

# HELD

## 2024 Citizen EDI Report



At Citizen, we have offices across the world on the lands of many first peoples. We strive to continue to honor these communities through continuous collective and individual learning.

---

# 01

## Message from Our CEO

---

# 02

## Our Values

---

# 03

## EDI in our Workplace

---

# 04

## EDI in our Work

---

# 05

## Looking Ahead

---



# Message From Our CEO

# Message from Citizen's CEO

2023 was a tough year for Equity, Diversity and Inclusion (EDI) initiatives and support. Many corporations and institutions have been backing off due to highly politicized narratives and anti-EDI sentiments from a number of ill-informed groups and out of fear of the legal ramifications. Practicing equity and promoting diversity are key tenants to a vibrant, innovative and dynamic environment - be it in society at large, your community or the workplace.

At Citizen, we continue to work towards that goal, which is not easy - not that we ever thought it would be. In fact, the results of this year's report clearly show our challenges, but I also see that our Citizens are holding us to a higher standard, which gives us something to be proud of.

We made some great strides in some areas of the business last year, officially launching our vendor diversity program, our internal escalation policy and expanded partnerships. But there's much left to do. We honed our short and long term goals and created plans on how we improve our representation and inclusion internally and how we can continue to champion equity outside our walls - which are included in this year's report. They are achievable, but not without digging in and rolling up our sleeves.

With a challenging 2023 behind us and potentially more chaotic 2024, we're only more emboldened to do what we can to strengthen EDI support internally at Citizen, in our communities and where we can bring our skills to bear for important causes. Most importantly, while we may make mistakes along the way, we're committed for the long term and will continue to hold ourselves accountable.



**Nick Cowling**  
Global CEO, Citizen Relations



# Our Values



# We live by the values of the Modern Citizen.

The Modern Citizen is courageous. They build up rather than break down, and put their efforts towards conversations that inform, educate, or make life better for our fellow Citizens. For we are them, and they are us.

## Set the Standard

We care about the work we do and take pride in our process. We want to lead by example and get noticed for what we're doing. That excellence doesn't just come through in the finished product for our clients, but also in the ways we work together to make it happen.

## Champion Equity

We're on a continuous journey to counterbalance inequalities big or small, corporate or cultural - starting first and foremost with our own Citizens. Sometimes we change perceptions with the work we do, other times we move the needle with the conversations we have, but we're always actively pushing for fairness and the collective good.

## Do What's Right

We choose to make the right decisions over the comfortable ones. We will be true to ourselves and our teammates - if we believe there's a better approach, we're encouraged to explore alternative avenues. We trust ourselves and follow our instincts, because what's right is always more important than what's easy.

# OUR EDI STATEMENT



# Our EDI Statement



**Citizen Relations is committed to embedding equity, diversity, inclusion (EDI) and anti-racism into our culture, operations, and work.**

Our values of championing equity, setting the standard and doing what’s right come through in the work we create for clients, and the way we engage with one another.

But we can’t do what’s right without first addressing what’s wrong. That starts with acknowledging the role that the communications industry has played in perpetuating biases, stereotypes, and racism. It’s with the tools and skills of communication we use every day, though, that we can help our industry change course. We have the power to highlight a diversity of stories and shape conversations that matter on EDI and anti-racism in our communities.

Of course, this isn’t an issue that can be solved overnight. Systemic inequities, racism, discrimination, and their effects need resources, time, and a thoughtful approach in order to be properly addressed and start the work on deconstructing them. This isn’t just one moment, either. It will take a continuous effort of learning, unlearning and holding ourselves accountable if we want to change inequitable systems and structures and make a meaningful impact in our society.

# Our EDI Statement

Some of the actions we've committed to as an agency include:



**Fostering an inclusive, anti-racist culture at our workplace.**

Everyone should feel a deep sense of belonging at Citizen, and that means celebrating all identities and hearing all voices.

**Supporting and validating employees who come forward to report something wrong.**

If someone experiences or witnesses racism, appropriate corrective action needs to be taken.

**Increasing representation of equity-deserving communities.**

To accomplish that, we have to continually address barriers and biases in our recruiting, interviewing, and onboarding processes.

**Continuing to conduct EDI surveys and assessments.**

We can assist with concerns and help everyone thrive when we understand more about the experiences and challenges of every Citizen.

# Our EDI Statement

Some of the actions we've committed to as an agency include:

## Tracking and reporting on supplier diversity.

We want to ensure we're working with companies that share similar values and support businesses owned by equity-deserving communities.

## Examining and making improvements to our internal processes.

This means embedding EDI and anti-racism into our work from ideation to implementation.

## Measuring and tracking our progress

to ensure we're holding ourselves accountable and improving.

## Using our values to guide our business decisions.

Responsibility and accountability should be a habit for our agency, employees, and our clients.

## Individually and collectively continuing to learn

about the impact of colonization, white-supremacy and different forms of oppression, as well as how to further embed EDI, reconciliation, anti-racism and anti-oppression into our workplace and communities.



# EDI in our Workplace

**WE ARE 228 PEOPLE,  
10 OFFICES, ACROSS  
9 TIME ZONES**

The intersectional identities of our Citizens.



# EDI Survey

**Over the past three years, Citizen has conducted an annual survey to help us measure our EDI progress. This survey serves as an important tool in assessing our representation across various demographics and evaluating perceptions of belonging and inclusion within our workplace.**

Participation in the annual EDI survey has been encouraging, with an average participation rate of 82% globally over the past three years. As a result, we have gained valuable insights and identified opportunities for improvement.

We have made some adjustments to our survey questions and methodology based on insights and feedback gained after each iteration. These changes have allowed us to gather more nuanced and relevant data, while enhancing the effectiveness of our survey.

While our first EDI report outlined key performance indicators (KPIs) derived from the first EDI survey and focus groups, our work over the past couple of years has highlighted the complexity of fully measuring our progress across all of our original KPIs. We recognize that certain KPIs may require a longer timeframe to measure accurately, particularly as we continue our collaborative efforts with Plus Company to implement HR-focused EDI initiatives and gather additional data. We also recognize that in order to do EDI work effectively, we need to continue to foster a collaborative approach with all key partners and put in the resources and time needed to have impactful and systemic change in our workplace, industry and communities.



Our 2023 survey results highlight certain areas of achievement; however, when compared to the 2022 results (for further details, see Appendix A), we have not progressed as we would have liked. Nevertheless, we believe that transparency is an essential component of EDI work and we will continue to use the insights from the survey to inform our priorities for the upcoming years. Moving forward, we will provide additional opportunities within our surveys to better understand experiences and incorporate qualitative methodologies to gain deeper insights.

# EDI Survey: Representation Results (All Levels)

Please note that although it is important to identify the percentage of equity-deserving groups at each level in our agency, to protect confidentiality, we will share the results for all levels together. However, our representation targets are based on the data for each level.

	2021	2022	2023
<b>BLACK</b>	6%	6%	7%
<b>INDIGENOUS</b>	0%	0%	0%
<b>OTHER RACIALIZED COMMUNITIES</b>	22%	24%	25%
<b>2SLGBTQIA+</b>	8%	11%	10%
<b>PERSON WITH A DISABILITY</b>	11%	10%	9%
<b>NEURODIVERGENT</b>	N/A	N/A	16%
<b>IMMIGRANT</b>	10%	17%	15%
<b>GENDER-DIVERSE</b>	0%	1%	1%
<b>WOMEN</b>	75%	80%	78%
<b>MENTAL HEALTH CONDITION</b>	34%	43%	30%



# 2030 Representation Targets and Priorities

Setting representation targets is an important way to hold ourselves accountable in our EDI efforts. By establishing clear goals for representation for all levels in our agency, we aim to foster an inclusive and equitable environment that reflects the diversity of the communities across all the regions we operate in. These targets will guide our recruitment and retention efforts, enabling us to identify and address gaps in our representation. We believe that incorporating greater representation of intersectional identities within our workforce will not only enrich our internal culture but also ensure that our work meaningfully represents and resonates with equity-deserving communities. Below are our key representation priorities:

**Below are our key representation priorities:**

- Increase the percentage of employees who identify as Black to at least 13% by 2030, with a focus on Senior and Leadership positions.
- Increase the percentage of employees who identify as Indigenous to at least 2% across all levels in North America.
- Increase the percentage of racialized employees (not including Indigenous and Black employees) to at least 40% by 2030, with a focus on intermediate, senior and leadership positions.
- Increase the percentage of employees who identify as im/migrants across all levels.
- Continue to form partnerships with organizations dedicated to connecting equity-deserving communities to our industry, and continue to remove barriers in our hiring process to extend our reach and to ensure our workforce reflects the communities we work in.

While setting representation targets is an important step, it is imperative that we also focus our efforts in ensuring that our work environment fosters a sense of belonging for employees. We are committed to taking intentional and proactive steps to ensure equity-deserving employees feel supported, have opportunities for development and growth, and feel safe to be their authentic selves at work.





**Our EDI vision: *Every Citizen belongs here.***



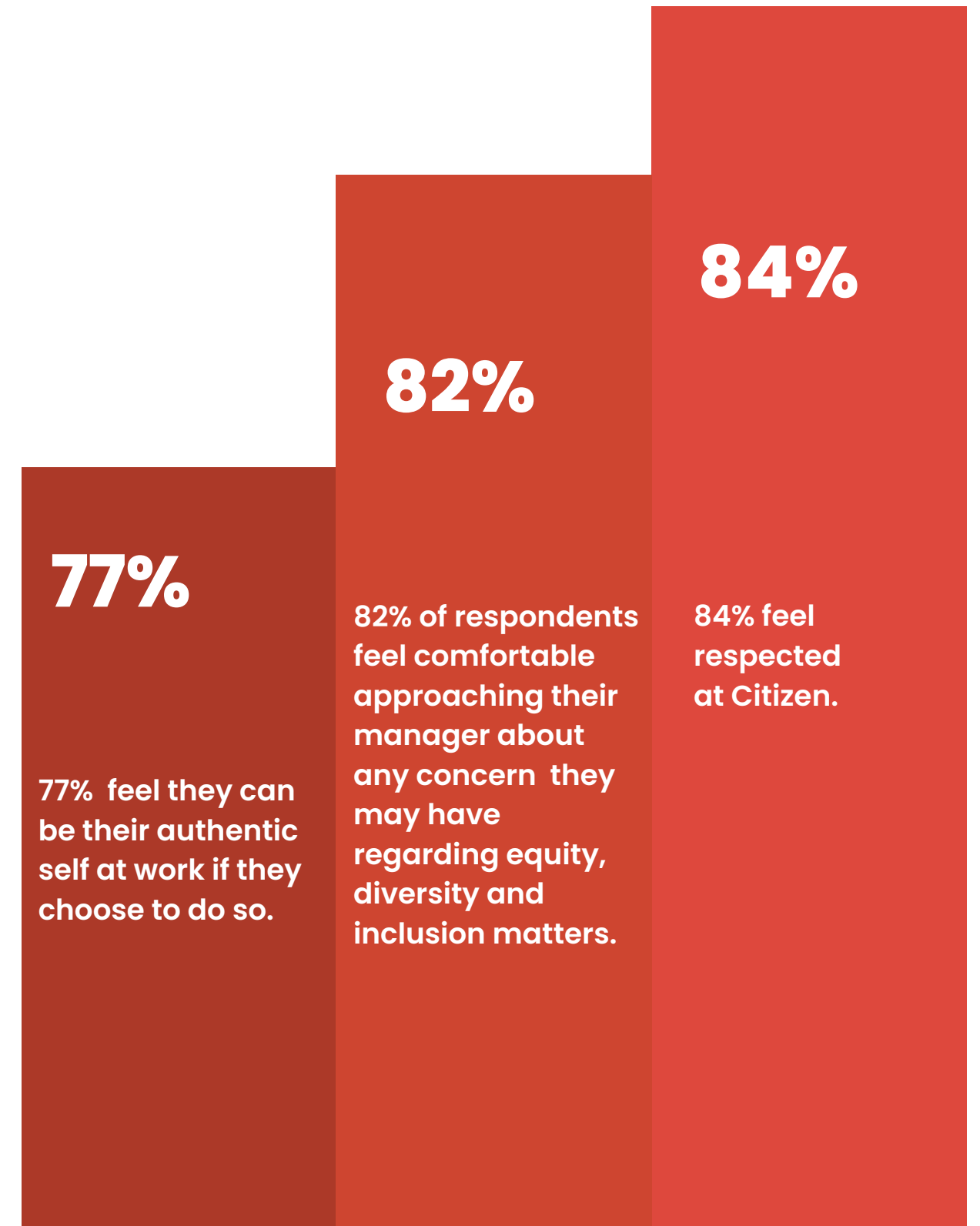
# Incorporating EDI in our Workplace

Our internal EDI efforts focus on recruitment and retention by strengthening our HR Initiatives and implementing initiatives that support building an inclusive environment. In recruitment, we aim to break down barriers and address biases at every stage of the recruitment and hiring process, resulting in a diverse candidate pool representative of our communities and the labor market. In terms of retention, we focus on building a workplace that invests fully in our people. We want to create an environment in which Citizens stay, thrive, and feel their whole and best selves. Below are some examples of key EDI initiatives that we have implemented over the past couple of years:

## HR Initiatives (Recruitment and Retention)

In collaboration with our talent partners and the EDI team at Plus Company, we have taken several actions to incorporate EDI in our recruitment and retention:

- **Job Descriptions:** We are in the process of including EDI in all job descriptions to hold ourselves accountable and to highlight our committed to EDI efforts.
- **Pay Transparency :** We have included salary ranges in job postings in some of our regions. Pay transparency is a key step in reducing pay inequities and promoting equitable compensation, particularly for equity-deserving communities. We are currently working to have salary ranges in all our jobs postings across the globe.
- **360 reviews:** All Citizens undergo a 360-degree review process. This initiative aims to foster a culture of transparency, growth, and collaboration. It is an opportunity for supervisors, peers, and direct reports to provide constructive feedback focused on Citizens values of champion equity, set the standard and do what’s right.
- **EDI Competencies:** We have begun creating EDI competencies to ensure that all Citizens are incorporating EDI goals in their development. For entry and intermediate staff, the focus is on championing equity at Citizen and in our work. For senior and leadership teams, the competencies are based on inclusive and equity-centered leadership.
- **Complaint and Escalation Process:** We have started the implementation of our internal complaint and escalation process to ensure all Citizens can report any incidents if they have experienced or witnessed an unsafe work environment, microaggressions, bullying, discrimination and/or harassment.





# Incorporating EDI in our Workplace

**Building an Inclusive Environment (Retention)**

**Celebrating Cultural Moments:** At Citizen, we recognize the importance of acknowledging and celebrating different cultural days and EDI moments across the year. This not only recognizes the celebrations that are often overlooked in the media and in many workplaces but also raises awareness and understanding of important EDI topics.

**Neurodiversity Panel:** In 2023, we hosted a panel focused on neurodiversity in the workplace. The discussion focused on the experiences of Citizens who identify as neurodivergent, how neurodivergence impacts work, and what Citizens can do to make our workplace more inclusive. The planning committee received positive feedback from both panelists and participants.

**50 for 50 for Black History Month:** For the past several years, we provided \$50 to each Citizen in North America to spend at a Black-owned business during BHM to contribute to building more equitable economies in our communities. This year, we gave each Citizen up to \$50 to purchase tickets to attend Black History Month events focused on the arts in their local communities to help amplify creative endeavors, artworks, and impactful contributions of diverse Black artists and create opportunities for direct engagement in BHM events.

**EDI Committees:** We have explored different approaches through consultation and research to help us adequately create space and recognize Citizens who lead EDI committees across our different regions. We are piloting a new approach which redistributes workload to account for the percentage of time spent leading Committee work and deliverables, actively demonstrating that EDI work is in fact work that serves the organization, and is not a side-of-desk opportunity.



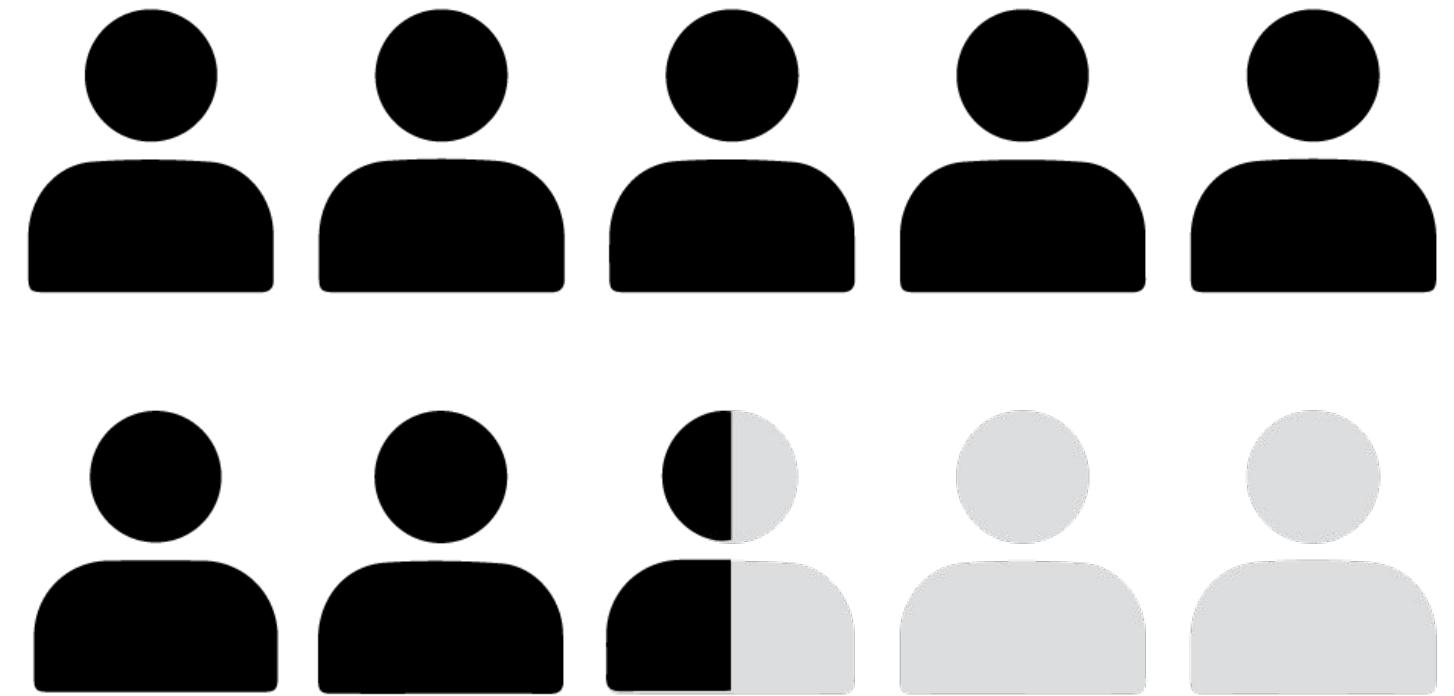


# Incorporating EDI in our Workplace

**Wellbeing Plan and Committee:** In 2023, we created a Wellbeing Plan and created a global Wellbeing Committee. Our vision is that, "Citizen is a mentally healthy workplace where everyone feels comfortable, able and equipped to have conversations that count." Additionally, we have defined three pillars of focus: Workplace Culture, Working Practices and Self-Management. During this time, we have continued to communicate our focus on wellbeing, including updates in our Global Town Hall meetings. On an office by office basis, we have conducted training, run wellbeing events and initiatives, included wellbeing segments in weekly and monthly gatherings, and diverted social budget to wellbeing activities to further support Citizens.

**Mental Health First Aid:** We offered Mental Health First Aid to all Citizens who were interested in participating. A total of 54 Citizens received a certificate in 2023 across all regions, bringing our total to 61 Citizens who have completed the training.

Overall, we have made progress in our EDI efforts focused on enhancing our HR initiatives and building a more inclusive workplace. We recognize that we have more work to do and many areas to improve on, as highlighted in our EDI survey results.



**76%**

of respondents feel that their managers are active supporters and listeners when it comes to mental health concerns related to their work life.



# Incorporating EDI in our Workplace: Priorities for 2024 & 2025

**EDI is a long-term commitment, and we recognize the importance of identifying clear priorities while also adapting to changing needs. The initiatives and areas highlighted and below are our main priorities for the remainder of 2024 and 2025, based on our survey results and ongoing feedback from Citizens and partners.**

**Mentorship Program:** Our survey results have highlighted a strong desire for mentorship opportunities at Citizen. 88.5% of Citizens are interested in participating in a Citizen mentorship program as a mentor or mentee. Specifically, 61% indicated interest in being a mentee and 55% indicated interest in being a mentor. Additionally, 74% are interested in having a mentor who understands and/or relates to how they identify as an individual in order to foster their professional growth. In response, we will create a mentorship program focused on pairing Citizens based on identities when requested. This program will aim to foster career development, meaningful connections, and employee engagement.

**Mental Health and Wellbeing Priorities:** Looking ahead, we will consolidate wellbeing initiatives across the offices. We will roll out a program of training opportunities and we will continue to offer Mental Health First Aid training to any Citizen who would like to participate. Additionally, we will commit to a defined number of wellbeing trainings per year. We will also continue successful initiatives such as the global movement challenge and we will create a central repository of wellbeing related resources accessible to all employees.

**EDI Training:** We will continue to offer EDI training opportunities with a focus on understanding systemic barriers and solutions and developing skills to apply EDI principles in our work. Based on feedback and survey results, the topics will include systemic racism, white supremacy culture, microaggressions, providing and receiving constructive feedback and psychological safety. These training sessions will be available to all employees.



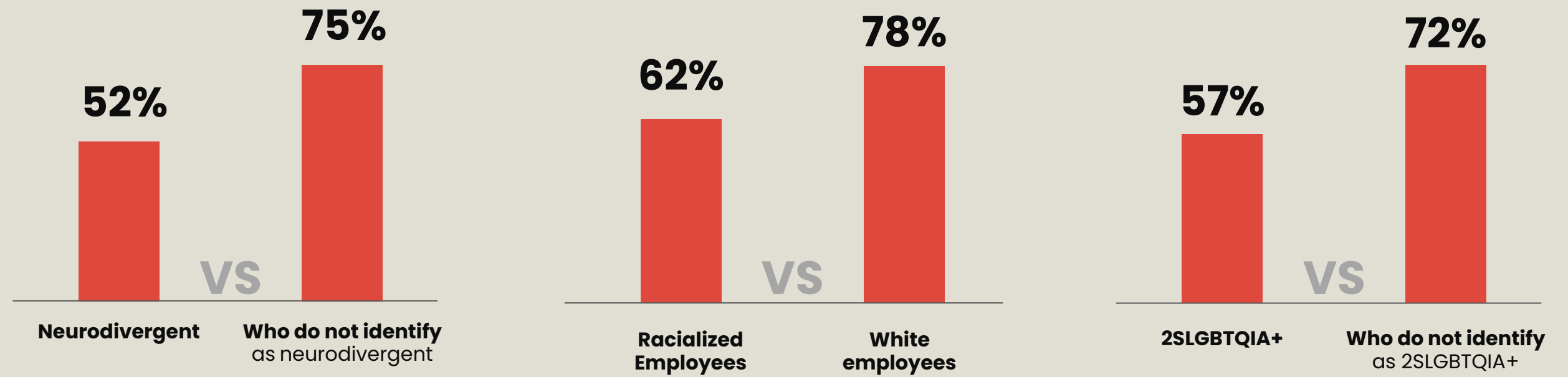


# Incorporating EDI in our Workplace: Priorities for 2024 & 2025

**Professional Development:** Our EDI survey results highlighted several disparities in regards to professional development opportunities. Although samples being compared are different sizes, it is important to highlight that 52% of employees who identified as neurodivergent agreed that they have the same opportunities as others to advance their careers compared to 75% of those who did not identify as neurodivergent. Additionally, 62% of racialized employees agree that they have the same opportunities as others to advance their careers compared to 76% of white employees. Also, 57% of those who identify as 2SLGBTQIA+ agree that they have the same opportunities as others to advance their careers compared 72% of those who do not identify as 2SLGBTQIA+. We have started to take steps to ensure all employees have access to a variety of professional development opportunities that reflect their goals and career objectives. However, we also recognize the need to prioritize a tailored approach that addresses systemic barriers for growth for equity-deserving communities.

**Forming New Partnerships and Strengthening Existing Ones:** To support the recruitment of equity-deserving communities, we will prioritize forming partnerships with organizations dedicated to connecting equity-deserving communities to our industry. We will also strengthen our existing partnerships to ensure we are reaching equity-deserving communities and improving our recruitment processes, ensuring a diverse candidate pool. We recognize the barriers to accessing our industry, so we will continue to support organizations that focus on removing these systemic barriers.

**% of employees who agreed that they have the same opportunities as others to advance their careers**

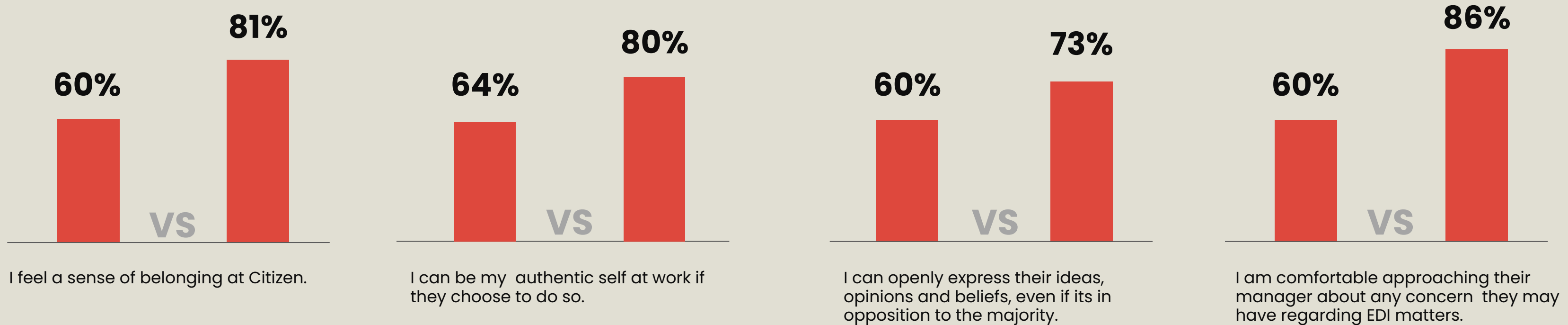




# Incorporating EDI in our Workplace: Priorities for 2024 & 2025

**Accommodations for Neurodivergent Employees:** Our survey results highlighted that compared to employees that did not identify as neurodivergent, Citizens that did identify as neurodivergent were less likely to agree that they feel a sense of belonging at Citizen (60% vs. 81%). They were also less likely to agree that they can be their authentic self at work if they choose to do so (64% vs. 80%), that they can openly express their ideas, opinions and beliefs, even if its in opposition to the majority (60% vs 73%) and that they are comfortable approaching their manager about any concern they may have regarding EDI matters (60% vs. 86%). One of our priorities is creating an inclusive environment for neurodivergent employees by first ensuring that all managers have received training and tools focused on providing accommodation. We will also ensure that all employees have resources, support and different channels to communicate their needs.

**% of employees who identify as Neurodivergent who agreed with the statements compared to those who do not identify as Neurodivergent**



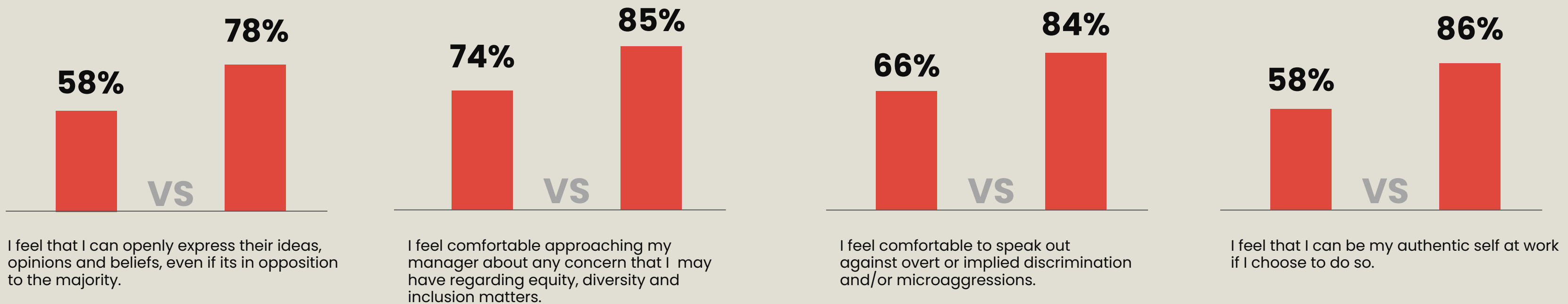
# Incorporating EDI in our Workplace: Priorities for 2024 & 2025

**Support for Affinity Groups/ ERGs:** Over the past couple of years, we have heard feedback from Citizens regarding the need of creating spaces (e.g. affinity group, and employees resource groups) for equity-deserving groups, particularly racialized employees across all regions (employees currently have access to the Plus Company Black Employee Resource Group in Canada). Our EDI survey results showed that compared to white employees, racialized employees are less likely to agree with the following statements: I feel that I can openly express my ideas, opinions and beliefs, even if its in opposition to the majority(58% vs 78%); I am comfortable approaching my manager about any concern I may have regarding equity, diversity and inclusion matters(74% vs 85%); I feel comfortable to speak out against overt or implied discrimination and/or microaggressions(66% vs 84%); I can be my authentic self at work if I choose to do so (58% vs 86%). One of our priorities will be supporting the development of these groups at Citizen to provide an opportunity for equity-deserving employees to connect, share experiences, highlight needs in a safe environment and foster a sense of belonging.

**Enhancing Internal Communication on EDI Initiatives:** Clear and transparent communication is important for the effectiveness of EDI initiatives. We will continue to improve our internal communication strategies to ensure all employees are informed about ongoing EDI efforts. We will also prioritize having a clear means of providing feedback regarding our EDI priorities and activities.

**Collaboration with Plus Company:** We will continue to collaborate with Plus Company on various HR initiatives focused on improving recruitment and retention processes, including onboarding and training.

**% of employees who identify as racialized who agreed with the statements compared to those who do not identify as racialized.**





# Incorporating EDI in our Workplace: Priorities for 2024 & 2025

## **Creating Space for Difficult Conversations and Providing Psychological Safety:**

Creating space for dialogue, expression of diverse viewpoints and providing psychological safety are essential for creating an inclusive work environment. Our EDI survey results highlight that we need focus on creating an environment in which employees feel that they can openly express their ideas, opinions and beliefs, and feel comfortable to speak out against overt or implied discrimination and/or microaggressions. Our priority will be to provide trauma-informed training and resources to help managers and employees support psychological safety and navigate difficult conversations.

**Survey analysis and qualitative research:** We will enhance our surveys by including additional space for respondents to share more detailed feedback about their experiences, which will help us gain a deeper understanding. Additionally, we will utilize qualitative methods such as focus groups to obtain richer insights. By the end of 2025, our goal is to have a comprehensive understanding of EDI trends at Citizen.

By focusing on these priorities, we aim to build a more equitable workplace for all Citizens. We understand that EDI is an ongoing journey, and we are committed to making continuous improvements.





# EDI In Our Work





# Current Initiatives and Priorities for 2024/2025

**At Citizen, we understand that in order to have a holistic approach to embedding EDI in our agency, we need to apply EDI principles in the work we do for our clients. As highlighted in our EDI statement, it's with the tools and skills of communication we use every day, that we can help our industry change course. We have the power to highlight a diversity of stories and shape conversations that matter on EDI and anti-racism in our communities. Below are some of examples of how we have incorporated EDI into our work.**

**Supplier diversity:** Tracking and reporting on supplier diversity is an important way of holistically embedding EDI in our agency work. Efforts focused on supplier diversity help us ensure that we are working with companies that share similar values, support businesses owned by equity-deserving communities, contribute to economic growth in our communities and have a supply chain that reflects the diversity in our communities. We have added demographics questions in vendor contracts across all regions to help us measure and track our supplier diversity and to identify gaps and areas for improvement. Our priority for the next couple of years is to ensure that at least 80% of our vendors have filled out the demographic questions.





# Current Initiatives and Priorities for 2024/2025

**Partnership Code:** At Citizen, we know our clients also care about EDI. To align our efforts, we've developed Code of Partnership for EDI, which simply communicates a reciprocal agreement of how we'd like to operate together with EDI in mind. The code covers some important areas of how we operate, including a clear escalation policy, how we'll work with important partners like the media and influencers, our commitment to training & key reference terms. Our priority is to ensure all of clients sign on to the partnership code over the next 12 months.

**Mental Health Panel:** For World Mental Health day in 2023, Citizen hosted a LinkedIn live event focused on mental health and wellbeing in the digital world. The panelists discussed the importance of taking a break in the digital world, even for those who make a living as an influencers. They shared their experience as creators, speakers, and influencers and how they each take care of their well being. Additionally, they shared recommendations and resources to support in the industry.

**Influencer Work:** As a agency that values championing equity and with a significant portion of work being influencer-related, it is our responsibility to ensure that we are amplifying the stories and platforms of influencers that face systemic barriers in our industry. Over the past couple of



years, we have highlighted influencers from different equity-deserving communities on our social media platforms. For example, for National Truth and Reconciliation Day in Canada, we worked with two Indigenous influencers to create content focused on raising awareness about the day and shared it on our social media channels. We recognize that influencers from equity-deserving communities face inequities in our industry. We are also committed to ensuring that we include a representative group of creators and influencers used in campaigns to ensure we include equity-deserving communities – at minimum, representing the population of our communities.

**PAIR:** Through Plus Company Canada, Citizen is participating in the Canadian Council for Indigenous Business' Partnership Accreditation in Indigenous Relations (PAIR) program. Through our participation in this program, we are committed to developing and improving Indigenous relations at Citizen and in our work.

**Working group:** We have created a working group focused on incorporating EDI in our work. This group is creating a guide to support all Citizens intentionally and actively apply an EDI lens in all our work. Once we have created the guide, our priority is to ensure all Citizens have the tools and resources they need to be able to apply an EDI lens to all stages of the work with do for our clients.

# EXAMPLES OF OUR WORK





**Egale**

**Citizen Relations partnered with Egale Canada, the country’s leading organization for 2SLGBTQI people and issues, to launch the Help Us Remain Campaign. The campaign raised awareness of the need for tailored, inclusive healthcare support to preserve the identities and dignity of 2SLGBTQI people living with dementia.**



The 2SLGBTQI community suffers from higher rates of cognitive decline and dementia, often linked to chronic minority stress. To make matters worse, these communities often don't receive care inclusive of diverse identities and sexualities as they age. This generation changed the world for the 2SLGBTQI community and needs our help to improve our healthcare system.

We interviewed ten 2SLGBTQI people with, or at risk of developing, dementia to tell the stories of important memories they want to remember and what they think needs to change to make cognitive and dementia healthcare more inclusive.

These participants shared personal photographs from bygone eras that showed them at protests, falling in love, and enjoying life with their chosen families. We showcased these photographs by creating the Gallery of Memories, which launched in the heart of Toronto's Queer Village. Visitors could browse the gallery and scan a QR code on each image to listen to the participant share their story of the picture in their own words, finally putting a face (and a voice) on the needs of this community.

The installation moved hearts and minds, and was popular enough that Pride Toronto asked us to bring the gallery back to be the 2024 Pride Toronto installation at Nuit Blanche.

We've also secured the help of a Canadian celebrity to launch these stories as an audiobook, scheduled for release in the fall of 2024. This initiative aims to ensure that everyone can experience these vital stories of life, love, and perseverance that forged a path for generations to come, and learn what we need to do to support 2SLGBTQI communities as they age.





## CCAM

**Since its founding in 2021, the Centre culturel afro-canadien de Montréal (CCAM), through its mission to preserve and promote the cultural and artistic heritage of Black communities through innovation and intercultural exchange, has become a major player in the field of equity, diversity and inclusion (EDI). Its work contributes to raising awareness and educating people about the culture, history and contribution of Black communities to society, deconstructing stereotypes and biases. Inclusion being one of its founding values, the CCAM offers an inclusive space for Black communities and the general public, enabling the celebration of their identity and promoting cultural diversity and intercultural exchange.**



The CCAM organizes exhibitions, cultural events, educational workshops and programs that promote understanding and acceptance of cultural diversity in Montreal, Quebec and Canada.

The partnership that we have set up with the CCAM has allowed Citoyen to work closely with Allen and his team in order to help the organization achieve its objectives of raising awareness among citizens in Quebec and Canada, businesses and public authorities of the importance of preserving and promoting Canada's cultural wealth and the contribution of the Afro-Caribbean communities.

Citoyen has implemented numerous actions to develop a penetration strategy, including message development, media training, proactive and reactive media relations, event support as well as work on their digital outreach. We have worked closely with the CCAM team to advance the mission of preserving and promoting the cultural and artistic heritage of Black communities in Canada, identify key moments such as Black History Month, or the press conference announcing the federal government's \$16 million investment in the centre.

As an organization that values and celebrates Afro-Caribbean culture, we are proud to collaborate with CCAM and contribute to their continued growth





## Taylor Bennett Foundation

**The Taylor Bennett Foundation (TBF) is an award-winning UK-based charity that welcomes diverse talent from Black, Asian, and ethnic minority backgrounds to pursue a career in the communications industry.**



Over the past two years at Citizen London, we have supported the Foundation's mission by taking part in some of their programmes. We delivered masterclasses across their PR Training Programmes, hired phenomenal talent from their Summer Stars programme and hosted a workshop as part of their Step into PR programme.



# ORGANIZATIONS WE SUPPORT





# Looking Ahead



# Looking Ahead

We recognize the progress we have made and the impactful initiatives we have launched in collaboration with Citizens across all regions and the Equity, Diversity and Inclusion team and Talent Partners at Plus Company. These programs have helped us build a strong foundation for our ongoing EDI efforts.

We also acknowledge that there are still many areas where improvement is needed. Meaningful and systemic change requires continuous effort. We remain committed to embedding EDI in our agency and in our work in the long term, recognizing that achieving our goals requires both time and resources.

Additionally, we understand that EDI efforts require continuous learning and unlearning. As individuals and as an agency, we must be open to challenging our existing beliefs, policies and practices in order to foster systemic change. This is essential for the sustained success of our EDI initiatives and of our agency as a whole.





# Appendix A





# EDI survey belonging and inclusion questions:

Below are our results from the 2022 and 2023 EDI Survey. For more information on our 2021 survey, please refer to the 2021 EDI report. Please note the percentages below have been rounded.

Survey Results	2022			2023		
	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
I feel that I can openly express my ideas, opinions and beliefs, even if its in opposition to the majority.	75%	22%	3%	71%	18%	10%
I am comfortable approaching my manager about any concern I may have regarding equity, diversity and inclusion matters. (The 2022 survey included “ and they will handle it appropriately”)	N/A	N/A	N/A	82%	14%	4%
I feel like I have access to the same opportunities as others at my level to advance in my career.	90%	7%	3%	71%	19%	10%
I feel that administrative tasks that don’t have a specific owner are fairly divided between people at the same level of seniority.	70%	19%	11%	60%	23%	16%
My day-to-day experience at work negatively impacts my mental health.	19%	29%	51%	23%	29%	48%
I feel that my managers are active supporters and listeners when it comes to mental health concerns related to my work life. (The 2022 version was in a yes or no format).	N/A	N/A	N/A	76%	19%	5%



# EDI survey belonging and inclusion questions:

Below are our results from the 2022 and 2023 EDI Survey. For more information on our 2021 survey, please refer to the 2021 EDI report. Please note the percentages below have been rounded.

Survey Results	2022			2023		
	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
I feel like I belong at Citizen.	88%	12%	0%	78%	20%	2%
I feel respected at Citizen.	N/A	N/A	N/A	84%	14%	3%
Offensive comments on my identity, lifestyle, personal beliefs, including but not limited to: race, ethnicity, gender, mental health, financial status, caregiver status, sexual orientation, and disabilities, are not tolerated in my team.	97%	2%	1%	89%	8%	3%
I feel comfortable to speak out against overt or implied discrimination and/or microaggressions.	84%	11%	5%	78%	17%	5%
I can be my authentic self at work if I choose to do so.	N/A	N/A	N/A	77%	18%	5%





# EDI survey belonging and inclusion questions:

Below are our results from the 2022 and 2023 EDI Survey. For more information on our 2021 survey, please refer to the 2021 EDI report. Please note the percentages below have been rounded.

Survey Results	2022			2023		
	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
I know everything about our commitment to EDI. (The 2022 survey combined this question with the one below).	N/A	N/A	N/A	56%	27%	18%
I know where to find out more information about our commitment to EDI.	N/A	N/A	N/A	55%	25%	20%
Citizen’s commitment to EDI is communicated adequately on social media, job postings and other external channels.	70%	23%	7%	69%	24%	8%
Citizen actively makes the choice to work with clients who prioritize EDI.	46%	38%	17%	42%	41%	16%
Citizen leadership does enough to question, stand up to, or redirect clients when their approach to campaigns is not EDI-first or people-first.	65%	28%	7%	46%	44%	10%





