# CITIZEN

# 2021
# Citizen Report

**EDI at Citizen.**

At Citizen, we have offices across the world on the lands of many first peoples. As such, we extend our gratitude in recognition of the many histories and contexts that enable us to work and collaborate on these lands. We strive to continue to honor these communities through continuous collective and individual learning.

**ĠZEN**

# 1

# Letter from our CEO

# Message from Citizen's CEO

To me, championing equity means creating opportunity with a deep understanding that we don't all start the race from the same place. It means providing support and resources to employees that cater to what they need to succeed at Citizen and beyond. It means knowing in my heart that I'm doing the right thing for all the people who rely on me at Citizen - and doing it with empathy as I continue to learn and unlearn what equity means.

Practicing equity in the workplace is not a one-and-done project, it is a living, continuous thing. And while the steps we've taken so far are encouraging for our company's future, I also know that we still have a lot of work to do. For instance, we don't have any Indigenous employees; that is a miss, and it is something we are actively moving to correct with efforts like our Indigenous student grant partnership with Indspire.

Since last year, we have almost 40% more diversity in our teams and it comes as no surprise that the business has never been stronger for it. Make no mistake - equity is integral to the future of the workplace, and we're so proud of the effort everyone has put in to make us who we are today. Our journey for equity is far from over, but I couldn't be happier with where we are headed.
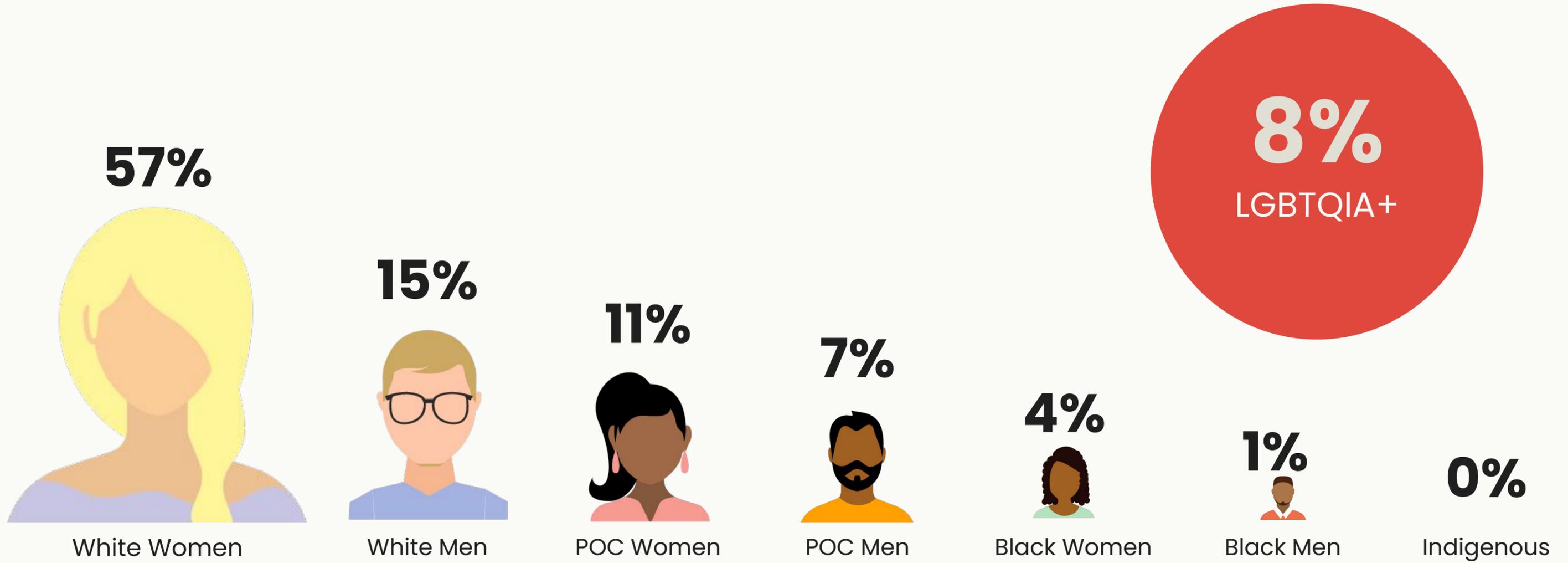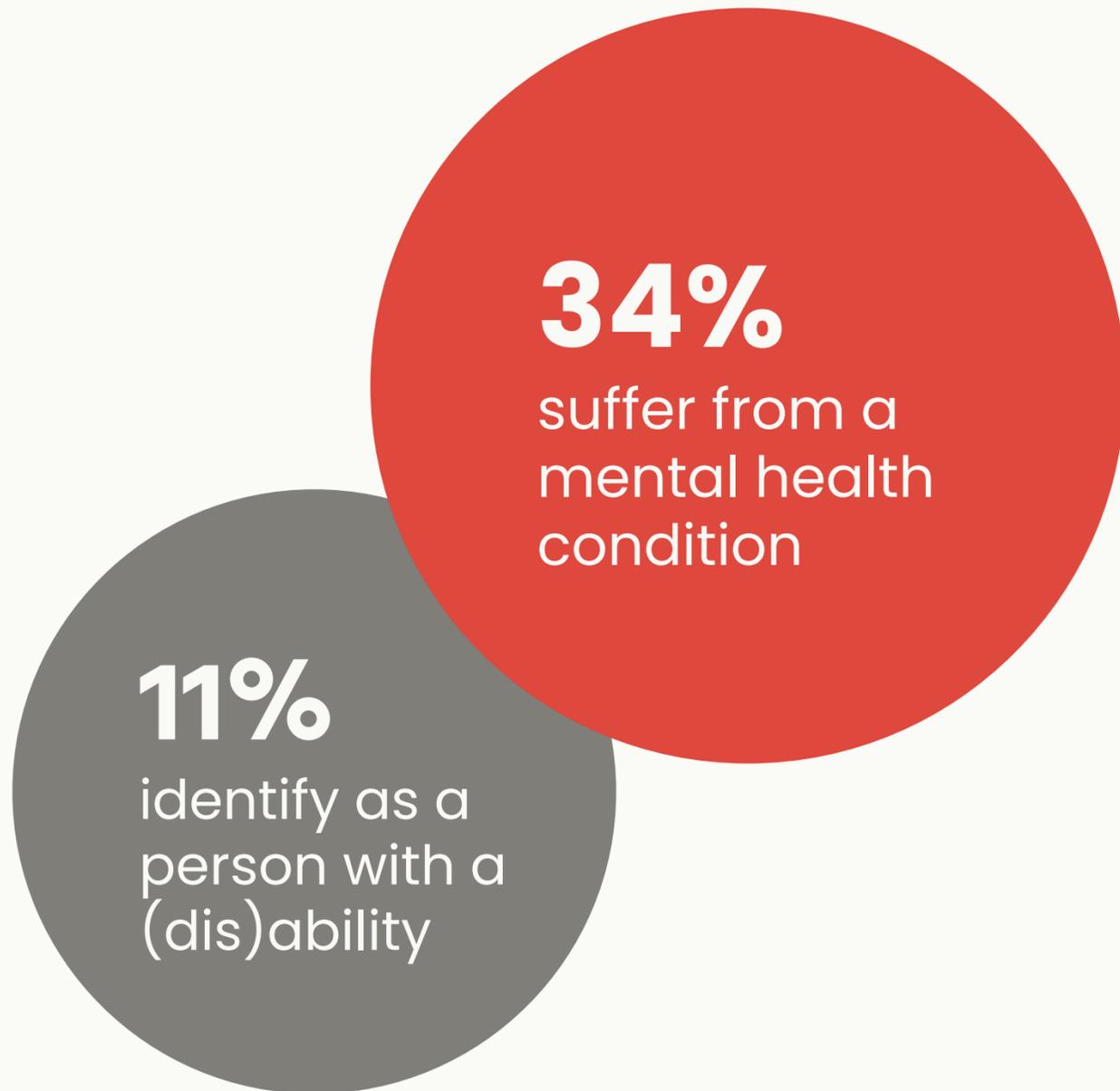
Sincerely,

Nick Cowling

**2**

# Hi there, we are Citizen

# WE ARE 220 PEOPLE, 9 OFFICES, ACROSS 8 TIME ZONES

The intersectional identities of our Citizens.

**57%** White Women

**15%** White Men

**11%** POC Women

**7%** POC Men

**4%** Black Women

**1%** Black Men

**0%** Indigenous

**8%** LGBTQIA+

| 41% ATHEIST / NO RELIGION | 41% CHRISTIAN | 6% JEWISH | 2% BUDDHIST | 2% HINDU | 2% MUSLIM | 2% SPIRITUAL | 1% SIKH |

# (DIS)ABILITY & MENTAL HEALTH

**34%** suffer from a mental health condition

**11%** identify as a person with a (dis)ability

**Representation of people with (dis)abilities decreases with seniority indicating potential barriers to leadership.**

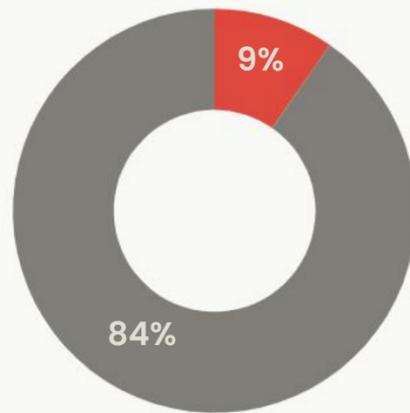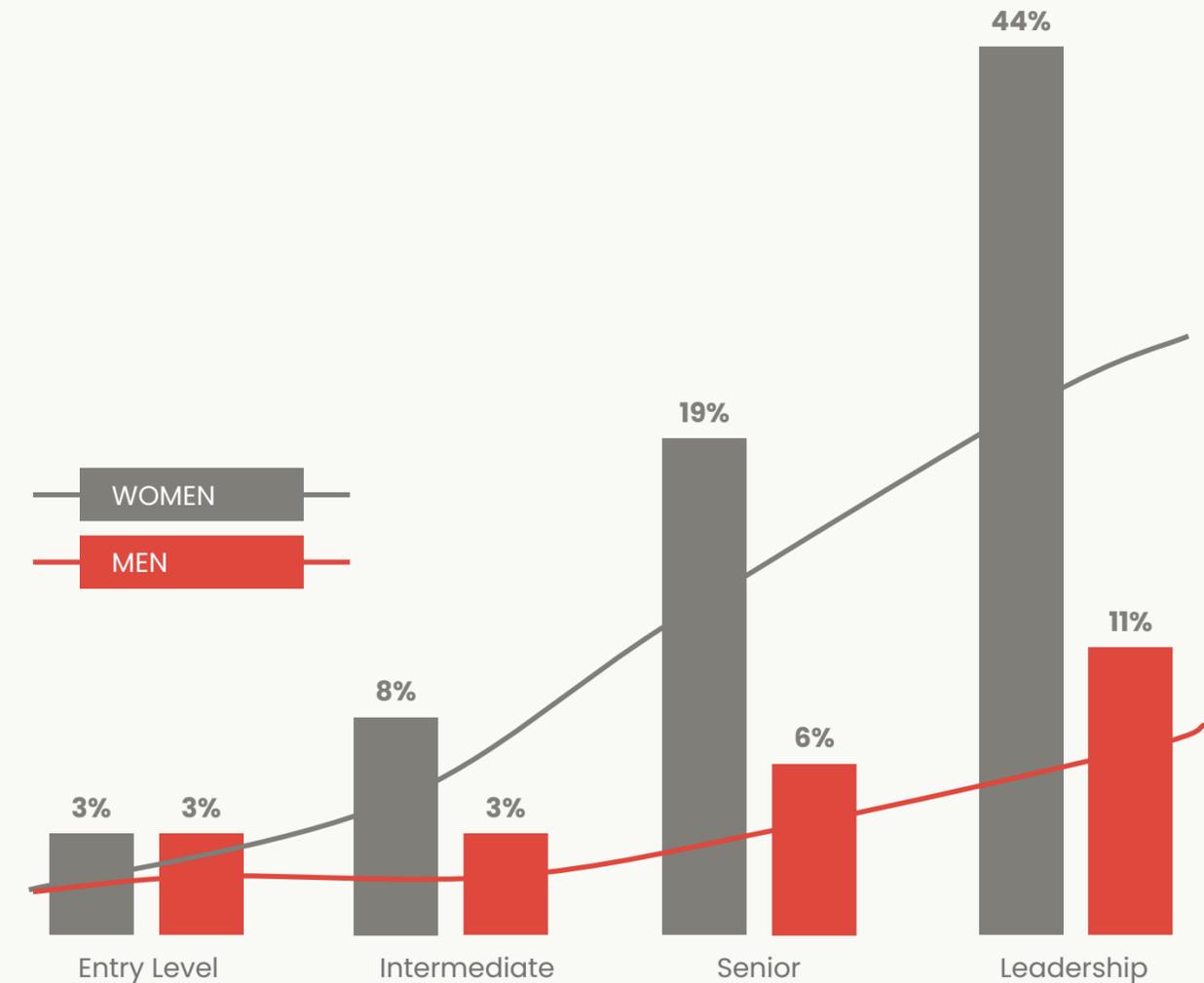| | |
|---|---|
| LEADERSHIP | 4% |
| SENIOR | 8% |
| INTERMEDIATE | 10% |
| ENTRY LEVEL | 18% |
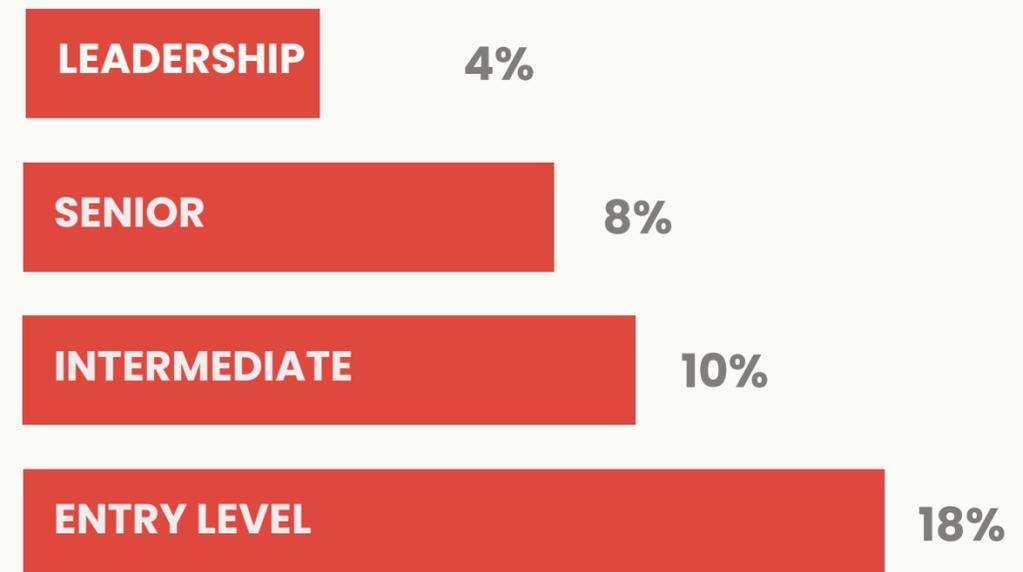
# PARENTS & CAREGIVERS

**The overall proportion of men who are caregivers is <span style="color:red">smaller</span> than the proportion of women who are caregivers.+**

**Proportion of both men and women who are caregivers increases with seniority.**



Returning parents

9%

84%

Caregivers

30%

70%

YES NO



44%

19%

WOMEN

MEN

8%

11%

3%  3%

3%

6%

Entry Level    Intermediate    Senior    Leadership

Proportion of caregivers at each professional level**

+Percentage of all men who are caregivers versus percentage of all women who are caregivers. *Note: Percentages are rounded. Note; the data may be skewed due to the large proportion of women.
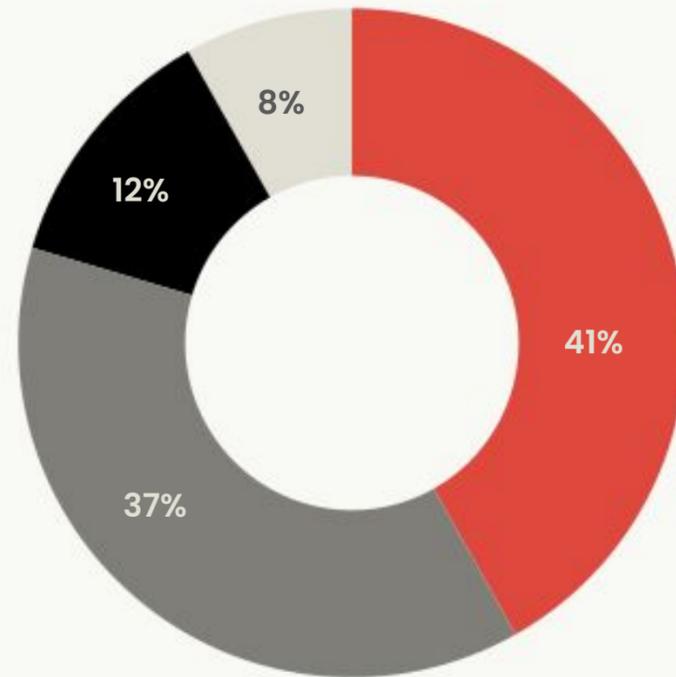
# FROM DIVERSITY TO BELONGING

**Because every Citizen *belongs* here.**

# FEELING SUPPORTED AT CITIZEN

**97% of Citizens feel they have someone at work who they can count on.***



Who can Citizens count on?

| MY PEOPLE MANAGER | A TEAMMATE | HUMAN RESOURCES | A COLLEAGUE WITHIN PLUS COMPANY |

*Percentage of respondents who chose one or more of the available options to "which of the following individuals/departments in the company can you count on for support when dealing with injustice at work?"

# PROFESSIONAL DEVELOPMENT AT CITIZEN

**Those between the ages of 18 and 24 (30%) are the most likely to feel administrative tasks are not fairly divided, compared to other age groups.**



15%
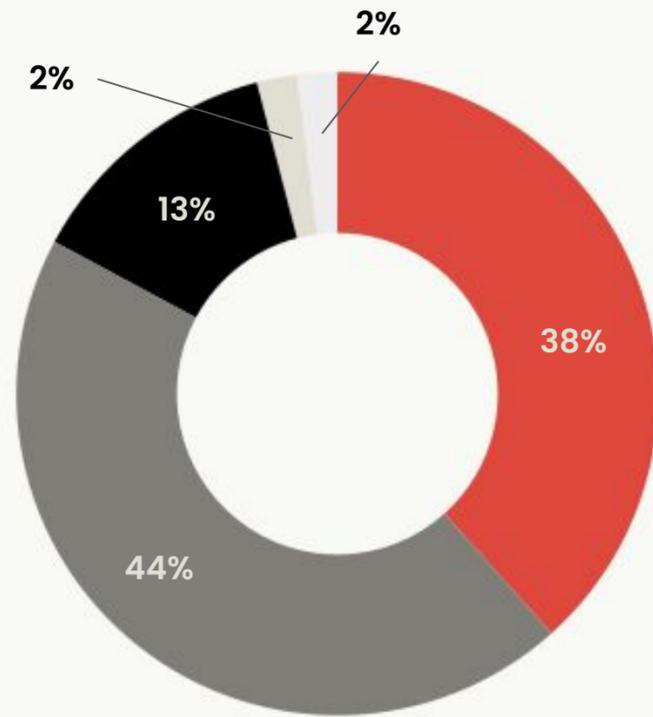
84%
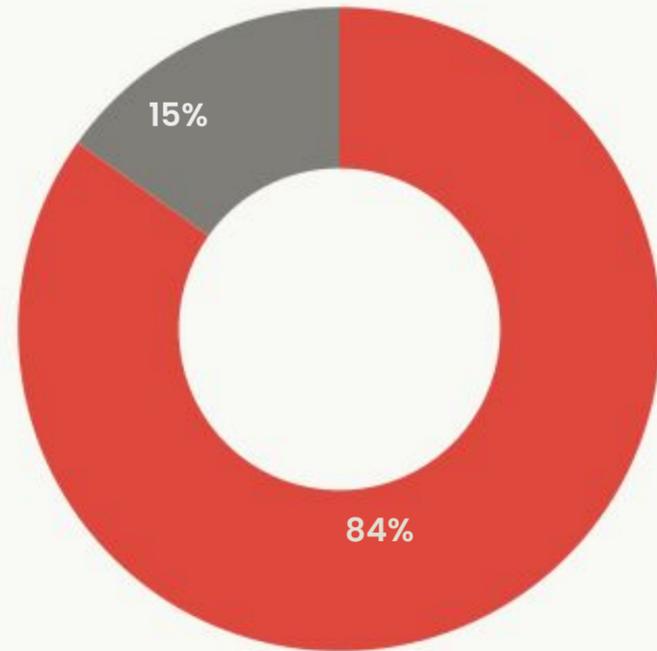
Do Citizens feel like they have access to the same opportunities as others to advance in their career?



20%

79%
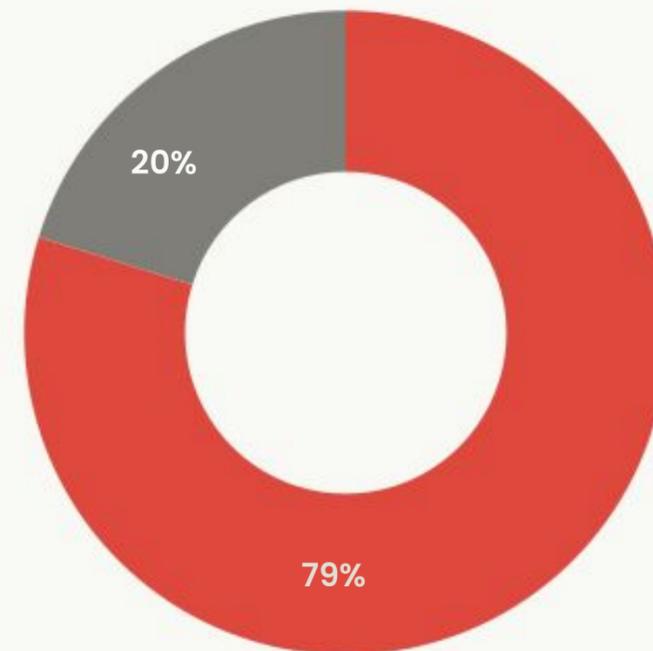
Do Citizens feel like administrative tasks that don't have an owner are fairly divided?

YES   NO

# BELONGING AT CITIZEN



**2%**
**2%**
13%
38%
44%

I can openly express my ideas, opinions and beliefs, even if it is in opposition to the majority.



**2%**
**2%**
15%
46%
35%

I get recognition for my work, in the same way that my colleagues do.

| STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE |
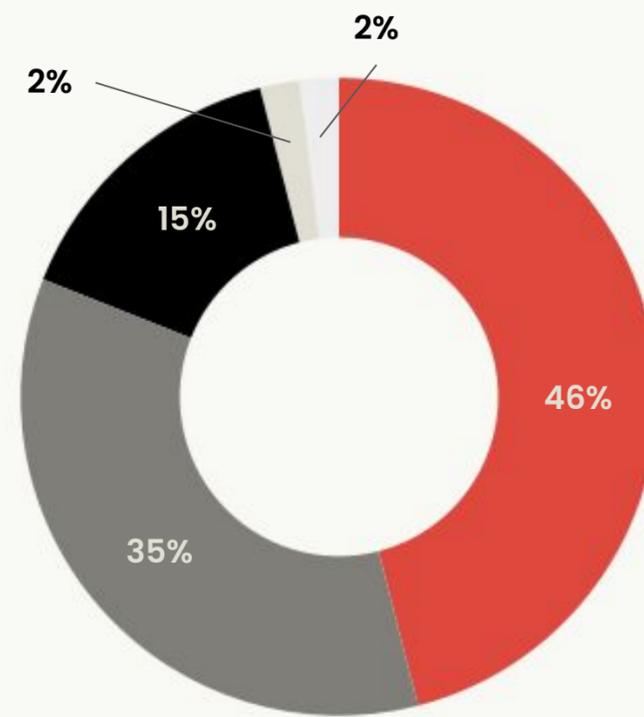
*Percentage of respondents who "strongly agree" and "agree" to "I get the recognition for my work, in the same way that my colleagues do" and "I can openly express my ideas, opinions and beliefs, even if it is in opposition to the majority."

# BELONGING AT CITIZEN



**1%**

**12%**

**33%**

**54%**
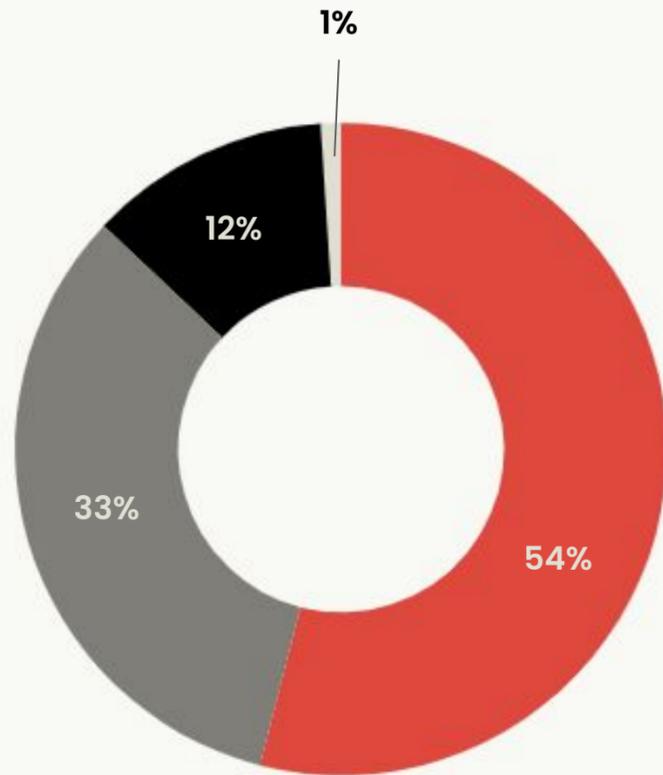
I feel like I belong at Citizen.

**1%**

**9%**

**33%**

**56%**
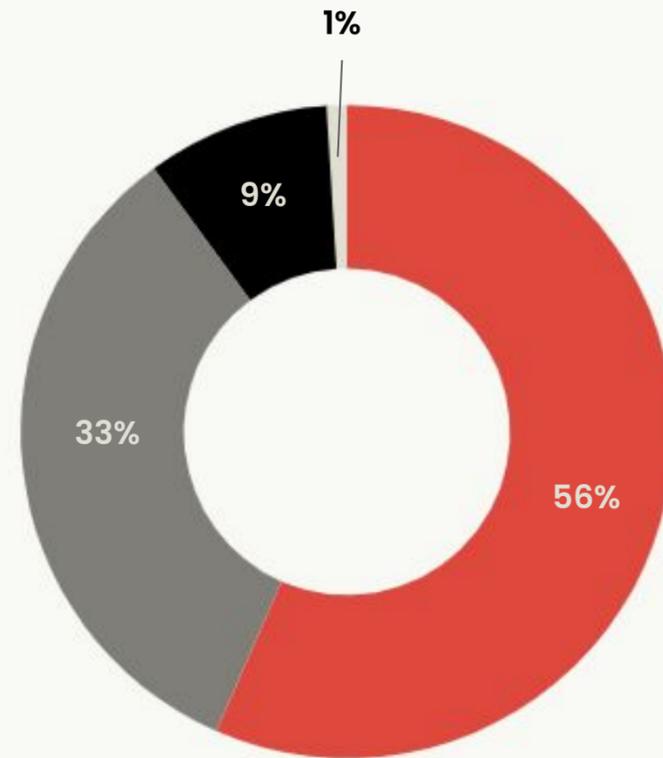
I believe my colleagues care about me.

**1%**

**7%**

**14%**

**26%**

**51%**
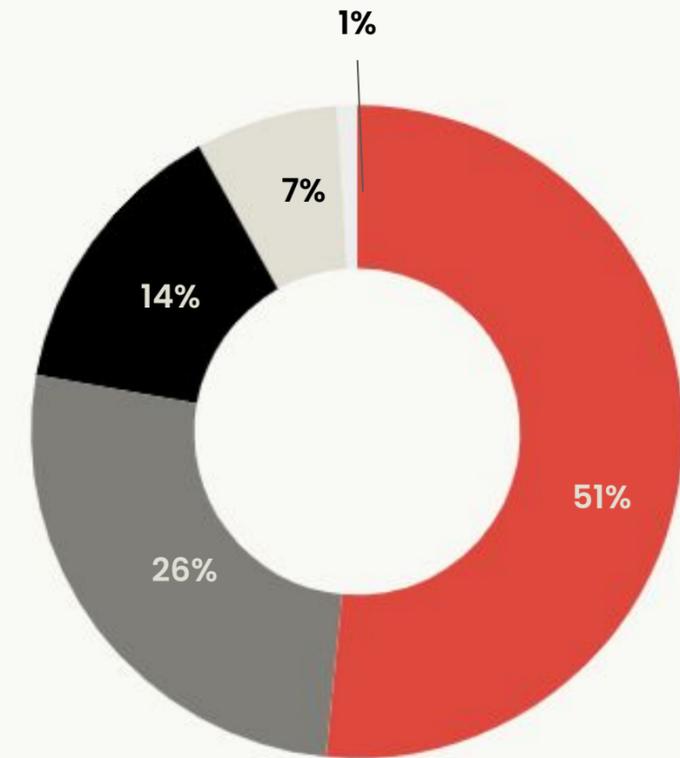
I feel comfortable speaking out against discrimination and/or microaggressions.

| STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE |

# BELONGING AT CITIZEN



2%

10%

33%

54%
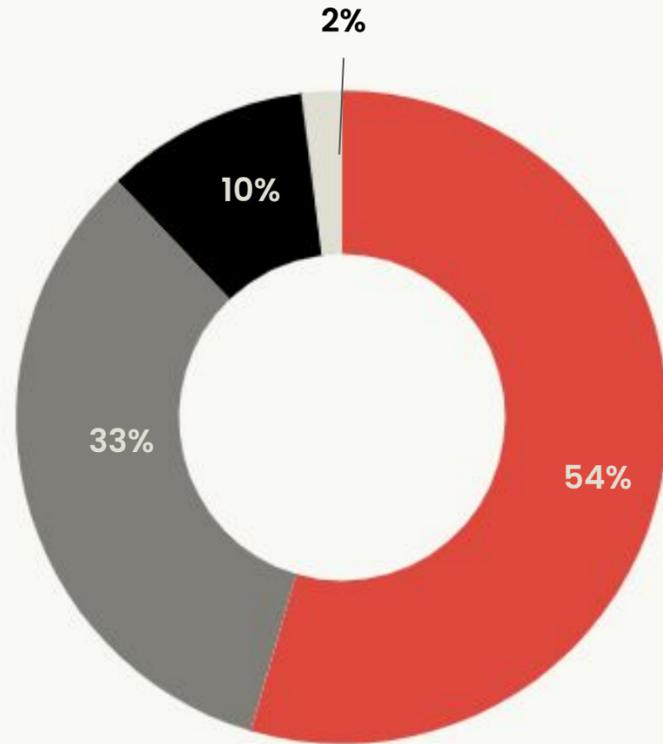
I feel like my colleagues would advocate for me
if I am believed to be discriminated against.

4%

12%

27%

56%
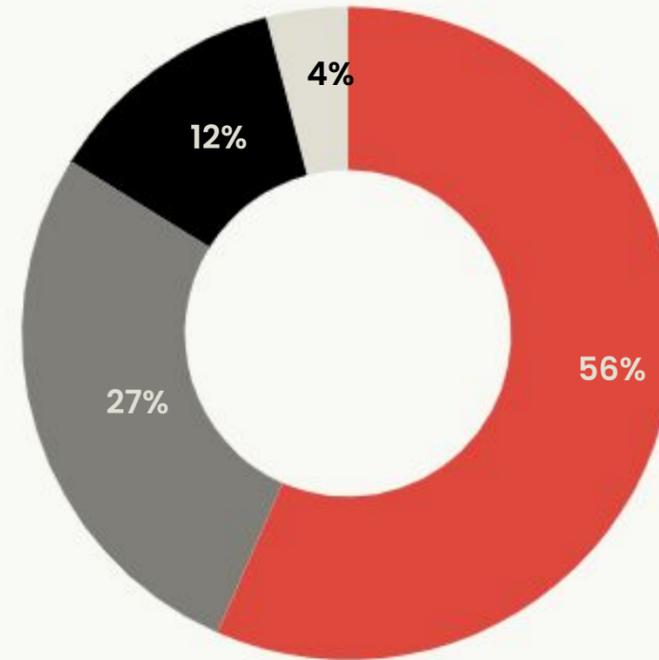
I feel that I can bring my full self to work
including all parts of my background and
cultural heritage.

| STRONGLY AGREE | AGREE | NEUTRAL | DISAGREE | STRONGLY DISAGREE |

**3**

# Setting the Standard

# Understanding where we are today, to move forward with deliberate intention.

In 2021 we made the decision to take a deep look into how our process and procedures can include some while excluding others. The results of our first EDI survey gave us a starting point for our journey and insight into where we needed to head if we were going to create a culture where every Citizen belongs.

## Input

*(to understand what we need to do):*

**Launched our First EDI survey in 2021**

**Focus Groups with Citizen across our offices in Canada, UK and USA.**

**Established a Global Citizen EDI Committee and Regional EDI Committees (Canada, UK, US)**

## Output

*(Areas to focus efforts on):*

**Representation (Recruit/Represent):** increase number of BIPOC team members at all levels in all offices.

**Conditions to Thrive (Retain/Build):** Communities that have been systematically excluded are starting from a different point which has implications on their growth and development within the agency

**Champion Change (Inspire/Lead):** Our Citizens are passionate about making change at work and in the world around them

# 3 THINGS WE HAVE LEARNED

**( 1 )**

## CITIZEN CAN AND *SHOULD* GO BEYOND STATUS QUO

In comparison to our industry, Citizen is doing well when it comes to representation in our offices. However there is lots of room for improvement when we compare ourselves to census population data.

We want to represent the communities we work in. To do so, we need to go beyond the status quo.

**( 2 )**

## A CULTURE OF BELONGING REQUIRES A SYSTEMS APPROACH

Embedding an understanding of EDI principles enables us to create an environment where we are more open minded with each other.

A systems approach ensures everyone feels accountability and responsibility to creating and fostering this culture, starting at the top.

**( 3 )**

## OUR WORK INTERNALLY REFLECTS IN OUR WORK WITH CLIENTS

The advice we give our clients around EDI is based on our first hand experience launching an EDI strategy from the ground up.

However, as an agency, we want to get the word out there and share the progress we've made to demonstrate accountability and transparency to our communities, clients and future Citizens.

# 4

# Championing Equity

# 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 vision:
# Every Citizen *belongs* here.

# OUR EDI STRATEGY IS A BLUEPRINT. WE'RE BUILDING A WORKPLACE WHERE EVERY CITIZEN FEELS THEY BELONG.

# IMPACT TAKES FOCUS. WE LANDED ON 3 AREAS TO FOCUS OUR EDI EFFORTS

**1**

**RECRUIT**

Together, we represent

**2**

**RETAIN**

Together, we build

**3**

**INSPIRE**

Together, we lead

We have identified targets, KPIs and tactics that for each of our 3 focus areas get us to measurable impact and change moving forward we will measure our progress against these KPIs and publicly report our progress.

# TOGETHER, WE REPRESENT

Breaking down barriers in recruitment to create an equitable process which results in diverse slate of candidates. Taking steps to create an work environment where every Citizen feels a deep sense of belonging.

# Together, we represent.

| | | | |
|---|---|---|---|
| **Objectives** | Increase the representation of all marginalized communities, focus on specific systematically excluded communities below and at VP+ levels.<br><br>**Target: 100% of new recruits feel EDI is woven into our DNA.** | Improve the recruitment and onboarding experience of candidates from systematically excluded communities.<br><br>**Target: 100% of new recruits feel EDI is woven into our DNA.** | Hiring managers and team leaders feel confident in their ability to onboard new Citizens from systematically excluded communities.<br><br>**Target: 100% of hiring managers and team leaders feel confident in their ability to support new Citizens.** |
| **KPIs\*** | Percentage of Citizens with disaggregated identity factors (i.e., race, gender, etc.).<br><br>Percentage of Citizens with disaggregated identity factors (i.e., race, gender, etc.) in senior leadership. | Percentage of recently hired Citizens who felt supported during the onboarding process. | Percentage of hiring managers and team leaders who feel confident in their ability to support new Citizens during the onboarding process. |
| **Global Tactics** | • 50% of applicants put forward to hiring manager must be from a systematically excluded community.<br>• 50% of interviews must be with individuals from systematically excluded community.<br>• 100% of job descriptions are to be posted on job sites that are affiliated with associations for racialised professionals.<br>• Talent recruitment and retention plan specifically for targeted communities.<br>• Partnership with organizations supporting our rep. goals. | • Revisit orientation program with an anti-racist lens, and thriving vs. engagement lens - create an updated onboarding experience. | • Develop modules for our leaders on environments and experiences that ensure our employees from systematically excluded communities thrive.<br>• Create and execute an escalation guideline which clearly outlines what will happen and when. |

**\*Note:** The Key Performance Indicators (KPIs) outlined above will be used to measure our progress towards associated objectives. The data for these KPIs will be measured through a variety of sources including but not limited to our annual EDI survey among others.

ZEN

# TOGETHER,
# WE BUILD

Build a workplace that invests fully in our people from mental
health, to career development. We want everyone to feel their
whole and best self.

# Together, **we build**.

| Objectives | Decrease in voluntary/involuntary turnover for talent from systematically excluded communities. | All Citizens feel they are able to progress professionally at Citizen | Encourage education, learning and awareness of EDI topics. | Everyone is engaged with and feels included in EDI-related initiatives. |
|---|---|---|---|---|
| | **Target: Decrease in turnover of talent from systematically excluded communities.** | **Target: 100% of Citizens feel they are able to progress professionally.** | **Target: 90% Satisfaction on EDI education, learning. 90% Participation in EDI education and learning.** | **Target 80% participation rate in EDI initiatives.** |
| **KPIS** | Percentage of Citizens from systematically excluded communities who left Citizen after less than two years' tenure. | Percentage of Citizens who believe that they have access to the same opportunities as others to advance in their career. | Number of EDI-specific communications, events and initiatives organized.<br><br>Level of satisfaction based on set criteria. | Percentage of employees participating in EDI specific training and events. |
| **Global Tactics** | • Provide opportunities for mentorship for talent with mentors who understand the unique challenges of being from a systematically excluded community.<br>• Integrate empathy into all programming, particularly in how managers address absenteeism, mental health and stress. | • Launch workshops, training and/or programs that provide opportunities for leadership and growth at Citizen.<br>• Ensure and promote awareness of resources for professional development (mentorship, education, etc.). | • Host monthly lunch and learns, webinars, and workshops to expand our learning around EDI topics.<br>• Create framework for collecting feedback. | • Include opportunities for employee input before and after events.<br>• Use EDI survey results to guide educational topics. |

# Together, we build.

| Objectives | All Citizens who identify as living with a mental health condition feel that their mental health is supported by Citizen. | All Citizens feel that their mental wellbeing is supported by their team leaders and coworkers. | Citizen provides resources, initiatives and events to recognize and support the mental health of all Citizens. |
|---|---|---|---|
| **KPIS** | Percentage of Citizens who identify as living with a mental health condition and feel that their mental health is supported at Citizen. | Percentage of Citizens who feel that their day-to-day tasks and role do not exacerbate their mental health, by seniority level.<br><br>Percentage of Citizens who feel that their people manager is an active supporter and listener as it relates to mental health concerns as a result of their work life.<br><br>Percentage of people managers who feel that they are equipped to have conversations and support their team members as it relates to mental health. | Percentage of non-Plus Co. mental health related activities deployed. |
| **Global Tactics** | • Work with regional EDI committees to support mental health initiatives such as sleep improvement workshops, pet therapy, outdoor scavenger hunts, speaker series on topics such as burnout and quiet quitting.<br>• Create a global platform for Citizens to share their stories on mental health struggles.<br>• Work with Plus Company to enhance mental health services. | • Host workshops for Citizens to talk about their mental health needs, with professional facilitators..<br>• Organize training for team leaders to equip them in supporting their teams<br>• Ensure team leaders are checking in with their teams individually and talking about mental health concerns. | • Monitor existing initiatives such as No Meeting Fridays, Wellness Wednesdays, etc.<br>• Continue to work with organizations such as CAMH to raise awareness about mental health issues. |

# TOGETHER, WE LEAD

**Fostering a culture of advocacy and engagement through our work and our partners. We take pride in championing EDI in our offices and beyond.**

# Together, we lead.

| | | | | |
|---|---|---|---|---|
| **Objectives** | All Citizens feel that they are supported in advancing EDI at Citizen.<br><br>**Target:**<br>● **100% of Citizen feel that they are contributing to advancing EDI at Citizen** | Citizen works with suppliers who promote EDI.<br><br>**Target:**<br>● **100% of suppliers have commitment to EDI.**<br>● **> 50% of our suppliers are from historically marginalised communities** | Citizen works with EDI-driven organizations.<br><br>**Target:**<br>**100% of our clients have commitments to improve EDI, have an EDI policy or statement, and targets.** | Citizen publicly demonstrates its commitment to EDI.<br><br>**Target:**<br>**Each office selects a partner to provide pro bono services too.** |
| **KPIS** | Percentage of Citizens who engage in EDI work at Citizen AND feel that they are allotted an appropriate amount of time dedicated to improving EDI at Citizen. | Percentage of suppliers who promote EDI within their organizations.<br><br>Percentage of suppliers that are business owned by individuals from systematically excluded communities. | Number of partnerships and clients with EDI driven missions. | Number of website visits to EDI web-page on Citizen website.<br><br>Number of EDI related marketing and PR efforts.<br>Level of Impact to cause. |
| **Global Tactics** | ● Each office identifies an issue that they will create sustained conversation around (campaigns, communications, creative) for a year. | ● Develop a system to track suppliers with EDI policies, EDI targets and commitment to EDI.<br>● Report publicly on % of suppliers from historically marginalised communities.<br>● Establish a Vendor Code of Conduct, make the Code available publicly. | ● Provide clients with our EDI commitment statement/policy/guidelines.<br>● Provide client with our EDI report<br>● Ask every client to provide their EDI policy or statement/policy. If client does not have one offer our services to support development or provide training services. | ● Each Citizen office chooses a cause that they can support for an entire year through pro bono campaigns, volunteer hours, events, etc. |

## 5

# Doing what's right

# HOW WE MADE
# CONVERSATIONS COUNT
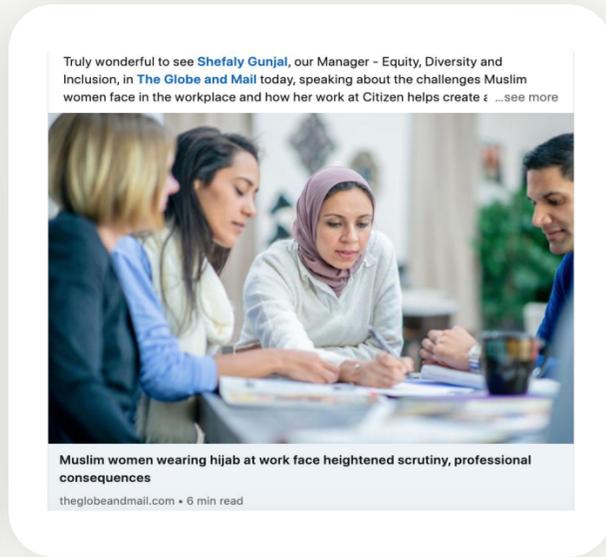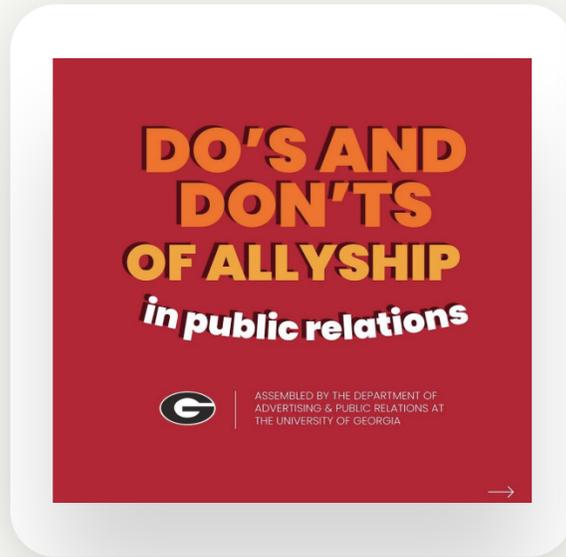
# WORK WE'RE PROUD OF

# WHAT WE DID

Citizen Relations partnered with the Canadian Mental Health Association and used the Ugly Sweater trope to highlight three statistics that tell a different seasonal story. Despite a $0 budget, the campaign made a huge impact. In just 2 days the Ugly Truths Holiday Sweaters appeared on the feeds of Canada's biggest influencers. Mainstream media took notice of the social media groundswell and the campaign was featured on Canada's premier programs. First Lady Sophie Gregoire Trudeau even requested a sweater to wear during an exclusive interview.
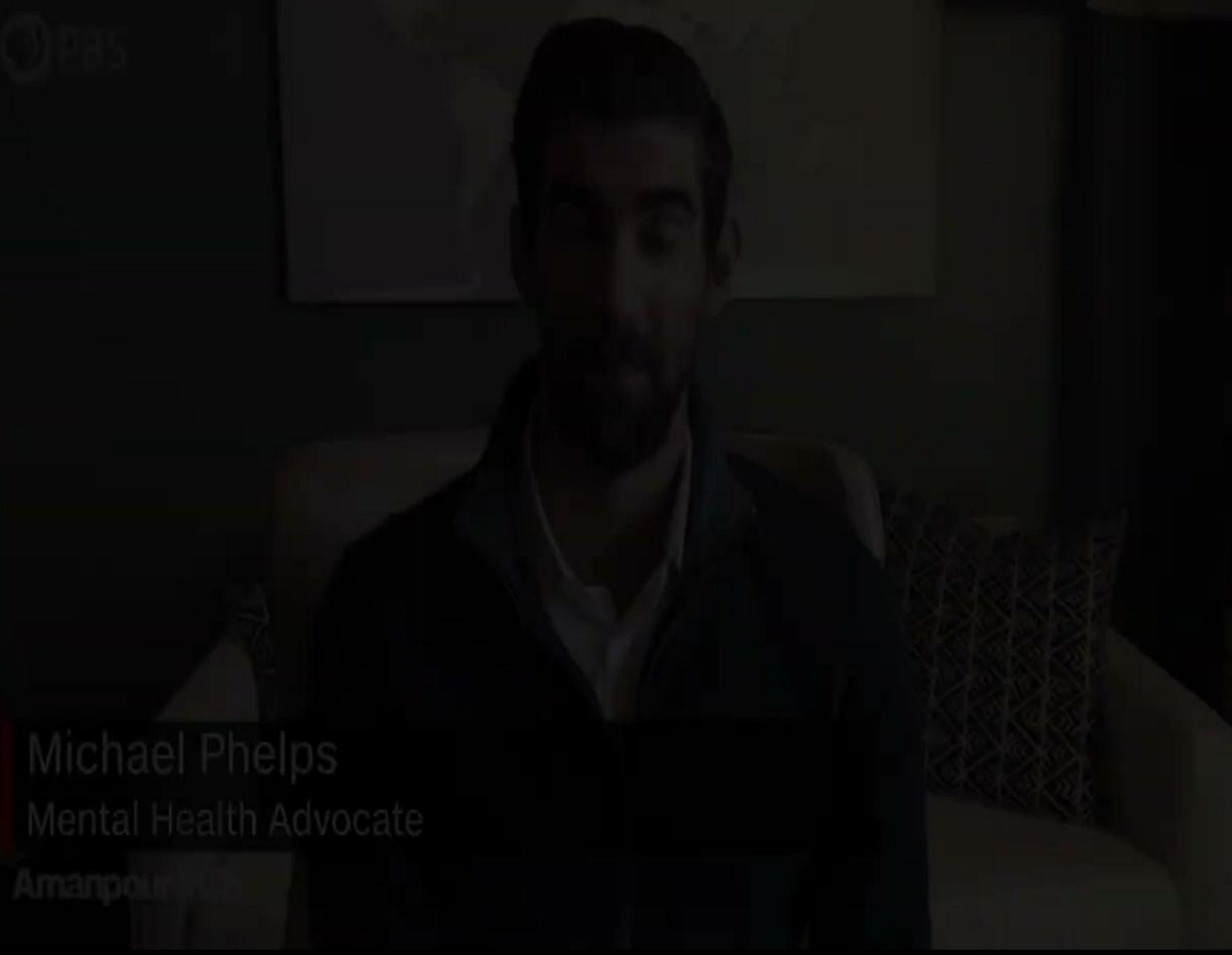
# IMPACT

**64M** — Organic Impressions

**240** — Earned Media Placements

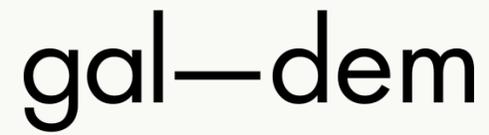**9%** — YOY increase in Canadian conversation around mental health

# WHAT WE DID

Citizen Relations joined forces with Elimin8Hate, a Vancouver-based non-profit organization that aims to eliminate racism against Asian Canadians to create the world's first custom dictionary developed solely to normalize Asian names - ReClaimYourName.dic. The dictionary, sourced from scratch by Citizen, housed over 8,000 unique monikers from over a dozen Asian countries, each honouring the true identity of Asian-Canadians.

As a strategic lead in the initiative, Citizen played an integral role in the initial ideation, creative materials development, media relations and influencer engagement. As a result, the first-of-its-kind cause garnered significant media traction in top-tier online and broadcast outlets nationally, and support from prominent Asian Canadian public figures and organizations.

# IMPACT

**80M** Organic Impressions

**184** Earned Media Placements

**800+** Dictionary Downloads

**100%** Key Message Penetration

# ORGANIZATIONS WE SUPPORT

6

# Making Every Conversation Count for Every Citizen

# OUR EDI ASPIRATION

We are shooting for the moon, and beyond, we invite you to join us on our journey.

**CHAMPIONING EQUITY**

**Collaborate** with like minded agencies to improve representation across the industry

**SET THE STANDARD**

**Go beyond** expectations and reach for goals that truly address systemic barriers

**DO WHAT'S RIGHT**

**Be accomplices** in all of our actions as individuals and as an agency to eradicate all forms of discrimination

# Aspirations become a reality through commitment.

## Set the Standard

The change we need will not come from one agency alone, brands and agencies must work together  to move forward goals for better representation across all aspects of our industry. To increase representation we need  data and must look beyond industry benchmarks, to census data to ensure our organizations reflect the community we live and work in**. As an agency we commit to setting representation targets that incorporate industry and census diversity data with the view to set targets solely on census data**.

## Champion Equity

**We are committed to championing equity within and outside our agency.** We are committed to ensuring that 50% of the influencers we recommend to our clients are from systematically excluded communities. Across the agency we commit to standard pay principles and code of conduct with influencers.  In the meantime Citizen will commit to creating our own benchmark and index and ensure it is utilized across the agency.

## Do What's Right

Doing what is right requires that we connect our decisions on what we can and cannot do as an agency to the values that drive our business. Advancing conversations and action on increasing representation of ethnically diverse and systemically excluded individuals takes a collective effort and sharing learnings of what worked and what doesn't work. **We commit to sharing what we are doing and how we are tracking on reaching our goals publicly in hopes that you will too.**

**i**

# We are just getting started

EDI is an ongoing journey that each one of us has a part to play in.

With a view to long term change, we are committed to being relentless in always striving to champion equity, setting the standard, and doing what's right.

# Contact Us.

**For more information please feel free to contact us at:**
**edi@citizenrelations.com or visit citizenrelations.com.**