of this broader effort, Madano also hosted an educational session on neurodiversity, where colleagues shared personal experiences of different forms of neurodivergence. To embed this learning into day-to-day practice, the team introduced inclusive meeting guidelines designed to support diverse communication styles, cognitive needs, and physical requirements.



NATIONAL

In 2025, NATIONAL continued its Pride Summer tradition with a series of initiatives across its Canadian offices. The season launched with an English-language panel inspired by the Toronto Pride 2025 theme, followed by a French-language panel in the Montreal office focused on trans diversity and the lived realities of trans communities. These discussions, along with other Pride-related activities held

across NATIONAL's Canadian offices, created opportunities for colleagues to hear diverse perspectives and deepen their understanding of how to support 2SLGBTQI+ communities in meaningful and consistent ways. By engaging teams across regions and languages, these initiatives helped foster visibility, encourage dialogue, and strengthen support for sexual and gender diversity across the network.



PADILLA

In 2025, Padilla continued its guest speakers' series Bubble Break, which invites diverse contributors such as play specialists, chefs, writers, and industry experts to explore a wide variety of inclusion-related topics. The brand also recognized key Inclusion + Belonging observances through internal communications, including Black History Month, Mental Health Awareness Month, Hispanic Heritage Month, and Pride Month. In addition, Senior Vice-President Jeff Wilson delivered presentations

on the state of DEI in the United States and beyond both internally and externally through the Public Relations Society of America's Richmond and Philadelphia chapters. The session examined key factors driving DEI changes in the United States and their impact on organizations and communities—including legal influences, social media dynamics, political actions, international responses to U.S. changes, and implications for communicators.



TIME & SPACE and NATIONAL HALIFAX

During Pride Month, Time & Space and NATIONAL Halifax came together to host a Drag Queen Bingo event led by a local drag performer. The session provided an engaging opportunity for colleagues to learn more about drag culture and hear personal stories that highlighted the diversity and resilience of the 2SLGBTQI+ community.

The experience sparked thoughtful conversations and reinforced the importance of creating an inclusive workplace where individuals feel seen and valued.





*The
important
thing is
not to stop
questioning.*



A Year in Abstract

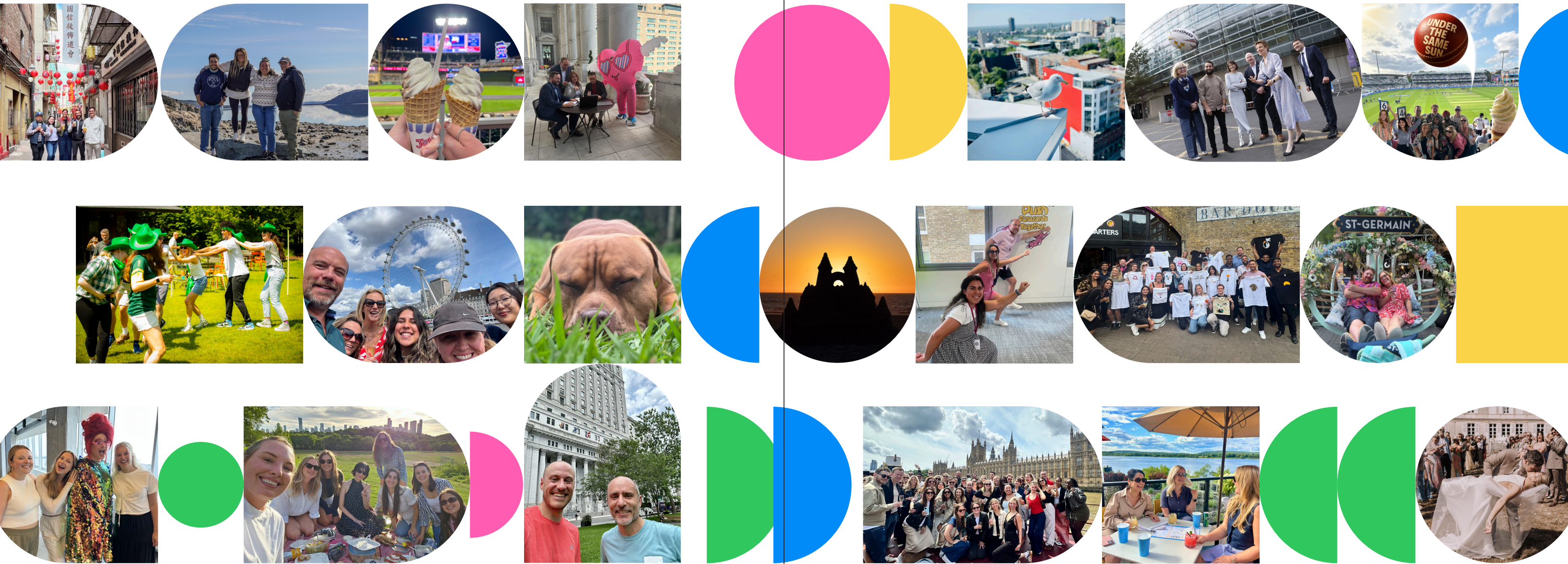
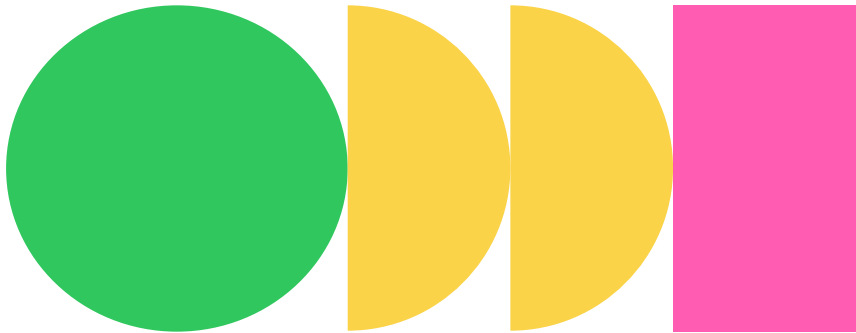


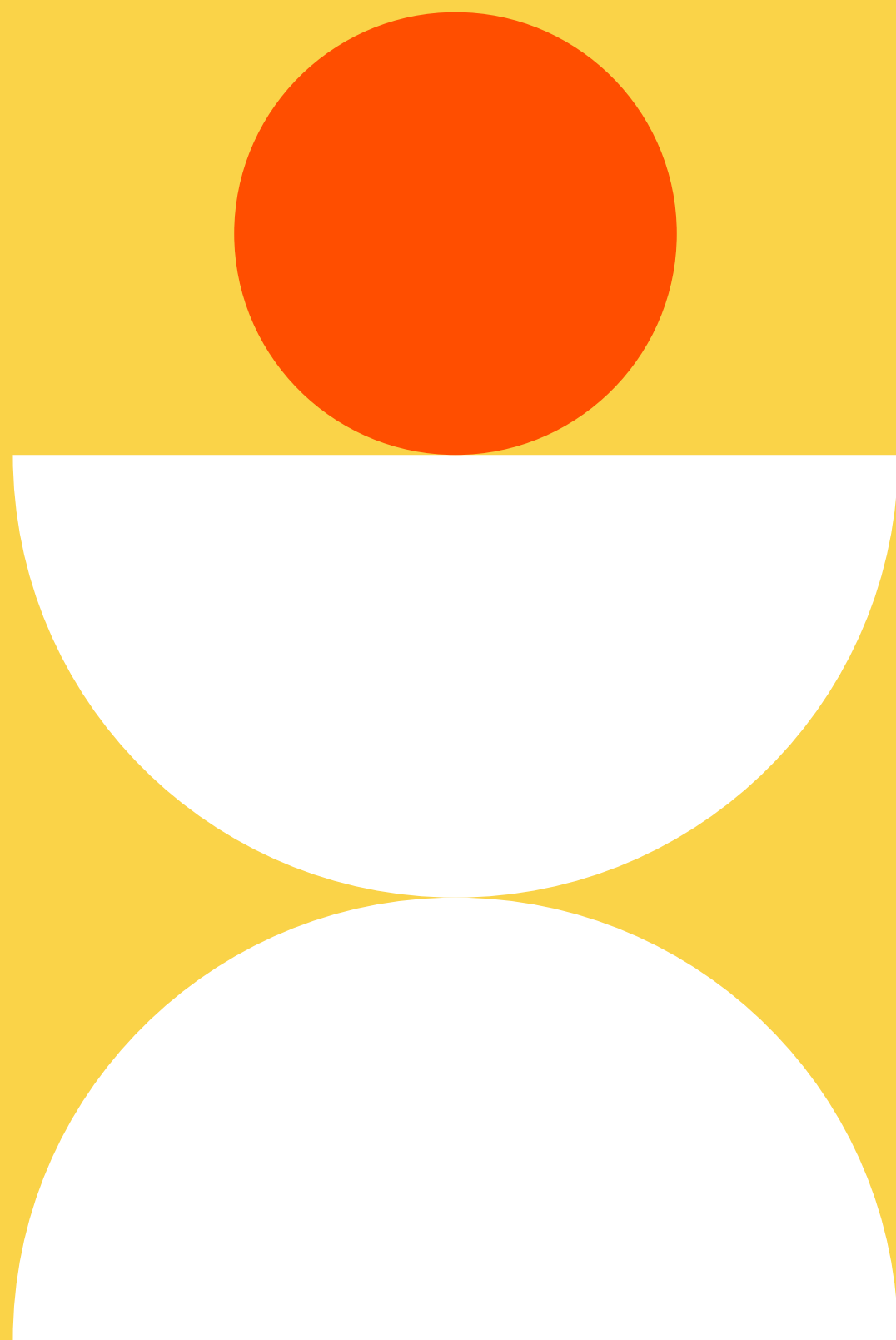
*Curiosity has its own
reason for existence.*

ALBERT EINSTEIN

Photo contest

Every year, AVENIR GLOBAL holds a Firm-wide photo contest. In 2025, we collected **more than 50 unique photo submissions** that illustrate the great diversity of talent and individuals in our Firm. Many of the pictures that appear throughout this report were collected as part of this contest.





Ethical Conduct

Our policy

We are committed to practicing public relations according to the highest professional standards. We have strict policies and guidelines governing the conduct of our business and outlining the behaviors

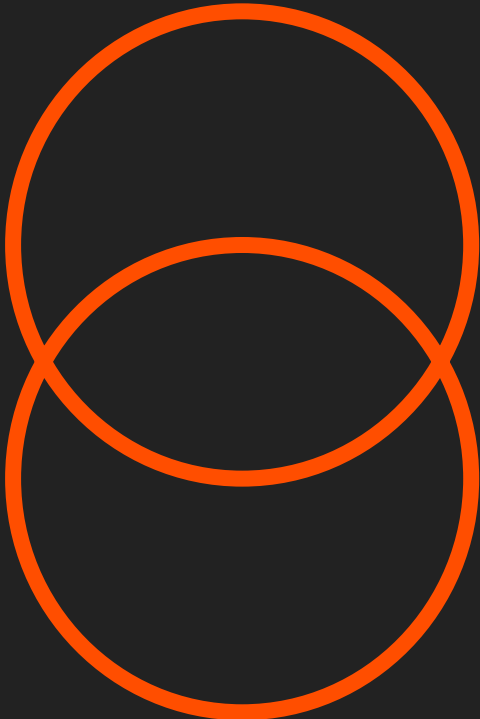
our stakeholders can expect from each of us. We aim to engage with our business partners to ensure they share the same values and high standards we impose on our business.

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 50 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.

These commitments outline core standards for behavior 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 favor 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

Preventing corruption, fraud and conflicts of interest

We maintain zero-tolerance policies toward unethical behaviors such as corruption and bribery, fraud, and conflicts of interest.

In 2025, we expanded our internal ethics policy framework with the introduction of a new Firm-wide Fraud Prevention Policy, complementing our existing policies on anti-bribery and corruption and conflicts of interest. Together, these policies help employees recognize unacceptable behaviors and risky situations, and understand their responsibilities toward the law, our clients, and our partners.

All new employees are trained on anti-bribery and corruption and conflicts of interest upon joining the Firm, and beginning in 2026 these courses will be renewed annually for all staff.

Data protection and privacy

Data protection and privacy are essential to maintaining our reputation as a trusted partner and ensuring compliance with applicable laws wherever we operate. The appropriate handling of personal data is a critical responsibility shared by all employees.

In 2025, we introduced our Firm-wide Data Protection Guidelines, which establish global standards for the processing of personal data and clarify employee obligations when handling information on behalf of the Firm or our clients. Throughout the year, we worked with specialized external consultants to audit and improve our internal processes and reinforce compliance with data protection laws.

We also launched a mandatory online course on data protection and privacy, covering key regulations, core data protection principles and best practices. Employees will be required to renew this training annually.

97%

of employees have completed training on anti-bribery and corruption within the past 24 months

98%

of employees have completed training on conflicts of interest within the past 24 months

94%

of employees completed training on data protection and privacy in 2025

Responsible use of artificial intelligence

Artificial intelligence (AI) is transforming the way we work, and we recognize the importance of upholding the highest standards of professional conduct in how we use this technology.

In 2025, AVENIR GLOBAL and its operating brands adopted the CRAFT Manifesto, a set of principles that guides our responsible, purposeful, and ethical use of AI.

To help employees better understand the opportunities, risks and limitations associated with AI, we launched a Firm-wide mandatory online course covering best practices, common use cases, and key ethical considerations.

All of our brands were also asked to come up with AI adoption strategies tailored to the specificities of their market and business needs. This led to a variety of initiatives including the creation of internal task forces, in-house training sessions, and workshops on how best to leverage AI to improve efficiencies and client outputs.

94%
of employees completed
training on responsible
use of AI in 2025

Information security awareness program

In 2025, we continued to strengthen our information security posture through our ongoing cybersecurity awareness program. This program includes quarterly online courses covering topics such as password management, common cyber threats, and data leakage, as well as periodic phishing simulations designed to assess the effectiveness of our training and inform future updates.

We also renewed our Cyber Essentials Plus certification, a U.K. government-backed scheme that guides organizations in implementing appropriate security measures to protect against the most common cyber-attacks. This certification supports our ability to meet—and often exceed—client expectations on information security.

91%
Average completion
rate of our quarterly
cybersecurity training



Third-party risk management

Responsible business practices are central to how we operate globally across every function, including sourcing and procurement. As such, we expect and require all our partners to uphold the same high standards that we apply.

In 2025, we introduced our Sustainable Procurement Guidelines, which outline the principles and measures we use to ensure that our suppliers share our values and commitments toward responsible business conduct. These guidelines also enhance our ability to identify, assess, and mitigate risks associated with our procurement processes.

During the year, we refined our internal processes for identifying targeted suppliers and conducting risk assessments. Moving into 2026, we aim to expand the scope of this program to strengthen and deepen risk management practices across our supply chain.

Modern slavery

Since 2023, AVENIR GLOBAL has published an annual Modern Slavery Statement pursuant to the United Kingdom’s *Modern Slavery Act 2015* (mandatory disclosure) and Canada’s *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (voluntary disclosure). This statement outlines the policies and actions we take to prevent modern slavery and human trafficking across our operations and supply chains.

97%
of employees have
completed training on
modern slavery within
the past 24 months

Although we consider the inherent risk of modern slavery within our supply chains to be low due to the nature of our operations, we recognize the importance of transparency and ongoing awareness in this area.

In 2024, we introduced a Firm-wide training designed to help them understand what modern slavery is, recognize warning signs and minimize risk when working with third parties.

Whistleblowing policy and hotline

Creating an environment that promotes transparency and accountability is vital for preventing and addressing unethical conduct. Since 2024, employees can report any ethical concerns or incidents directly to our executive management team through a secure and confidential whistleblowing platform. This includes, but is not limited to, conflicts of interest, fraud, bribery, data protection issues, or any violation of our Code of Conduct.

We will continue to raise awareness of this tool to ensure employees feel empowered to speak up with full confidence and without fear of retaliation.

Industry codes of conduct

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

- 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

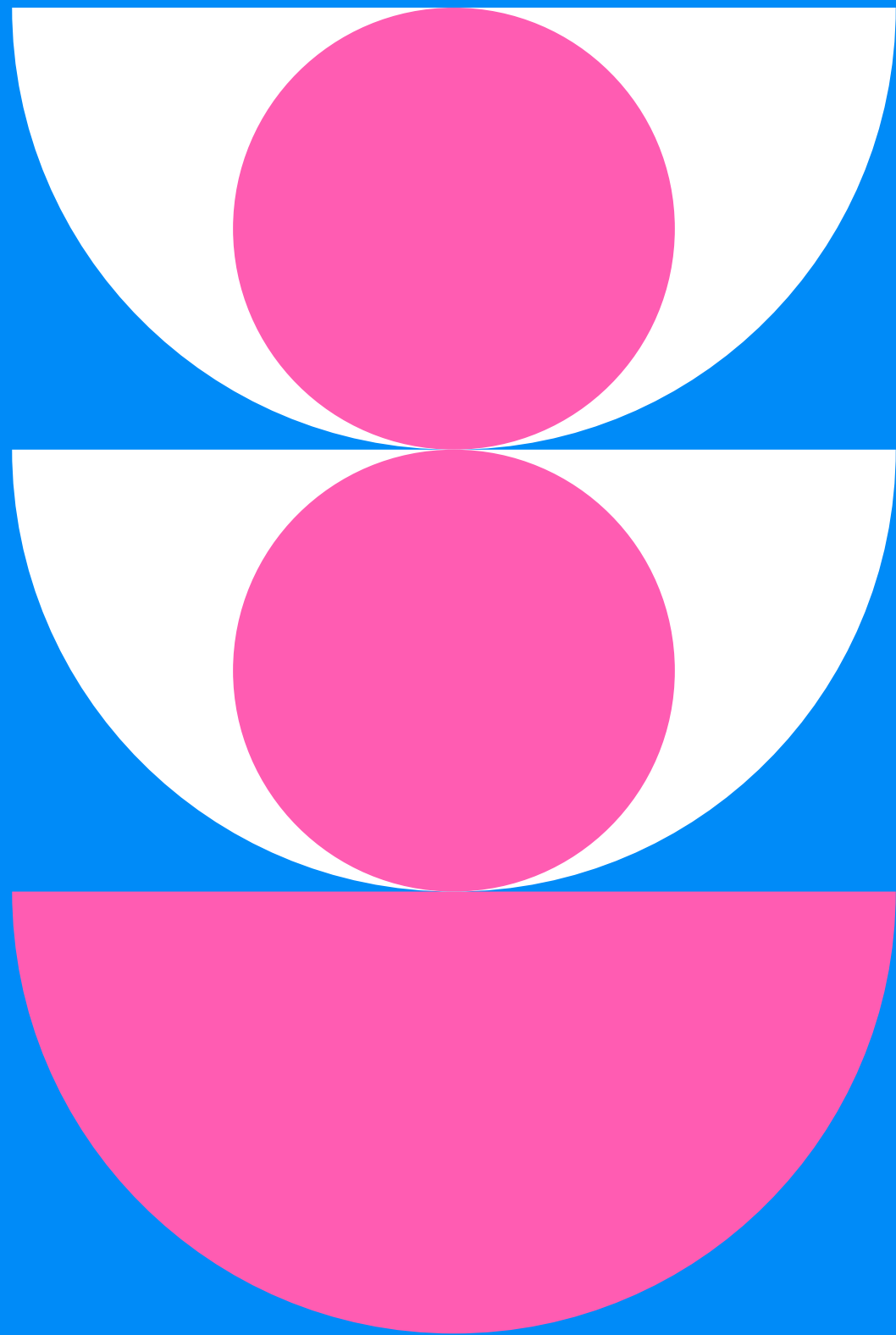
- Association of British Pharmaceutical Industry (ABPI)
- Public Relations and Communications Association Code of Conduct
- PRII Code of Professional Practice for Public Affairs & Lobbying
- Irish PR's Code of Conduct for Persons Carrying on Lobbying Activities
- Transparency of Lobbying, Non-Party Campaigning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

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



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 neighbors through pro bono work, volunteer work, and financial contributions.

62

organizations supported
by the Firm in 2025

199

organizations supported
by our leaders

Around the network

AVENIR GLOBAL, NATIONAL MONTREAL and NATIONAL QUEBEC CITY

Ahead of the holiday season, colleagues from AVENIR GLOBAL and NATIONAL’s Montreal and Quebec City offices came together to collect donations for Centraide of Greater Montreal.

AVENIR GLOBAL and NATIONAL have a long history of supporting Centraide, spanning more than 30 years, including personal involvement over the years from the Firm’s late founder, Luc Beaugard, and current chairman, Andrew Molson. In 2025, this collective fundraising effort raised more than \$50,000, contributing to Centraide’s mission to fight poverty and social exclusion affecting one in five people in the province of Quebec.

CHERRY

In 2025, colleagues from Cherry participated in the Tough Mudder challenge to raise funds for Mind, a mental health charity. Through this initiative, the team raised more than £1,500 in support of Mind’s work.

The challenge provided an opportunity for colleagues to come together around a shared cause, demonstrating teamwork and collective commitment throughout the event. By taking part, the team supported an organization that plays an important role in addressing mental health challenges within the community. This initiative highlights how employee-driven fundraising activities can create positive social impact while strengthening connection and engagement across teams.



NATIONAL

In 2025, the NATIONAL Calgary team dedicated its volunteer day to supporting the Calgary Food Bank, an organization that provides critical assistance to individuals and families experiencing food insecurity across the city. During the day, colleagues worked together to sort, pack, and prepare food donations for distribution. This initiative allowed the team

to contribute directly to a local organization addressing a growing community need, at a time when rising living costs continue to increase pressure on food security for many households in Canada. Through this volunteer activity, the Calgary office supported the Calgary Food Bank’s efforts to provide access to nutritious food for those in need within the community.



PADILLA and SHIFT

BestPrep is a Minnesota-based nonprofit that provides educational programs for students in grades 4–12, helping them develop business, career, and financial literacy skills through hands-on learning experiences. In 2025, Padilla supported BestPrep by leading an “Engaging for Action” session to help define goals, audiences, strategies and

tactics ahead of the organization’s upcoming 50th anniversary and the retirement of its founder. Padilla developed a comprehensive communications plan to support increased corporate sponsorship and donor engagement, as well as initiatives to strengthen connections between volunteers and students across the state.



TIME & SPACE

During the holiday season, the Time & Space team volunteered with Phoenix Youth Programs, assembling holiday stockings for at-risk youth in the Halifax Regional Municipality. The initiative provided a practical way to support a local organization

working with vulnerable youth and highlighted the importance of community engagement during the holiday period. By volunteering together, the team contributed to an effort aimed at bringing comfort and support to young people in need.



HANOVER and CHERRY

As part of Mental Health Awareness Week and in alignment with this year’s theme “Community”, colleagues from Hanover and Cherry volunteered with Blackfriars Settlement. The team prepared, cooked, and served a three-course lunch for approximately 25 visually impaired members of the Crusoe Club. The volunteering activity provided colleagues with an opportunity

to connect with attendees and gain a better understanding of the important role Blackfriars Settlement plays in supporting local communities. Participating in this initiative offered a practical way to contribute during Mental Health Awareness Week and reinforced the value of community engagement and social connection.



MADANO

In 2025, Madano supported The Robes Project, an organization that works to support people experiencing homelessness in the London borough of Southwark. To raise funds, the brand organized its inaugural Madano Bake-Off. Employees brought in baked treats that colleagues could purchase, with all proceeds donated to The Robes Project. Two nominated judges selected

the winning entry, and a carved wooden baking spoon was awarded to the best cook. The event raised £480, contributing to The Robes Project’s efforts to provide shelter and support services to people experiencing homelessness, while reinforcing Madano’s commitment to creating lasting, positive change in the Southwark community.



Organizations supported by the Firm

Here’s a list of organizations we supported in 2025 through pro bono work or significant donations.

NATIONAL

Académie Centennial	Les Interviews Atypiques de Mathieu Caron
Andre De Grasse Family Foundation	Les Petits Frères
Calgary Food Bank	Maison de l’Innovation sociale
Centraide	Maritime Children’s Hospice Society
Chaudière-Appalaches Économique	Moose Hide Campaign Development Society
Conseil des entreprises en technologies environnementales du Québec (CETEQ)	PartenaireSanté
Fillactive	Premier Acte
Fondation canadienne du rein (Division du Québec)	Société de développement économique du Saint-Laurent (SODES)
Fondation de l’Université du Québec à Trois-Rivières	Société de soins palliatifs à domicile du Grand Montréal
Fondation du Musée d’art de Joliette	SPCA de Montréal
Fondation du Musée national des beaux-arts du Québec	Too Good To Go
Fondation RÉA	University of New Brunswick
Fondation W.	Youth Employment Services (YES)
HEC Montréal	
Juvénat Notre-Dame	
Law Foundation of British Columbia	
Les Amis de Samuel	

AXON

Choose Love

CHERRY

- Movember
- Mind
- Cancer Research UK
- Blackfriars Settlement
- Macmillan Cancer Support

HANOVER

- Blackfriars Settlement
- Macmillan Cancer Support
- London LGBTQ+ Community Centre
- Patchwork Foundation
- Jog On
- Belgium Red Cross

MADANO

- The Robes Project
- Better Bankside
- Southwark Foodbank
- AT Society

PADILLA / SHIFT

- BestPrep
- Encore Community Services
- God’s Love We Deliver
- Medical Alley
- Minneapolis College of Art and Design
- Minnesota Keystone Program
- Minnesota Technology Association (MnTech)
- Peter Paul RVA
- Red Door Community
- The Saint Paul Chamber Orchestra
- Giants Community Fund (San Francisco)
- Take Flight: An Inclusive Communications Career Exploration Externship
- United Way

TIME & SPACE

- Phoenix Youth Programs
- The Interactive Advertising Bureau of Canada (IAB Canada)
- Canadian Marketing Association
- Halifax Partnership

Organizations supported by our leaders

AVENIR GLOBAL encourages 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 119 organizations.

NATIONAL

Alexandre Boucher	Fondation du Juvénat Notre-Dame du Saint-Laurent	Larry Markowitz	Centre consultatif des relations juives et israéliennes (CIJA Québec), Association libérale de Westmount-Saint-Louis, Association de droit Lord Reading, Fondation du Barreau du Québec, Association internationale des jeunes avocats (AIJA, Legalmondo)
Alexandre Mailhot	Club de soccer du Rouge et Or de l'Université Laval, Fondation S.E.R.V.I.R. Bois-Francs		
André Bouthillier	Montréal Centre-Ville	Marc-Antoine Jutras	Moisson Québec
Bob Paddon	North Okanagan Hospice Society	Marie-Ève Dutremble	Relations publiques sans frontières
Chantal Benoit	Moisson Montréal, La TOHU	Mark Seland	Hamptons Community Association
Charles-Olivier Dumont	Fondation ARTÈRE	Maude Samson	Comité des Briseurs de solitude (Fondation Les Petits Frères)
Carter Hutton	International Association of Business Communicators (IABC) Maritime Canada	Meagan Conn	Arts Umbrella
Émilie Vallée	Chambre de commerce et d'industries de Trois-Rivières	Michel Lacroix	Bibliothèque des jeunes de Montréal, Centraide
François Crête	Lobbyisme Québec	Mirabel Paquette	Cercle canadien de Montréal, Campagne de financement de l'Université de Montréal, Fédération des chambres de commerces du Québec, La Fondation HEC Montréal, Fondation CHU Sainte-Justine
Hayley Shaughnessy	PerSiStence Theatre Company	Noémie Tétreault	PME MTL Grand Sud-Ouest, Alliance des Cabinets de Relations Publiques du Québec (Comité Relève)
Hugo Morissette	Centre de référence du Grand Montréal, Association des véhicules électriques du Québec, Académie Centennial	Patricia Lemoine Smith	Club Atwater Business Society, Commission canadienne de la santé mentale, Women We Admire (Montreal Chapter Leader)
Jennifer McCormack	Mount Saint Vincent University (mentorship), Toronto Animal Services, Women in Pharma	Paul Wilson	Fondation MIRA
John Parisella	Administration portuaire de Montréal, Fondation pour la langue française, Mission Old Brewer	Sébastien Boudreau	Fondation evenko
Judith Lebel	Alliance des Cabinets de Relations Publiques Québec, La Dauphinelle, Centraide	Serge Vallières	Alliance des Cabinets de Relations Publiques Québec
Julie-Anne Vien	Fondation du Musée national des beaux-arts du Québec, Les Amis de Samuel	Stéphane Gasse	Ambassadeur des Jeux du Canada, Québec 2027
Julien Provencher-Proulx	Fondation Émergence, AmCham Québec, Fierté en aviation canadienne	Stephen Adler	Bill Bolton Arena, Jewish Family and Child (JF&CS)
Kathy Rammage	Sherbourne Health	Sunny McKechnie	Oceanside Youth Soccer Society (Oceanside FC)
Kristan Hines	Dalhousie University (Board of Governors), Downtown Halifax Business Commission, Phoenix Youth Programs		

PADILLA / SHIFT

Amber Rubin	Harbor House Foundation
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, Stillwater Traveling Basketball
Brooke Worden	Hamline University (Trustees Board), Public Relations Society of America College of Fellows, Public Relations Society of America Banking and Finance Section, Minnesota Public Relations Society of America Diversity Equity and Inclusion Chapter
Chris Werle	Young Leaders of the Americas Initiative, Covenant House, FINNOVATION Institute, The Impact Guild
Heath Rudduck	Minneapolis Parks Foundation, Pillsbury United Communities, University of Minnesota (Masonic Cancer Board)
Jeff Koo	Job-Bolt (Board)
Jeff Wilson	Visual Arts Center of Richmond, Commission on Public Relations Education
Jen Dobrzelecki	Red Door Community
Jen Toole	Arlington Public Schools (Welcome & Resource Center), Friends of Robbins Library
Kim Blake	Back Pack Buddies Foundation
Kris Patrow	Minnesota Keystone Program, The Loft Literary Center, Minnesota Technology Association
Matt Kucharski	Pheasants Forever, Science Museum of Minnesota, Quails Forever, Lessard-Sams Outdoor Heritage Council
Maya Maroto	National Food Policy Conference, Academy of Nutrition and Dietetics, Seafood Nutrition Partnership, Fed by Blue
Rachel Rice	Financial Executives International (Twin Cities), Mentttium
Rosalie Morton	Deep Run Horse Show Association
Ryan Smartt	Evelyn D. Reinhart Guest House at Bon Secours St. Mary's Hospital (Bon Secours)

HANOVER

Charles Lewington	Bath Festival Orchestra, Conservative Party (UK)
Lorna Jennings	MyMind, Philanthropy Ireland
James Mole	Student Publication Association (Trustee Board)
Helen McKenna	King George and Queen's Hospital Charity, The Listening Place (Trustee Board)
Khobi Patterson-Vallis	Governors for Schools (Volunteer as School Governors)
Tracey Crouch	British Cycling Ventures, Kent County Cricket Club (Board member)
Emma Lemon	Dundonald Primary School
Katrina de Saram	Centrepont
Melissa Lewis	Seventh-Day Adventist Church (Ontario Conference), Empowering Female Minds in STEMM (EFeMS)
Tina Hahn	Volunteering work with young adult with autism (local network initiative)

AVENIR GLOBAL

Andrew Molson	Fondation Molson, Institut sur la gouvernance d'organisations privées et publiques, Fondation de l'Université Concordia, La fondation evenko pour le talent émergent, Fondation de l'OSM, Le Neuro (L'Institut-hôpital neurologique de Montréal), Affaires / Arts, Croix bleue du Québec
Jean-Pierre Vasseur	Maison Emmanuel
Valérie Beauregard	Relations publiques sans frontières

TIME & SPACE

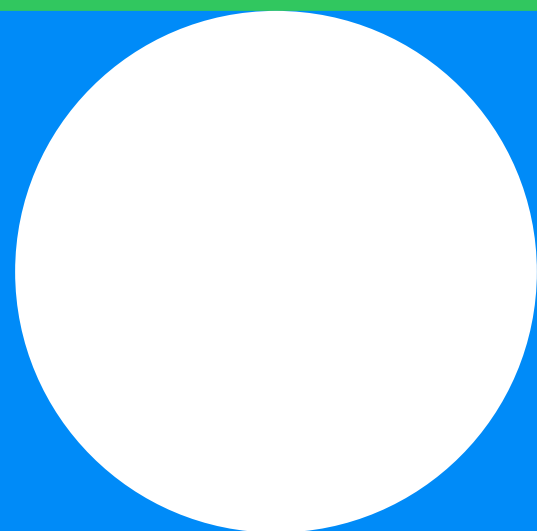
Donna Alteen	Halifax Partnership
Shawn Lowe	The Interactive Advertising Bureau of Canada (IAB Canada)

CHERRY

Kieran Delaney	St Christopher's Hospice
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MADANO

Kelvin Morgan	AT Society, Rotary Club of Ipswich Orwel
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Environmental Performance

Our policy

We are committed to reducing the environmental footprint of our business activities. We work to minimize our impact by making smarter choices and encouraging

sustainable behaviors. We also aim to have a positive influence by helping clients integrate environmental concerns into their business practices.



Carbon report

In 2025, we completed the first Firm-wide inventory of greenhouse gas (GHG) for our global operations with the support of independent external consultants, in accordance with the GHG Protocol and ISO 14064-1 global standards.

This initiative builds on the work initiated by our EMEA operations (AXON, Cherry, Hanover, and Madano), which have been tracking their carbon footprint since 2022.

Our inventory includes all AVENIR GLOBAL offices and business units worldwide, and emissions were calculated using standard emission factors consistent with the GHG Protocol.

As this was our first global GHG inventory, improving data completeness and accuracy will be a priority in the coming years. Because all of our offices are leased, access to Scope 1 and Scope 2 data depends on collaboration with landlords and building managers. Several Scope 3 categories—such as purchased goods and services and business travel—were estimated using spend-based methodologies. In 2026, we will continue strengthening our data collection processes to support more granular reporting across our operations.

Reduction targets

Using 2024 as our baseline, we have set near-term targets to achieve a 42% reduction of Scope 1 and Scope 2 emissions and a 25% reduction of Scope 3 emissions by 2034. These targets reflect our intention to make measurable, science-based progress in the coming decade.

We look to achieve these reduction targets by implementing various initiatives, including:

- Increasing renewable electricity sourcing wherever possible
- Prioritizing green-certified buildings (LEED, BREEAM or equivalent)
- Implementing business travel policies that encourage lower-carbon choices
- Promoting public or active transportation for employee commuting
- Applying sustainable procurement guidelines to favor environmentally responsible suppliers

In November 2025, we committed to Science-Based Targets initiative (SBTi) to submit our near-term reduction targets for validation by the end of 2027.

2024 greenhouse gas emissions (GHG)



Green-certified buildings

As a Firm composed entirely of leased offices, the environmental performance of our workplaces is closely linked to the standards upheld by our building owners and managers. Whenever possible, we prioritize leasing office spaces with recognized sustainability certifications—such as LEED, BREEAM or equivalent.

In 2025, 75% of our workforce was located in green-certified buildings, including our headquarters in Montreal. Our largest office, located in London and opened in 2021, was designed with sustainability in mind and features a BREEAM “Very Good” rating, LED lighting, energy-saving technologies, and electricity sourced from 100% renewable schemes.

As we renew our corporate leases in the coming years, we will continue to favor spaces with strong environmental credentials and work closely with landlords to encourage the adoption of additional sustainability measures across our offices.

Waste and circularity

As an office-based organization, our material footprint is relatively limited; however, waste reduction and responsible disposal remain important aspects of our environmental performance. Our focus is on improving waste management practices in our offices and ensuring responsible handling of retired electronic equipment.

Office waste management

We are committed to reducing the amount of waste sent to landfill by implementing waste management programs—such as waste sorting, recycling, organics collection, and battery recycling—across our office locations. Because all our offices are leased, progress often depends on collaboration with local building management teams. We work with them to optimize collection practices and track waste data wherever possible.

Locally, brands are encouraged to introduce initiatives that promote waste reduction and sustainable practices, including reducing single-use plastics, upcycling, or choosing more eco-friendly materials.

As our practices continue to mature, we will explore opportunities to develop more consistent KPIs across our operations.

Electronic waste

Recognizing that electronic waste is one of the fastest-growing solid waste streams globally, we have implemented measures to reduce the environmental impact associated with the use of electronic devices throughout their lifecycle.

In 2025, 100% of retired electronic devices were managed responsibly, either through specialized recycling partners or through internal reselling programs — consistent with our performance in previous years.

We also offset the carbon associated with the purchase of all new laptops through Lenovo’s CO2 Offset Services.

1,053 lbs

Total weight of electronic waste diverted from landfill

137.5 tons

CO2 retired in 2025 to compensate for the purchase of new laptops

Around the network

AVENIR GLOBAL and NATIONAL MONTREAL

In 2024, an audit of landfill waste was conducted at our Montreal office, which houses both NATIONAL and AVENIR GLOBAL’s headquarters. The analysis revealed that 88% of the waste sent to landfill could have been composted.

These findings led to several initiatives aimed at improving organic waste collection, including replacing standard garbage bins with composting bins and introducing clearer signage. In 2026, we will work with our building management team to conduct a follow-up audit to track progress and assess the effectiveness of these measures.

CHERRY

In 2025, the Cherry team volunteered with Bankside Open Spaces Trust, a charity that maintains small parks and green spaces across London. Colleagues spent the day supporting the upkeep of local outdoor areas, contributing to efforts that help keep these spaces accessible and welcoming for the community. The activity provided an opportunity for the team to engage directly with their local environment and reinforced the idea that small, hands-on actions can play a role in supporting environmental stewardship at the community level.



HANOVER

In 2025, Hanover continued its efforts to reduce single-use plastics across its offices and supply chain through measures such as providing reusable cutlery in all offices, installing water coolers to reduce reliance on bottled water, and removing items such as straws and cling film from office kitchens.

These initiatives focus on reducing the environmental impact of everyday operational choices and supporting more responsible resource use across Hanover’s offices.

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