

WHAT'S THE POINT?

2023
Impact report

Republik





What's the point of a creative agency publishing an impact report?

Since the creation of our impact team in 2021, our specialists have contributed to advancing our agency's corporate social responsibility (CSR) practices. This report is tangible proof of our hard work and ambition.

Throughout these pages, we hope to show you how much we value accountability. Without complete transparency with regard to our commitments, goals, actions, and results, we would miss a lot of opportunities, including the biggest: leading by example.

By publishing this report, we intend to show not just clients, but other communication agencies across Quebec and Canada, the importance of a rigorous approach to CSR, complete with tangible measures.

By implementing concrete improvements to our governance, the measurement and management of our environmental impact, and the development of a truly inclusive and diverse workplace, we can achieve our goals.

Republik's impact team



Being part of the solution

I'm proud to present our first impact report. It's truly a tour de force for an agency of our size. I'd like to thank everyone who collaborated on this conscientiousness-raising project at Republik. A lot of precision and passion went into making it a reality.

Every day, I'm impressed to see how the professionals at Republik handle being specialists in their field while maintaining a deep curiosity about and awareness of social and environmental issues. Every employee puts their convictions to work and strives to be part of the solution.

It was only five years ago that we committed to creating social capital, and this report is part of the fulfillment of that purpose. Since our beginnings, our intention has been to innovate through our practices. We became, for example, the first agency in Quebec to achieve B Corp certification. Still today, innovation lies at the heart of our decision making. To this end, we've measured our greenhouse gas (GHG) emissions, among other things, and determined the impact of our portfolio of clients.

By creating an impact report, we took on a commitment to improve our practices and equip ourselves to support the companies we collaborate with. There can be no further doubt on this point: Impact must transcend the divisions between every organizational department. It must become what drives brands. It's for this reason we aim to encourage our industry as well as our partners to join us on the journey we've begun.

Vincent Fortin, President

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GOVERNANCE		SOCIETY		CULTURE		ENVIRONNEMENT	
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Business strategy driven by impact

Republik is a creative social capital agency that is allying beliefs, actions and communications. With expertise in branding, campaign, content and ESG strategy, our multidisciplinary team delivers creative solutions that benefit business, the planet and society. Because we believe creativity is only relevant if it generates a positive impact.

- 2014 Buyout of the business
- 2015 Republik is the first creative agency to receive B Corp certification in Quebec
- 2018 Commitment to work solely with companies that aim to have a positive impact
- 2022 Measurement of our environmental footprint



Campaigns

B Corp consulting

Social cause marketing

ESG/CSR and impact strategy

Impact is at the heart of our services and our expertise

Branding and design

Content

HR marketing

What exactly is,

A SOCIAL CAPITAL CREATIVE AGENCY?

It's an agency that unites your convictions to your actions and communications

That believes marketing has been part of the problem for too long

And that isn't afraid to challenge culture and behaviours to be part of the solution

It's an oasis for those wanting to grow while having a positive impact on people and on the planet

It's a team that uses its imagination as a force for change

It's a certainty that creativity is more than a smokescreen, and sustainability, more than a wave

It's an agency just like any other, unlike any other

87%

of our revenues are from responsible organizations

79%*

of our mandates were completed with socially responsible companies

1 678 hr

budgeted to CSR

via the committees



*We consider socially responsible companies to be those who have allowed changes to their business models or publicly communicated their social and environmental commitments. All communications handled for socially responsible companies are included in this statistic. All of our B Corp consulting and employer brand contracts are also included in this category.

56

projects completed

2.5%

hours annually per employee are invested in

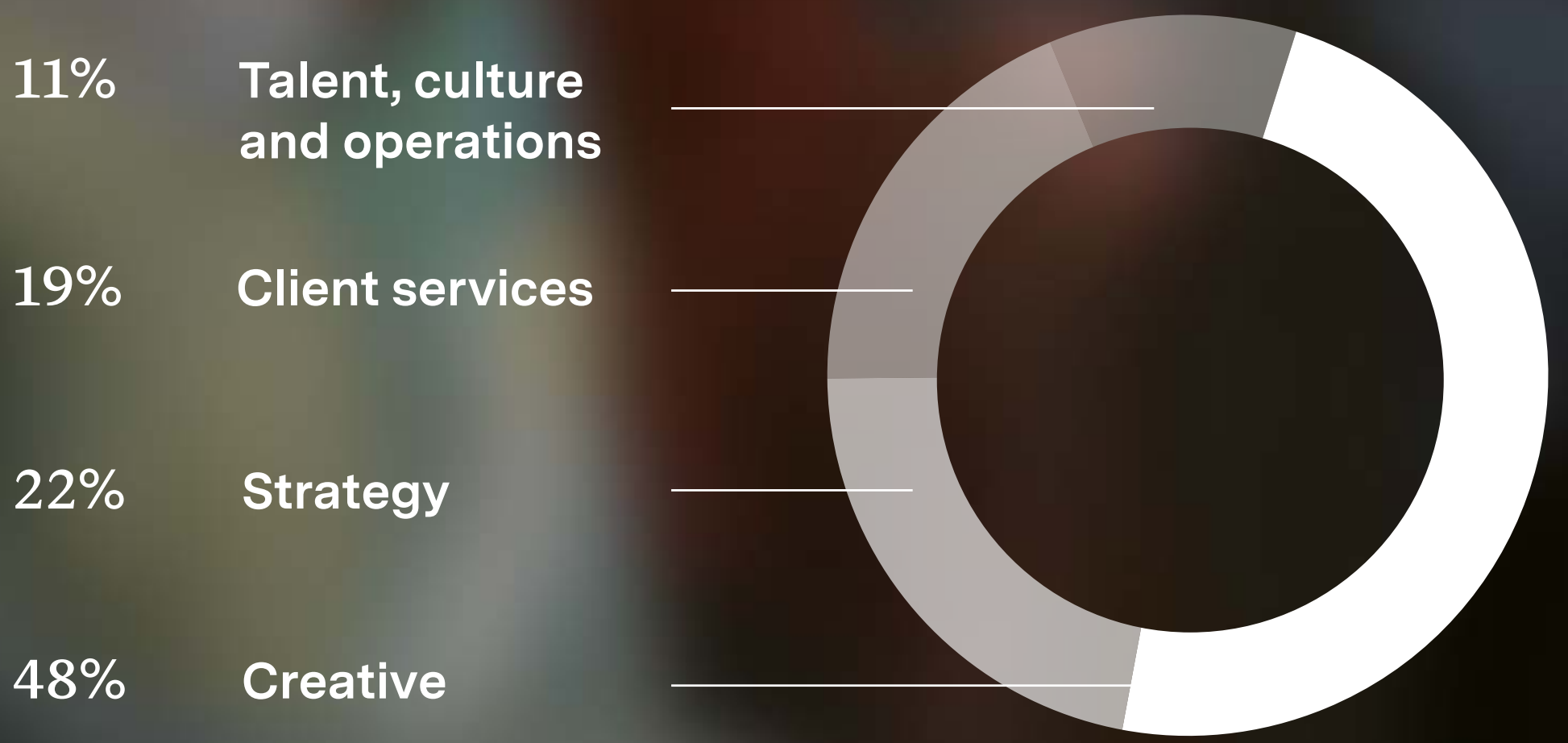
pro bono services

67% of our managers are women

22 months of seniority on average per employee

Turnover rate **33%**

Number of employees per department



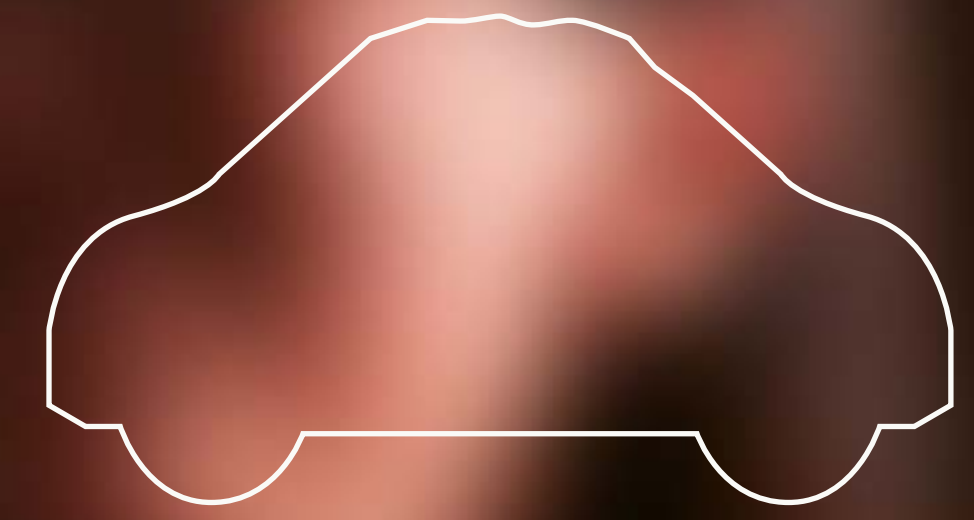
870 hr. invested in professional development which represents 4.2% of our revenues

940 hr. invested in collective training In the shape of Lunch & Learn sessions, which represents 4.6% of our revenues Value of \$155,100

14 T CO₂-eq GHG emissions

0.4 T CO₂-eq
per \$100,000
of business revenue

0.0003 T CO₂-eq
per hour worked per person



Equivalent to:

4.5 cars

15,000 km/year
8.6L per 100km

What's the point of a B Corp certification?

The importance of B Corp certification is sometimes challenged. Is it really worthwhile to go through the whole process? Is it really the ultimate proof of corporate responsibility? What you should understand is that B Corp certification should not be seen as an end in itself, but rather as a starting point for becoming a socially responsible company. The certification provides a framework for achieving social responsibility as well as a community of like-minded people.



A shared responsibility

In 2015, Republik became the first creative agency in Quebec and the second in Canada to obtain B Corp certification. All business sectors combined, we were the fourth company to obtain certification in Quebec. In 2018, we followed this up by declaring it our mission to be in the business of creating social capital. This meant we intended to dedicate ourselves to supporting the business success of socially responsible brands.

By this point, everyone knows that consumers are increasingly using their purchasing power to support companies that not only understand their needs, but also share their values. This is why our team believes it is both possible and beneficial for a company to organize its business practices around a social or environmental cause, especially given this can be accomplished without compromising financial success.

- 2015 Republik is the first creative agency to receive B Corp certification in Quebec
- 2021 The impact department gets a leg up by hiring its first impact strategist
- 2022 Republik earns the highest score amongst all creative agencies in Quebec and the third highest amongst those in Canada

What is B Corp certification?

B Corp certification is granted to companies that conform to very high social and environmental standards.

It is based on a few guiding principles, such as the idea of conducting business by considering all of a company’s stakeholders, from customers and employees to suppliers, the surrounding community and the environment.



First B Corp agency in Quebec

Our team worked hard to achieve our third B Corp certification, and we're very proud to have reached a score of 102.5, one of the highest scores among creative agencies in Canada.

As shown in the table above, there has been a big improvement in our governance and customer scores. However, we have also experienced a downturn in our community engagement. Here's why.

GOVERNANCE

Our governance score could have been improved had we better defined our commitments and were more specific about our intentions and targets. Our enhanced collective training program to educate our employees about social and environmental issues aims to fill this gap and lead to future improvement.

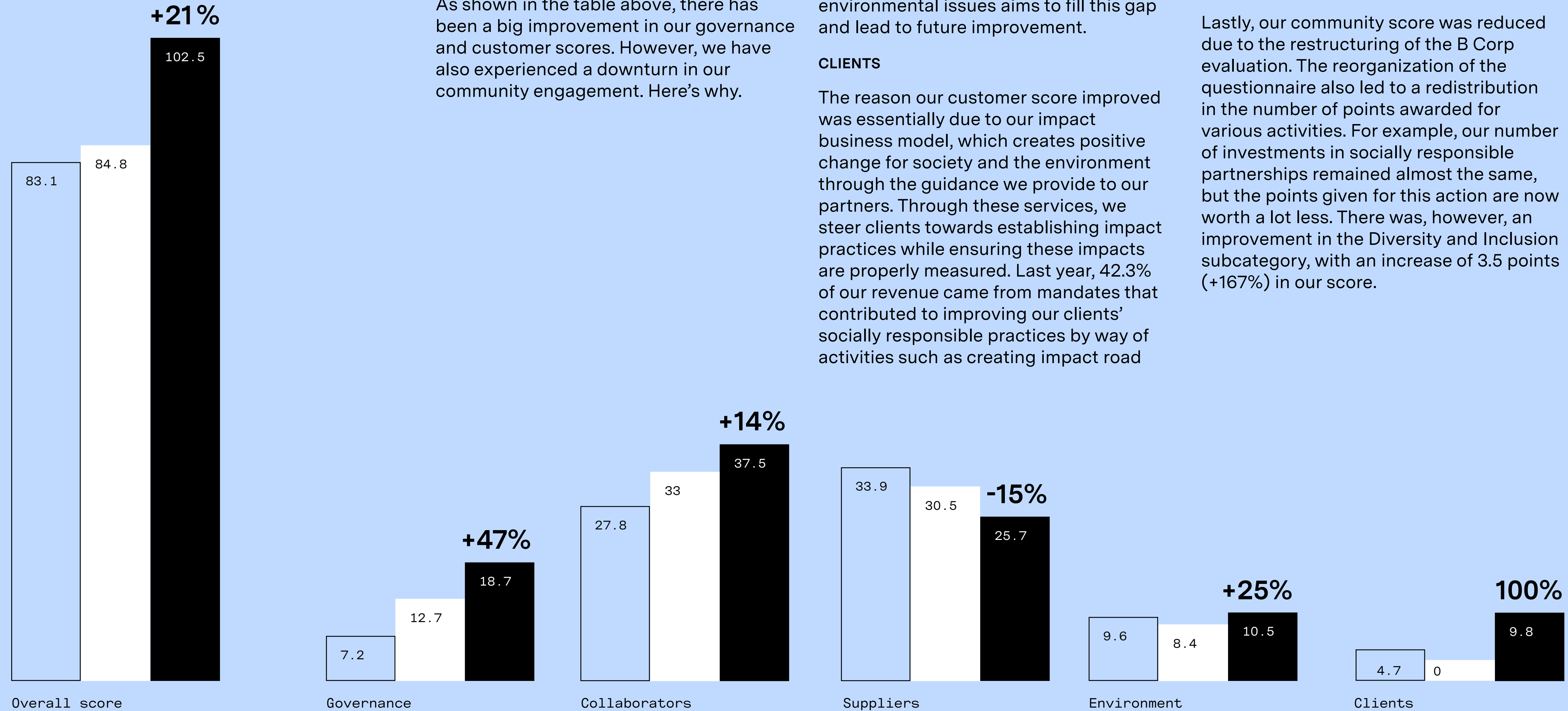
CLIENTS

The reason our customer score improved was essentially due to our impact business model, which creates positive change for society and the environment through the guidance we provide to our partners. Through these services, we steer clients towards establishing impact practices while ensuring these impacts are properly measured. Last year, 42.3% of our revenue came from mandates that contributed to improving our clients' socially responsible practices by way of activities such as creating impact road

maps, redefining business models and philanthropic initiatives, etc. Out of this 42.3%, the portion of our clients who work with disadvantaged people was also taken into account. (Data compiled as part of the recertification process.)

COMMUNITY

Lastly, our community score was reduced due to the restructuring of the B Corp evaluation. The reorganization of the questionnaire also led to a redistribution in the number of points awarded for various activities. For example, our number of investments in socially responsible partnerships remained almost the same, but the points given for this action are now worth a lot less. There was, however, an improvement in the Diversity and Inclusion subcategory, with an increase of 3.5 points (+167%) in our score.





Our commitment to the B Corp community

Republik is proud of its engagement with the B Corp community, both in terms of the company as a whole as well as its individual employees. Since the strength of a community can be measured in its ability to come together, Republik opened its doors to host events held by [B Local Québec](#), an NPO whose mission is to solidify the B Corp community and movement within the province. Our offices were also put at the disposal of a number of other B Corp companies. In addition, Michele, one of our impact strategists, is involved with B Local Québec as vice-president and administrator.

As a B Corp company ourselves, we prefer to work with other B Corp companies when looking for suppliers and partners. This practice allows our employees to discover products and services offered by other B Corp businesses. In keeping with this mindset, we travelled to Vermont in September 2022 for our most recent [team offsite trip](#) in order to meet with other B Corp companies.

To learn more about our trip, please read our article [Offsite 2022: The Road to Inspiring B Corp Companies](#).

What is the difference between operations and impact business models?

It's important to remember that the B Impact Assessment examines both the operations and the impact business model (IBM) of a company.

Questions about operations look at the everyday practices of the company, such as its energy consumption, employee work conditions and relationship with suppliers.

Questions about impact business models focus on the way in which a company designs and exploits its business model to create positive social and environmental effects. These questions are often more qualitative in nature, requiring, for example, descriptions of the company's strategy or its organizational culture.

Our support of major social movements

Our team is proud to support well-established social movements whose goals align with our own and whose commitments reflect what we also aim to achieve.



Clean Creatives Pledge

Clean Creatives is a project aimed at public relations and advertising professionals as well as agencies that want to secure the future against climate change. By signing this pledge, Republik is confirming its desire to not work with companies operating in fossil fuel industries whose main activity is the extraction, processing, transportation and sale of oil, gas or coal. Our team is aware of the impact campaigns can have in the media universe and therefore is against the promotion of behavioural changes that would hasten the climate crisis.

Global Compact 2023

In 2019, Republik signed the UN Global Compact, the most important movement in sustainable business. In doing so, our team joined 11,000 other signatory organizations around the world. Based on the UN's sustainable development goals (SDG), the Compact asks businesses to align their strategies and operations with universal principles for human rights, the environment, labour and anti-corruption.

POCAM Call for Equity

In 2022, our team signed the POCAM (People of Colour in Advertising & Marketing) Call for Equity. The Call for Equity was launched in 2020 with the goal of ensuring justice, equity and inclusion for the BIPOC (black, indigenous, people of colour) community in the communications industry.



FILE THAT UNDER OUR FOUR COMMITMENTS

What is our relationship to our community?
to the environment? How can we ensure we are
measuring our work against the right framework?
All these questions have guided the development
of our various commitments in terms of governance,
society environment and corporate culture.

GOVERNANCE

Adopt impact and CSR best practices

Increase our B Corp score from 102.7 to 113 (target improvement of 10%)

Measure and communicate agency activities with transparency

Assess the impact of our client portfolio using our proprietary measurement framework

Publish two reports compiling the impact findings of our client portfolio

Put stakeholders at the heart of our decision-making process

Create a diversified advisory committee

Set up an employee share ownership plan

SOCIETY

Build an agency representing the diversity of Quebec society

Develop an internship program to address the lack of diversity in college and university programs

Hire two individuals who have completed our internship program and identify as being part of a minority

Contribute to solving the lack of representation in the marketing industry

Bring together key industry stakeholders and get a clear picture of the lack of diversity in the industry

Develop an initiative based on a deep understanding of systemic barriers in the marketing industry endorsed by all agencies on the panel

Create a work environment where everyone is heard

Foster the conditions for 100% of our employees to describe Republik as a discrimination-free workplace

Create positive, measurable change in our community

Invest an average of 50 hours per employee annually in pro bono or «low bono» mandates (minimum of 30 hours per employee)

CULTURE*

Develop the full potential of our talents and offer an inclusive, flexible and rewarding employee experience

Reduce turnover from 33% to 25%

Offer 12 training sessions per year, attended by at least 80% of the agency's staff

Offer each employee a defined career path

ENVIRONMENT

Measure, reduce and offset our emissions**

Facilitate the offsetting of GHG emissions from services sold to 75% of our clients

Integrate biodiversity principles into our impact service offering

*Our commitments to company culture are planned for 2023

**Note that Republik has offset its GHG emissions for the last two years (2021-2022)

GOVERNANCE

A long-term vision

To build a truly responsible company, everyone has to be involved. The mission of the governance committee is to break down silos. How is this done? By ensuring that every team member is up to date on established practices. Our approach to governance is based on the rigorous methodological framework of B Corp, EOS and the UN's Global Compact, which are all internationally recognized for their progressive approach to employee experience and sustainable development.



Our governance in figures





- 2019 Named Best for the World in the Employee category
- 2020 Founding member of Accélérer 2030 pour le Québec
- 2022 Measurement of our environmental footprint and the impact of our portfolio of clients
Renewal of our B Corp certification and improvement of our score
- 2023 Publication of our first impact report


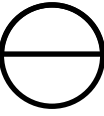


04
impact committees

53
hours invested internally for the committee

10 policies drafted

10 companies analyzed in our impact evaluation

Actions	Goals (1-year target)	Progress	Comments
<p>CREATION OF COMMITTEES</p>	<ul style="list-style-type: none"> I. The committees are complete II. The committees meet regularly and results are communicated to the entire team 		<p>4 committees were created</p> <ul style="list-style-type: none"> I. Governance committee II. Environment committee III. JEDI committee IV. Balance committee
<p>B CORP RECERTIFICATION</p>	<ul style="list-style-type: none"> I. The BIA is 100% complete II. A score of at least 100 is achieved 		<p>In December of 2022, we recertified for the third time.</p>
<p>PUBLICATION OF IMPACT PLAN</p>	<ul style="list-style-type: none"> I. The CSC Republik impact plan is made available on the web 		<p>Our CSR page was published online to highlight the progress of each committee.</p>
<p>PRODUCTION OF A CSC ETHICS GUIDE</p>	<ul style="list-style-type: none"> I. To produce a non-discrimination statement and an anti-harassment policy 		<p>We included an ethics guide in our work practices guide.</p>

<p>MEASUREMENT OF THE IMPACT OF OUR PORTFOLIO OF CLIENTS</p>	<ul style="list-style-type: none"> I. Identify performance measurement units II. Measure the impact of our client portfolio 		<p>We requested the services of Impak Finance, an independent impact assessment agency, and we published our process.</p>															
<p>CREATION OF REPUBLIK ADVISORY COMMITTEE</p>	<ul style="list-style-type: none"> I. A list of potential members is drafted and communicated II. We respected the idea of ensuring the committee was representative 		<p>Activities were delayed in 2023 due to lack of time.</p>															
<p>SALARY EQUITY ANALYSIS</p>	<ul style="list-style-type: none"> I. Review the skills and responsibilities of each position to validate the criteria in the salary equity chart 		<p>A salary equity survey was sent to employees. The answers were collected and are in the process of being analyzed in order to update the skills and responsibilities for each position.</p>															
<p>ESTABLISHMENT OF POLICIES</p>	<ul style="list-style-type: none"> I. Companies' main issues were presented II. Policies were drafted to address them 		<p>The established policies and programs are as follows:</p> <table border="0"> <tr> <td>Loyalty, exclusivity and confidentiality policy</td> <td>Anti-harassment policy</td> <td>Inclusive job offer policy</td> </tr> <tr> <td>Benefits, training and holiday policy</td> <td>Unplugging policy for remote workers</td> <td>Green policy</td> </tr> <tr> <td>Salary increases, bonuses and referrals program</td> <td>Nursing mothers support policy</td> <td>Supplier policy</td> </tr> <tr> <td>Non-discrimination statement</td> <td>Freedom of religion policy</td> <td></td> </tr> <tr> <td></td> <td>Work injury prevention program</td> <td></td> </tr> </table>	Loyalty, exclusivity and confidentiality policy	Anti-harassment policy	Inclusive job offer policy	Benefits, training and holiday policy	Unplugging policy for remote workers	Green policy	Salary increases, bonuses and referrals program	Nursing mothers support policy	Supplier policy	Non-discrimination statement	Freedom of religion policy			Work injury prevention program	
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Non-discrimination statement	Freedom of religion policy																	
	Work injury prevention program																	

Adopt the best CSR practices

1-year target

Obtain B Corp recertification with a score that has been improved by at least 15% compared to 2018

3-year target

Submit a new BIA with a score that has been improved by at least 10% compared to 2022

In order to make committees more effective, we decided to review their composition and also add new committees that could respond to the needs of the team.

From among our five committees, our governance, JEDI and environment committees were retained. The planning committee and social committee were added. The purpose of the planning committee is to optimize our workspace to encourage a return to the office. The social committee aims to hold activities and build team spirit. A road map for each committee will be created to guide teams towards putting new initiatives in place.

Structuring activities

- I. Build a 360 action plan for committees based on our *B Impact Assessment* and execute on it
- II. Revise composition and functioning of committees to make them more effective

Measure and transparently communicate the agency's activities

1-year targets

- I. A Republik impact report is published
- II. An Impak Finance report is published

3-year targets

- I. Two Republik impact reports are published
- II. 80% of commitments taken on in 2022 are realized
- III. A framework for measuring our clients' social capital is put into use
- IV. Two social capital index publications (2023 et 2025) are produced
- V. 100% of firms we collaborate with are evaluated based on their social capital

For us this report constitutes a major communication tool for accountability. This is why we are committed to publishing how we have made progress towards our goals every two years. Republik is a small privately owned agency. It is therefore not required to go through this type of exercise. However, our team's priority is to make our actions reflect our commitments. Note also that among our selection criteria for collaborating with brands is transparency, which is at the top of the list. When any company, no matter what its size, holds deeply entrenched values and has a concomitant desire to effect real change, it can be capable of being part of the solution.

The governance committee is currently developing a proprietary measurement tool for evaluating the social capital of each brand we work with. This social capital creation rating takes into consideration both impact practices as well as the communications of each of our clients. This measurement framework will allow us to evaluate the impact we will generate by collaborating with our clients.

Structuring activities

- I. Develop an impact report model ad hoc for Republik and produce a biannual report
- II. Develop a framework for measuring our clients' social capital and produce an annual report starting in 2023

Put stakeholders at the centre of our decision-making process

1-year targets

- I. N/A
- II. A diverse advisory committee is established
- III. A process for collecting information is established and our first analysis of client satisfaction is produced

3-year targets

- I. An employee shareholding program is set up
- II. The 3-year target will be determined once the committee is created
- III. N/A

Our team made the decision to open up access to employee shares to allow our employees to take advantage of the results of our project. In our view, Republik is a group project that aims to transform our industry. Offering shares to certain employees allows us to revitalize our vision for the company and innovate with new generations of entrepreneurs.

We are currently evaluating possible models of employee shareholding in order to determine a structure that works best for the company as a whole. It's important to carefully consider the selection criteria for employees with access to this program. To determine how interested they are, a survey will be sent to every member of our team. Remaining elements of the program have yet to be defined.

Structuring activities

- I. An employee equity plan is in place (year 2)
- II. Establishment of an advisory committee
- III. Systematization of a client feedback process to measure their satisfaction and ensure continuous improvement

SOCIETY

**An environment
in which each person
has a voice**

The composition of Quebec agencies does not represent the diversity of our society. This is why our justice, equity, diversity and inclusion (JEDI) committee was created. We intend to mobilize people in our industry and start a discussion with people affected by issues relating to our industry's lack of diversity and to seek out experts in the field.



- 2021 Creation of JEDI committee
- 2021 Creation of inclusive job offer policy
- 2022 Signing of POCAM Call for Equity
- Training on inclusive writing with Club Sexu
- Audit of our internal practices by a research team from McGill University
- 2023 Partnership with Never Was Average

DEMOGRAPHY

30% are part of a minority group**

7% identify as part of an Indigenous community

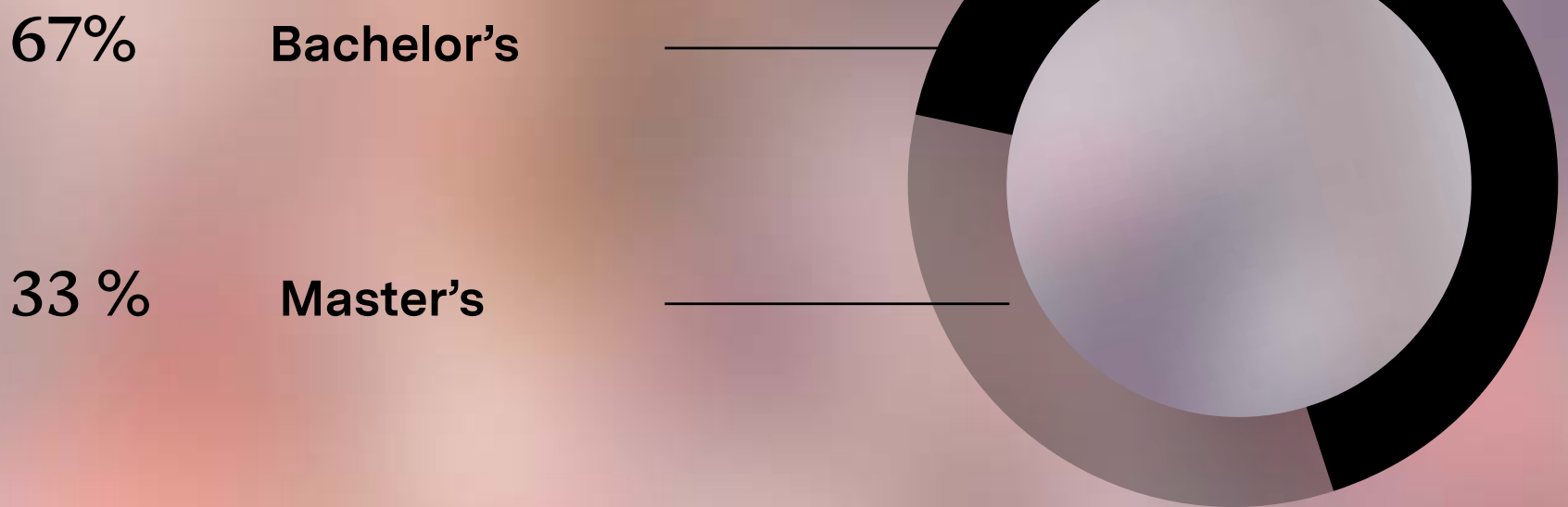
19% belong to the 2SLGBTQ+ community

*In Quebec, a minority group is generally defined as a group of people who share characteristics such as ethnicity, language, religion, skin colour, or sexual orientation, who are smaller in numbers than the majority population. The term can also refer to people with less political, economical, or social influence than the majority population.

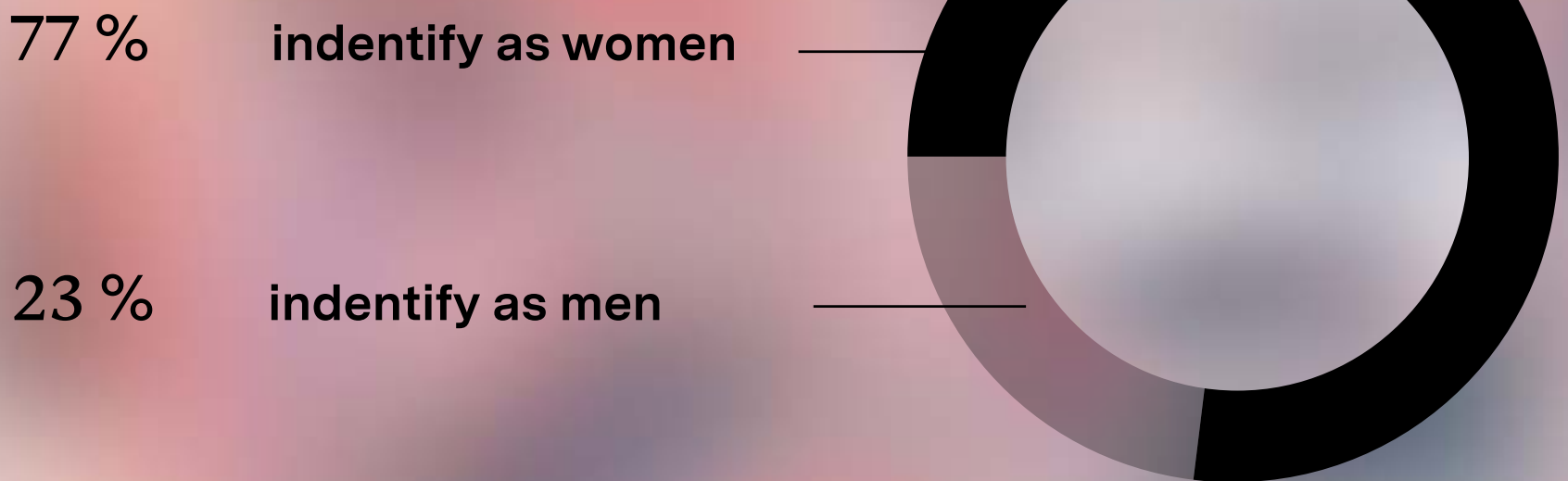
In the context of Quebec society, minority groups can include Indigenous communities, people of colour, immigrants, anglophones, and LGBTQ+ people.

67% of our managers are women

HIGHER EDUCATION LEVEL



GENDER



Measure as a starting point

A survey is sent every year to all our employees to measure the amount of diversity within the agency. The question covers age, gender, education level, membership in a minority group, disability and more. To address disabilities and ensure we share a common definition, the JEDI committee uses the definition established by the Office des personnes handicapées du Québec*. Our team has in particular been asked about the following issues:

- I. Difficulties walking
- II. Difficulties seeing or hearing
- III. Presence of physical pain
- IV. Emotional or mental health issues
- V. Learning disorders
- VI. Presence of a known illness (chronic/ degenerative/neurodevelopmental issues, etc.)

COGNITIVE AND PHYSICAL DIVERSITY

10%

state they have a learning disability

3%

state they experience physical pain

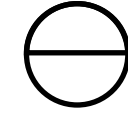
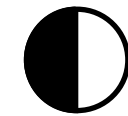

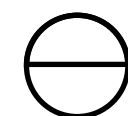
10%

state they have mental health issues

3%

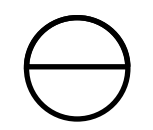
state they have a chronic auto-immune illness

*Definition of a person with a disability: "Anyone with an impairment leading to a significant and persistent incapacity and who encounters impediments to accomplishing ordinary activities."

Actions	Goals	Progress	Comments
<p>IMPROVE OUR UNDERSTANDING OF THE ISSUE</p>	<p>I. Produce a list of best practices in recruiting, governance and projects</p>		<p>A formal policy has not yet been drafted, but best practices have been identified.</p>
	<p>I. Identify and approach one or several specialized partners</p>		<p>We have approached Never Was Average, an agency whose goal is to create social change. This is a partnership we intend to maintain for the long term.</p>
	<p>I. Deploy an awareness and training program for the team</p>		<p>A continuous training program is available to the entire team and it includes training in diversity and inclusion.</p>
	<p>I. Deploy an awareness program for the industry's student population</p>		<p>The committee has decided that it would be better to focus on raising awareness within our own agency and industry before engaging in a more far-reaching program.</p>

IMPLEMENT NEW MEASURES INTO THE RECRUITING PROCESS, INTERNAL POLICIES AND PROJECTS

I. Launch a recruiting pilot project and publish its observations



The JEDI committee, human resources and managers need to collaborate more closely on a recruiting strategy to create diversity within the team.

I. Review the recruiting process and include recommended best practices



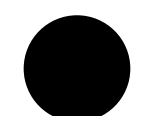
Our positioning on justice, equity, diversity and inclusion was formally established.

Our job offers were completely revised.

Beyond using gender-neutral language, we have changed our selection criteria and requested qualifications, in addition to revising our work conditions.

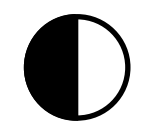
Recommendations have been made to management.

I. A diversity and inclusion policy was drafted and made public



IMPLEMENT NEW MEASURES INTO THE RECRUITING PROCESS, INTERNAL POLICIES AND PROJECTS (NEXT)

I. An inclusive communication tool was created, operationalized within the team and made public

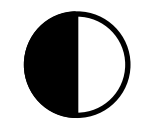


The entire team received training in gender-neutral writing in Club Sexu. This documentation is used as reference material to implement inclusive language in our communications.

Several of our employees act as ambassadors for inclusive communications.

However, we have not published a tool to this effect.

I. A diversity policy for projects was drafted, operationalized and made public



The policy was drafted and at the moment can be consulted internally by the team. Guidelines for inclusive creativity are also in the process of being drafted.

On a daily basis, the team already uses a number of existing tools such as the inclusive writing guide from Club Sexu and even a shared training document on web accessibility.

It should also be noted that companies we collaborate with sometimes make available their own guidelines on diversity and inclusion.

Why are some of our commitments not yet completed?

A few activities planned in advance have unfortunately not yet been launched. Members of the JEDI committee quickly realized the amplitude of the project Republik intends to undertake. A realignment was therefore implemented midway through so we could be more realistic about the activities we had determined were priorities. We also thought deeply about the issues in order to ensure we all shared the same understanding of the issues at stake. All of the above reasons have led to a delay in acting on certain commitments.



Build an agency that represents the diversity of Quebec society

1-year targets

- I. Establishment of a data collection process to measure the percentage of diverse candidates
- II. Development of an apprenticeship program, promoting it within schools and launching a call for candidates

3-year targets

- I. Establishment of a target for candidates based on a realistic diagnostic
- II. Two diverse candidates were hired after they completed an apprenticeship at Republik

It's glaringly obvious that the diversity gap issue within agencies is the direct consequence of a lack of representation in schools. It's critical to address this disconnect to enable a more diverse pool to acquire communications and marketing skills. Tailored internship programs are one way to acquire knowledge required for employment.

Structuring activities

- I. Improvement of the external perceptions of the diversity at Republik to attract a more diverse range of talent
- II. Deployment of strategies to increase the candidacy rate of diverse applicants who then move on to the interview stage at Republik
- III. Establishment of partnerships with educational facilities and NPC to create possibilities for learning and developing experience in-agency

Contribute to resolving the issue around lack of representation within the marketing industry

1-year targets

- I. 100% of what we produce includes diverse people
- II. Assemble major stakeholders to get a clear reading on the situation

3-year targets

- I. 100% of what we produce includes diverse people
- II. An initiative based on a deep understanding of systemic barriers to the marketing industry is conceptualized and accepted by all agencies participating in the panel

Republik is aware that the issue of diversity within marketing is a situation that requires collaboration amongst a number of stakeholders. While we have deep convictions and intend to transform our industry, we need contributions from other creative agencies to counteract systemic issues. We therefore believe that inter-agency discussion and collaboration can lead to better representation.

Structuring activities

- I. Systematize the representation of diversity across everything we produce
- II. Hold an inter-agency panel to discuss systemic barriers within the marketing industry and take action to remove obstacles

Create a work environment where each person has a voice

1-year target

80% of employees answer “yes” the following question: Republik is free of any type of discrimination and treats people equally, irrespective of their sex, transgender identity, race or ethnic origin, sexual orientation, disability, beliefs or age

3-year target

100% of employees answer “yes” to the following question: Republik is free of any type of discrimination and treats people equally, irrespective of their sex, transgender identity, race or ethnic origin, sexual orientation, disability, beliefs or age

It is hard to establish diversity targets when very little information exists on the topic within the marketing industry. However, in February 2021, A2C conducted a study to establish a clearer picture of the industry. Here are a few data points:

- I. 46% of respondents were between 26 and 35
- II. 88% identified as heterosexual
- III. 90% stated they were Caucasian
- IV. 11% were diverse
- V. 1% had a disability
- VI. 0.36% belonged to the native community

Our team is looking forward to reviewing the results of an international study currently being conducted on diversity, equity and inclusion. In Canada, the Association canadienne des annonceurs (ACA) is handling this initiative in partnership with A2C. This type of documentation will enable us to more clearly establish targets and better align with our industry’s realities.

Structuring activities

- I. Establishment of inclusive work conditions
- II. Systematization of use of inclusive writing practices

Create positive change and take stock of our community

1-year target

Achieve an average of 50 hours per year per employee on pro-bono mandates with a minimum of 30 hours per employee

3-year target

We have decided to focus our efforts on our 1-year target first

To start with, our team will need to identify the various models of community engagement, such as donations, volunteering, sponsorships and even pro bono work. In this way we can define which model will be more appropriate. Everyone will be surveyed in order to determine which causes appeal to the largest number of people. Using this approach, we intend to develop a pilot project with an organization, then repeat the experience.

Structuring activity

Definition of our principles for engagement with the community and identification of the causes and organizations we intend to support

Our relationship with the community

In 2023, we would like to be more intentional about the way we engage with the community. This aspect of our CSR still has not been fully defined because our team still needs to consider the best way to get involved. Should we provide ongoing support to organizations? Should we organize a number of activities on a particular day with a few organizations? At Republik, we believe our expertise is our biggest lever for creating impact and we know it is obvious that we could do more. How to do more is exactly what we intend to determine in the coming years.

It is worth noting that in 2022, our employees worked an average of 47 hours on pro-bono mandates. This represents 2.5% of our annual working hours. Based on these data we can determine a new target. To set our targets, we also took a look at what others are doing in the rest of the industry. For example, according to an economic study conducted by A2C in November 2015¹, agencies invested \$110,800 on average annually in pro-bono services, which represents an average of 49,370 hours and 3.7% of these agencies' gross revenue.

¹ Source: [Étude économiques sur l'industrie de la communication marketing au Québec](#) conducted by Raymond Chabot Grant Thornton

CULTURE

A workplace
that brings
people together

Republik's company culture is defined by our beliefs and values, but also by our desire to transform the marketing industry into a more socially responsible business sector.



18 cultural events

15 group training sessions

18 new hires

We have achieved our hiring goals while maintaining respect for our hiring and total payroll targets for the year

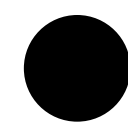
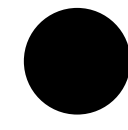
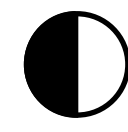
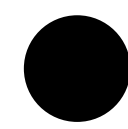


66%

of annual employee goals were achieved

7.5/10

Officevibe
Officevibe is a platform that helps managers keep track of their teams' wellbeing and needs via quick surveys and reports.

Actions	Goals	Progress	Comments
<p>ENSURE GREATER BALANCE BETWEEN THE HEALTH AND PERFORMANCE OF OUR TEAM</p>	<p>I. Perform an internal survey, identify a list of needs and communicate the results</p>		<p>An internal survey was created and automated on our OfficeVibe platform to survey employees on their needs in terms of health and safety at work. Recommendations were made and an action plan was launched.</p>
	<p>I. Create a library of resources and make it available to the team</p>		<p>After each training session, we centralize all the information in a location that is accessible to everyone online. A library of resources is also made available in our employee manual.</p>
	<p>I. Implement a training program and operationalize it for training new team members</p>		<p>Our team has ensured the foundations of this project have been established so that it can be optimized and continued the following year.</p>
	<p>I. Implement a health and wellness program and operationalize it amongst new employees</p>		<p>Our employee manual is shared with all team members. We also reviewed the benefits available through our group insurance coverage.</p>

Adapting to evolving needs

Since agencies experience a high turnover rate, we decided not to identify three-year targets for the cultural component and instead focus on one-year targets. Setting yearly targets lets us remain agile and reassess when faced with expectations from new people on our team.



Develop the full potential of our employees

1-year targets

- I. A three-year training program was established for the management team so they could provide better support to employees.
- I.b 80% of employees state that their manager supports their career path and helps them improve at work.
- II. 25% turnover rate (currently 33%)
- III. 12 agency training sessions for the year which are taken by 80% of the agency

Structuring activities

- I. Better equip our managers to track and evaluate our employees' performance
- II.b Offer everyone clear, engaging and equitable career advancement tracks
- II. Encourage the independence and initiative of all our employees
- III. Enhance the group training we offer

Offer employees an inclusive, flexible and rewarding experience

1-year targets

- I. 80% of employees are satisfied with their work (score of 8/10 on Officevibe)
- II. 80% of employees make full use of Republik benefits (\$400, 5 Republik days, REER program, participation in activities, etc.)

Structuring activities

- I. Develop a more convivial ambience for employees with (mandatory and optional) social events and activities, and offer more modular benefits and wellness options
- II. Design and set up a personalized recognition program

OUR COMPANY MOTTOS BRING OUR PURPOSE TO LIFE

Our company mottos represent the fulfillment of our raison d'être. They allow our team to put their beliefs into action every day and are manifest in our every decision, strategy, new hire, annual evaluation, compensation package, cultural activity and relationship.

THE COURAGE OF OUR CONVICTIONS

If the people who join Republik have one thing in common, it is a thirst for change. Through words and actions and with courage, our team is committed to bringing their convictions into their everyday work.



OASIS OF CURIOSITY

What we do does not define who we are. Who we are defines what we do. At Republik, we value passion, thirst for knowledge, and a spirit of discovery - and we offer a safe space for curiosity to roam free.

THE IMPACT OF IMAGINATION

For our imagination to be impactful, and for our impact to be imaginative, we must give ourselves the time, freedom, and confidence to dream.



COLLECTIVE INTELLIGENCE

Our greatest potential is collective. Together, we grow stronger as we create a favorable climate for us to learn, collaborate and thrive.



OPEN DIALOGUE

As communication specialists, we understand the importance of expressing ourselves clearly and frankly. Opening a dialogue requires speaking truthfully, but above all, listening sincerely.



Our key events

At Republik, our relationships with others are especially important. We want to make connections with other people. We want to understand them. We want to share special moments with them. That's why we make sure we hold a few major communal events throughout the year.



State of the nation

THREE TIMES PER YEAR

These events were created out of a desire to be more transparent. Therefore, on a quarterly basis, the management team presents the status of projects being developed and the goals of our strategic plan. We also discuss the financial state of the agency. As the name indicates, this is a moment for taking stock of everything going on at the agency.

Homerun

TWICE PER YEAR

We hold an event that celebrates our employees' successes, as presented by our employees. It's a great opportunity for recognizing their work and offering them a showcase to discuss how they've been spending their time in recent months.

Offsite

ONCE PER YEAR

For two days, Republik employees get together outside the office. This highly anticipated event builds team spirit. It's a moment for getting together and creating unforgettable memories.

- [2020 Edition](#)
- [2021 Edition](#)
- [2022 Edition](#)

Award presentation

THREE TIMES PER YEAR

We make sure we celebrate our team members in the spirit of our company mottoes through an awards ceremony. Throughout each quarter, we ask our employees to nominate the colleagues they feel have made notable achievements.

Collective intelligence at work in our tools and processes

Integration of new employees

As we all know, the first few weeks of starting a new job can be stressful. To make the process as agreeable as possible, our team ensures that new employees are integrated over a two-week period. These new hires are supported during a training series given by a variety of department heads. They are also paired with a mentor who will become their go-to person if they have questions.

Employee manual

From their first day on the job at Republik, new employees have an Employee Manual that they can consult. The manual contains all the resources they need to facilitate their arrival on the job. In particular it contains company policies, employee benefits, procedures for using our various tools, and even more.

Group training

Once per month, at minimum, the entire team gets together for a lunch-and-learn training session. The goal of these meetings is to share knowledge through a workshop hosted by a colleague or to learn more about a new subject with an external stakeholder.

Conference
with Adrien Tombari,
adn Conférenciers



In 2022, a survey was sent to all employees at the agency in order to find out which benefits they prioritized and which they felt they were missing. The goal of the exercise was to ensure what we were offering satisfied their needs and to optimize the benefits available.



Our benefits

Since 2021

3 weeks of vacation upon being hired, plus 2 weeks during the Christmas holidays

Possibility of completing the work week in four days thanks to meeting-free Fridays in summer

Complete insurance coverage after three months of employment which includes access to a telemedicine platform and to remote psychological services

Paid sick days that can be used for mental health needs or for wellness or menstrual leave

Office material provided

Flexible schedule to allow parents to care for their children and sick leave to care for family, amongst other things

Possibility of working remotely or internationally

A ton of cultural events

Monthly lunch-hour training sessions

Paid mentorship sessions for anyone interested in management positions or other types of promotions

Time set aside in schedule each week for involvement in internal committees

Since 2022

5 floating days called Republik Days to take time off for yourself or to create a longer weekend

RRSP program (starting in 2023)

\$400 a year for any wellness needs (transportation, cultural/sports/artistic/spiritual activities, donations, etc.)

Individual training program aligned with career development

Program to recognize years of service

Why develop a strong, distinctive culture?

For greater work-life balance

In recent years, several changes occurred in the job market. More and more people were ensuring their sense of personal well-being was reflected in their work conditions. Having an organizational culture that mirrors the personal values of employees allows them to achieve a balance between their career and their personal needs.

For recruiting

What differentiates Republik in terms of recruiting is our vision and culture, which guides our everyday operations. Plus, our projects are based in strong social and environmental values. It should also be noted that during the recruiting process, we make sure we consider the values of our potential employees in addition to evaluating their skills.

To establish a clear perspective

Having a strong organizational culture facilitates decision making in our daily operations.



What are our future challenges?

After a fairly intense period of adaptation in recent years caused by the pandemic, a lack of staff and technological changes related to remote work, the next few years will be all about hyper-personalization and flexibility.

Our team will be adjusting to the new hybrid work format. Obviously, we don't yet know how we will be working in the future. What we do know, however, is that employees are demanding more flexibility and do not want to feel like they are being controlled. They also want to be able to choose when they come to the office and when they don't, when they will work during the day and in which country they will be located. They want to choose who they work with and which team they are a part of.

To attract and retain the best employees, companies need to be more adaptable and flexible. They also need to be able to navigate through a context that will continue to be in flux for a few more years.



ENVIRONMENT

Reducing our footprint

The fight against climate change is the crisis at the top of our list, and every company, no matter what its size or field of activity, must establish measures for reducing its environmental impact. While agency operations such as ours produce a lot less GHG emissions than that of other firms, our approach aims to measure, reduce and compensate for our direct GHG emissions.



Our environmental impact in figures

- 2021 Creation of green committee
- 2022 GHG calculation process
- 2022 GHG calculation for a digital campaign
- 2023 Our entire team was able to participate in Climate Fresk, a collaborative workshop that gives participants a better understanding of changes to our climate, their causes and their consequences.

607.2 TCO₂eq per year per employee

14 TCO₂eq reference year for calculation: 2021

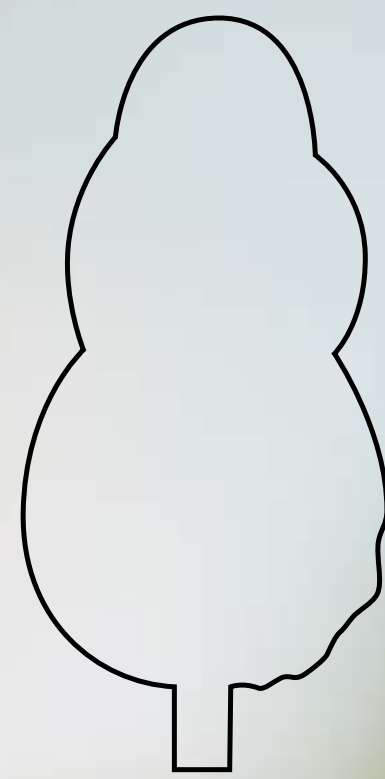
0.4 TCO₂ per \$100,000 in revenue

0.0003 TCO₂ per hour worked per employee

Scope 1: Direct GHG emissions associated with the company's activities, originating from sources it owns or controls. (e.g., fuel used by a fleet of corporate vehicles)

Scope 2: Indirect GHG emissions resulting from the production of electricity purchased and used by the company. (e.g., electricity supplied by Hydro-Québec)

Scope 3: All other indirect GHG emissions throughout the company's value chain. (e.g., employee commuting to the workplace)

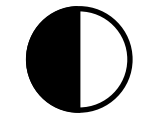
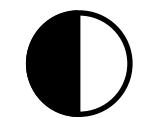




98 trees

needed to compensate our emissions / equivalent to our emissions

100%

of employees were trained in climate crisis issues and GHG emissions

Actions	Goals	Progress	Comments
<p>CALCULATE THE GHG EMISSIONS RESULTING FROM OUR OPERATIONS</p>	<ul style="list-style-type: none"> I. Establish and operationalize daily eco-friendly measures II. Communicate a list of action items to the team to facilitate compensation III. Establish a reduction plan 		<p>We calculated and compensated for our GHG emissions retroactively for 2020 and 2021.</p> <p>Training was given in the following topics:</p> <ul style="list-style-type: none"> I. our emissions calculation process II. waste management at the office III. the best eco-friendly actions to adopt <p>Our team is currently establishing a reduction plan covering the next few years.</p>
<p>CREATE AWARENESS IN AND MOBILIZE OUR INDUSTRY</p>	<ul style="list-style-type: none"> I. Production and presentation of a list including topics for content, environmental leaders and media specialists. II. Development and presentation of a content strategy that includes a creative element and a curatorial element. An SEO element will also be part of the strategy. III. Production and curation of content IV. Distribution of a weekly newsletter V. Official partnership confirmation for Accélérer 2030 		<p>Accélérer 2030</p> <p>We realized our partnership with Accélérer 2030 and collaborated with Impact HUB to this end. In this way we realized a consultation process with stakeholders. We participated in developing the name for the initiative and the formation of the project. We participated in the creation of the website. Finally, we helped deploy communications for stakeholders.</p> <p>Content strategy deployed</p> <p>Season 2 of our content series <i>Qu'on se le dise</i> tackled the subject of eco-anxiety. Three episodes were produced to raise awareness about the various emotions experienced by people in relation to climate change.</p>

Actions	Goals	Progress	Comments
<p>CREATION OF POLICIES</p>	<p>I. Creation of policies to raise our employees' awareness and formalize our environmental activities</p>	<p></p>	<p>Establishment of green policy Establishment of supplier policy</p>
<p>WASTE MANAGEMENT</p>	<p>I. Return of in-office composting after the pandemic</p>	<p></p>	<p>Training was provided to the whole team to sensitize them to managing waste materials and to provide them with the tools to do so.</p>

Our total emissions were 14 TCO2 eq and our trouble spots were:

31%
Transportation

Despite 80% of our annual mileage coming from employees taking public transportation or active transportation to work

19%
Electronic equipment

Purchase of computers for new employees



42%
Services
Insurance, accounting services, videoconferencing

For an agency with such a small amount of GHG emissions, it can be hard to find solutions to reduce our carbon footprint even more. Among the three trouble spots indicated above, some services cannot be cut, such as our accounting services or insurance.

Furthermore, it's important for Republik to provide employees with all the office equipment they need to do their jobs. That said, we have identified some possible, realistic avenues where it might be possible to reduce our environmental footprint. Here are a few examples:

- 50% vegetarian meals

- Compostable or recyclable packaging when available

- Responsible supplier criteria (businesses operated by diverse people, local businesses, etc.)

- Bin made available for returnable bottles

- Compost station in our kitchens

- Reuseable dishes for events

- \$400 per year for eco-friendly transportation

- Offices located near metro stations to encourage employees to use eco-friendly transportation

- Training sessions

- Participating in the Climate Fresk, a collaborative workshop to help better understand the causes and consequences of climate change

Measure, reduce and compensate for our emissions

We took the opportunity to calculate our services' environmental impact when we calculated our GHG emissions. To this end, we created a model for the environmental impact produced by creating a campaign or other production as part of a mandate. To calculate these emissions, the time each employee spends working on each phase of the project, any trips needed to production sites, the energy consumed during filming, the food consumed, the time for editing and hosting various videos as well as the publication online of these videos were taken into consideration.

In 2022, Republik compensated for its CO2 emissions by planting trees and investing in climate change research through Carbone Boréal as well as financing educational programs through Scol'ere in the amount of \$1,000, which is equivalent to our GHG emissions in the past two years.

For our GHG emission reduction and compensation process, we avoid mentioning the ideas of carbon-neutrality and Net Zero. These terms are misunderstood and therefore used incorrectly, which often results in the creation of greenwashing campaigns. While companies can establish initiatives that compensate for their emissions, their communications regarding their achievement of carbon neutrality are often too strongly worded given the actual impact of their compensatory activities. It should be noted that these terms will no longer be used in the campaigns and communications we produce for our partners.

1-year targets

3-year targets

- I. Republik is tackling its emissions through a reduction, compensation and sequestration plan
- II. 30% of our clients compensate for the GHG emissions created by the services they purchase

- I. We are prioritizing our 1-year target before establishing any 3-year targets
- II. 75% of our clients compensate for the GHG emissions created by the services they purchase

Structuring activities

- I. Measure our GHG emissions (scope 1, 2 and certain emissions from scope 3) and establish a plan to reduce these emissions
- II. Compensate for and sequester scope 1 and 2 emissions that cannot be reduced
- III. Offer the companies we collaborate with the possibility of compensating for the GHG emissions associated with the services they purchase

We also measure the impact of our client portfolio

What is the point of measuring the potential impact of the brands we work with? It's to do everything we can to improve as an agency, and brands represent our biggest potential lever in terms of impact. It was by calculating the greenhouse gasses produced by Republik that we arrived at this conclusion.

[Read more about our process](#)

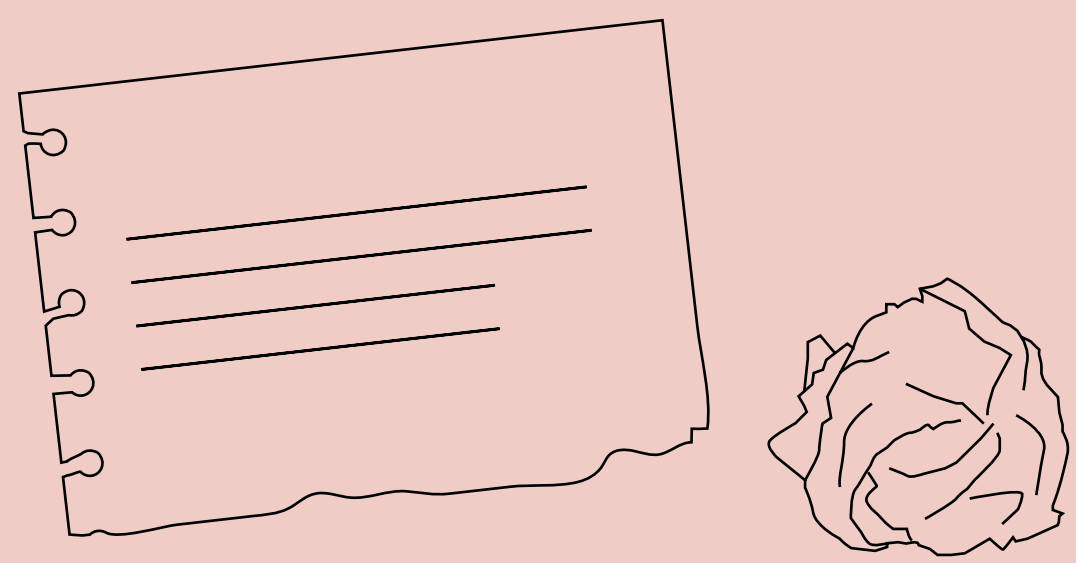
What's the point of this report? To mobilize our industry

Our first impact report is a call to mobilize other agencies, and especially to raise the collective awareness of our industry. Obviously the change we mean to effect is ambitious as well as a long-term endeavour, which is why it's so important to begin now.

Our desire at Republik is for other agencies to follow in our footsteps and experience putting together an impact report. We would like everyone to become more aware of the extent of their decision-making, especially given that we have an ability to influence a wide range of business sectors through all the companies we work with. Let's encourage others to join this huge movement. Let's make a difference together.

In addition to all this, we would like to applaud the work of [Masse Critique](#), an essential tool for transforming Quebec's marketing industry. Created in 2022, this NPO aims to spark a shift towards sustainability and responsibility in the communications industry through education, support and the co-creation of new industry standards.

Dirt file



We admit it—we’ve made a few mistakes as we’ve undertaken this process. But we believe it’s important to simply take note of them and ensure we learn from these errors.

Our measurement wasn’t quite up to the task

In 2021, we established an impact plan with commitments that were too ill-defined and lacked precision. Our mistake was to set objectives without quantifying and measuring them. What we learned is that we need to establish targets and communicate them to achieve our goals.

The pitfall of hiring standard applicants

Before Republik established its credibility and relevance within the marketing industry, our team would sometimes hire people with atypical career paths. Our employees came from a range of backgrounds and were not solely composed of those from marketing or communications fields. Later, our company expanded and we changed our approach to hiring. We noticed that sometimes it was easier to hire people who already had agency experience. This is a fairly common practice in our industry. However, we noticed a pitfall with this approach: It doesn’t encourage diversity. This means we need to collectively reflect on how we will approach this issue in the future.

Badly planned commitments

In 2018, we committed ourselves to creating social capital across our entire portfolio of clients. This caused some apprehension on the part of some of our partner companies. Thus, to optimize the transition, we needed to establish a process to support each of our clients. This way we could ensure they understood what we were trying to do, and also ensure that they wanted to follow us through this transition. By better delineating our process, it was possible for our team to guide companies creating little to no impact towards creating more.

Scattershot mandates

For too long we aimed at doing too much all at the same time. We got carried away with too many projects which took us out of our comfort zone. The result? Several employees took on mandates too far beyond their fields of expertise or interest. These scattershot mandates and our lack of solid processes conspired to harm our employee experience. For this reason we need to keep in mind that the mandates we accept must be in line with our values and commitments. This way we can refocus our efforts and ensure a better employee experience.

Let's continue the conversation

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A creative social
capital agency

Republik

