

2023  
Impact report

# WHAT'S THE POINT FOR OUR INDUSTRY?

EXECUTIVE SUMMARY

Republik



# Lacking transparency is a sore point

Wondering why an agency of our size is publishing an impact report? Because we believe that making the right commitments can have a big impact. That's why we examined our responsibility with regard to the environment, to society, and to our industry practices. Following this, we established our commitments under four files: environment, society, governance and culture. And we wanted to share these commitments so that together, we could mobilize and inspire each other to do better.



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# 87%

of our revenues are from responsible organizations

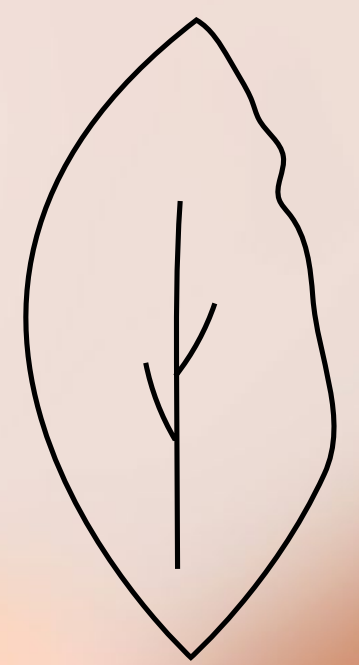
# 79%\*

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

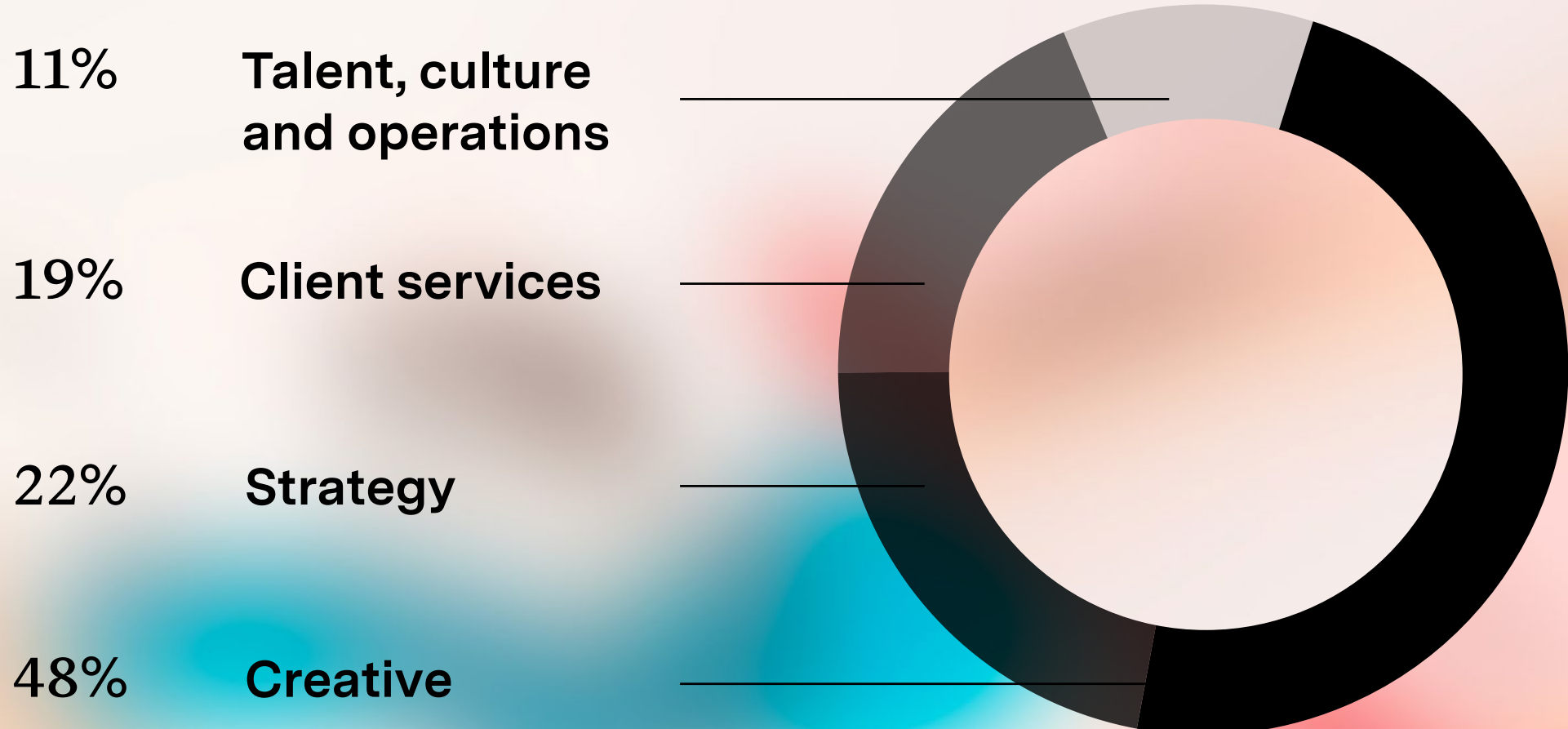
## pro bono services

**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

18

cultural events

9

years in business

18

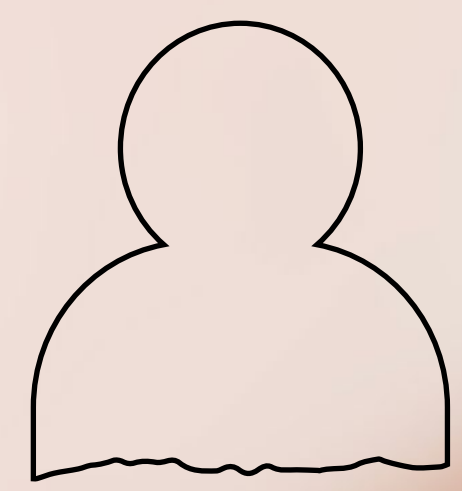
new hires

15

group training sessions

34

collaborators/freelancers



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

7.5/10

Officevibe

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

66%

of annual employee goals were achieved

# 14 T CO<sub>2</sub>-eq GHG emissions

**0.4 T CO<sub>2</sub>-eq**  
per \$100,000  
of business revenue

**0.0003 T CO<sub>2</sub>-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.



# OUR COMMITMENTS FOR THE NEXT THREE YEARS

In June 2022, our 3-year strategic plan was reviewed. It included new commitments in line with our progress over the past year, as well as our future ambitions. The biggest difference in this new plan is the presence of targets and measurement indicators. We have also designated people to be responsible for each of the commitments, to ensure follow-up and, ultimately, completion of the objectives.

## 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

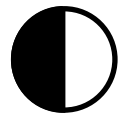
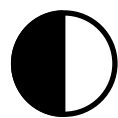
### Measure, reduce and offset our emissions\*\*

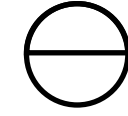
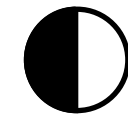

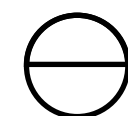
Facilitate the offsetting of GHG emissions from services sold to 75% of our clients

Integrate biodiversity principles into our impact service offering

\*Our commitments to company culture are planned for 2023

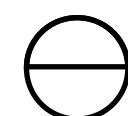
\*\*Note that Republik has offset its GHG emissions for the last two years (2021-2022)

| Actions   | Goals   | Progress  | Comments   |
|---|---|---|--|
| <p><b>CALCULATE THE GHG EMISSIONS RESULTING FROM OUR OPERATIONS</b></p> | <ul style="list-style-type: none"> <li>I. Establish and operationalize daily eco-friendly measures</li> <li>II. Communicate a list of action items to the team to facilitate compensation</li> <li>III. Establish a reduction plan</li> </ul>   |    | <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"> <li>I. our emissions calculation process</li> <li>II. waste management at the office</li> <li>III. the best eco-friendly actions to adopt</li> </ul> <p>Our team is currently establishing a reduction plan covering the next few years.</p>   |
| <p><b>CREATE AWARENESS IN AND MOBILIZE OUR INDUSTRY</b></p>             | <ul style="list-style-type: none"> <li>I. Production and presentation of a list including topics for content, environmental leaders and media specialists.</li> <li>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.</li> <li>III. Production and curation of content</li> <li>IV. Distribution of a weekly newsletter</li> <li>V. Official partnership confirmation for Accélérer 2030</li> </ul> |  | <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   |
|---|--|---|--|
| <b>IMPROVE OUR UNDERSTANDING OF THE ISSUE</b> | I. Produce a list of best practices in recruiting, governance and projects |    | A formal policy has not yet been drafted, but best practices have been identified.   |
|   | I. Identify and approach one or several specialized partners               |    | 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.              |
|   | I. Deploy an awareness and training program for the team                   |  | A continuous training program is available to the entire team and it includes training in diversity and inclusion.   |
|   | I. Deploy an awareness program for the industry's student population       |  | 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. |

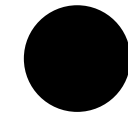
**IMPLEMENT NEW MEASURES INTO THE RECRUITING PROCESS, INTERNAL POLICIES AND PROJECTS**

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




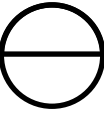


The policy was drafted and at the moment can be consulted internally by the team. Guidelines for inclusive creativity are also in the process of being drafted.

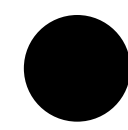
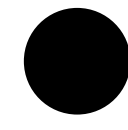
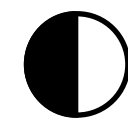
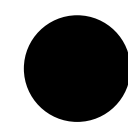
On a daily basis, the team already uses a number of existing tools such as the inclusive writing guide from Club Sexu and even a shared training document on web accessibility.

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

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



|   |  |   |   |   |                        |                            |                                       |                                      |              |   |                                |                 |                              |                            |  |  |                                |  |
|---|--|---|---|---|------------------------|----------------------------|---------------------------------------|--------------------------------------|--------------|---|--------------------------------|-----------------|------------------------------|----------------------------|--|--|--------------------------------|--|
| <p><b>MEASUREMENT OF THE IMPACT OF OUR PORTFOLIO OF CLIENTS</b></p> | <ul style="list-style-type: none"> <li>I. Identify performance measurement units</li> <li>II. Measure the impact of our client portfolio</li> </ul>  |    | <p>We requested the services of Impak Finance, an independent impact assessment agency, and we <a href="#">published our process</a>.</p>   |   |                        |                            |                                       |                                      |              |   |                                |                 |                              |                            |  |  |                                |  |
| <p><b>CREATION OF REPUBLIK ADVISORY COMMITTEE</b></p>               | <ul style="list-style-type: none"> <li>I. A list of potential members is drafted and communicated</li> <li>II. We respected the idea of ensuring the committee was representative</li> </ul> |    | <p>Activities were delayed in 2023 due to lack of time.</p>   |   |                        |                            |                                       |                                      |              |   |                                |                 |                              |                            |  |  |                                |  |
| <p><b>SALARY EQUITY ANALYSIS</b></p>                                | <ul style="list-style-type: none"> <li>I. Review the skills and responsibilities of each position to validate the criteria in the salary equity chart</li> </ul>                             |  | <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><b>ESTABLISHMENT OF POLICIES</b></p>                             | <ul style="list-style-type: none"> <li>I. Companies' main issues were presented</li> <li>II. Policies were drafted to address them</li> </ul>  |  | <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 |  |
| 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   |   |   |   |                        |                            |                                       |                                      |              |   |                                |                 |                              |                            |  |  |                                |  |

| Actions   | Goals   | Progress  | Comments  |
|---|---|---|---|
| <p><b>ENSURE GREATER BALANCE BETWEEN THE HEALTH AND PERFORMANCE OF OUR TEAM</b></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>   |

# 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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