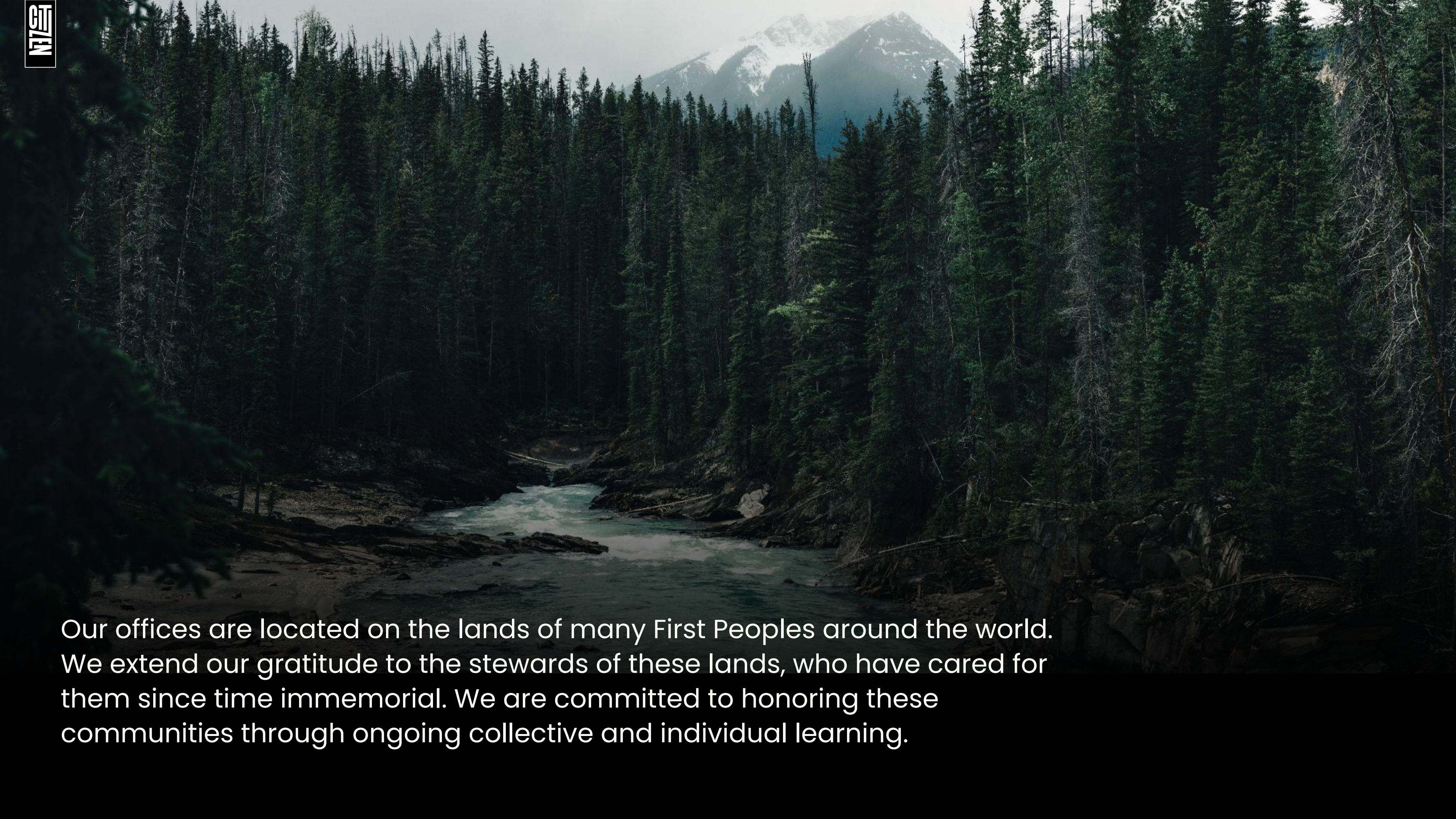




EFZ

2026 EDI REPORT



Our offices are located on the lands of many First Peoples around the world. We extend our gratitude to the stewards of these lands, who have cared for them since time immemorial. We are committed to honoring these communities through ongoing collective and individual learning.



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Looking
Ahead



MESSAGE FROM OUR CEO

MESSAGE FROM CITIZEN'S CEO

Over the past couple of years, the external landscape for Equity, Diversity, and Inclusion has grown more challenging, with many organizations choosing to pull back. At Citizen, our focus has actually grown stronger. Equity and diversity are not programs we run on the side. They are fundamental to how we build a strong, creative, and collaborative agency.

Over the last two years, we moved from planning initiatives to building actual internal infrastructure. We launched our global Career Architecture to provide clear and fair growth pathways, established employee-led Affinity Groups to support community, and kicked off our internal mentorship program. In our fifth annual EDI survey, 83% of our team members reported a genuine sense of belonging at Citizen, which shows these efforts are making a real difference.

This work also shows up in the creative campaigns we build for clients. From the Never Stop Serving initiative with The 519, to CNIB's Braille Nails campaign, to our progress with the PAIR program for economic reconciliation, we treat every project as an opportunity to push for fairness. Being named a Diversity Action Alliance Power Collective in 2026 shows the real impact of these efforts.

We also know where we need to do better. For instance, tracking our supplier diversity has been slower than we wanted. Instead of lowering our goals, we are working closely with Plus Company to find better ways to bring in diverse vendors and track our progress accurately.

As we work toward our 2030 goals, we are focused on execution. We will make mistakes along the way, but we are committed to staying accountable and focused on building an agency where everyone has the opportunity to succeed.



Nick Cowling
Global CEO, Citizen Relations



OUR VALUES





EACH OFFICE IS

GUIDED BY EZEN

CORE VALUES

Champion
equity

Fairness First, Always: You can count on us to bring a fair and equitable lens to every strategy and interaction.

Set the
standard

Forget "good enough." We're obsessed with delivering seriously stellar work, from the big ideas to the nitty-gritty.

Do what's
right

We're not afraid of the tough conversations. We'll always give you the straight goods and make the honest calls.

Empower
curiosity

We thrive on pushing boundaries and exploring the unexpected. That's where the real breakthroughs happen.



**WELCOMED
EDI IN OUR
WORKPLACE**

EDI SURVEY

- For the fifth consecutive year, Citizen conducted its annual EDI survey, an important tool for assessing our representation and evaluating experiences of belonging and inclusion in our workplace. The survey allows us to build a valuable dataset and gain deeper insights into the long-term trends shaping our workplace culture.
- The findings from the 2024 and 2025 surveys both validate our current priorities and provide a clearer picture of where we need to focus our efforts. During the past two years, we improved our methodology by creating space for additional written feedback. In 2024, we also facilitated focus groups and individual conversations for those who wanted to provide deeper insights in a different format. We will continue to use these findings to inform our priorities for the upcoming years.

To see both the 2024 and 2025 results, please refer to the Appendix.



EDI SURVEY: REPRESENTATION RESULTS (ALL LEVELS)

While our team conducts our analysis by professional level, we will share the results for all levels combined to protect the confidentiality of our team members. To view the global representation targets we set last year, please refer to the Appendix.

	2021	2022	2023	2024	2025
BLACK	6%	6%	7%	7%	7%
INDIGENOUS	0%	0%	0%	1%	0%
OTHER RACIALIZED COMMUNITIES	22%	24%	25%	24%	27%
2SLGBTQIA+	8%	11%	10%	13%	10%
PERSON WITH A DISABILITY	11%	10%	9%	13%	9%
NEURODIVERGENT	N/A	N/A	16%	16%	20%
IMMIGRANT	10%	17%	15%	18%	19%
GENDER-DIVERSE	0%	1%	1%	1%	0%
WOMEN	75%	80%	78%	77%	77%
MENTAL HEALTH CONDITION	34%	43%	30%	24%	21%

INCORPORATING EDI IN OUR WORKPLACE HIGHLIGHTS

EDI work is an ongoing journey of learning and collaboration. To bridge the gap between our values and practice, we have anchored our approach in continuous learning and equity centered initiatives. By focusing on knowledge, skill-building and impact, we are embedding EDI into our agency culture and decision making. The following section details our significant actions and future priorities as we work toward a more equitable workplace.

EDI TRAINING

Over the past couple of years, we've conducted several EDI training sessions for our team. Our Senior Leadership Team completed a six-month program on racial equity and systemic racism, which was an external program consisting of self-paced online modules, supplemented by internal group discussions. Additionally, leaders at Citizen participated in microaggressions training offered by the EDI team at Plus Company in the Fall of 2024. This same training was offered to all Citizens in the Fall of 2025 and Winter 2026.

EDI COMMITTEES

For several years, we have maintained a comprehensive EDI committee structure to support both global and local priorities. Our Global EDI Committee includes representatives from different regions and teams who work together to implement our overarching EDI Action Plan. Additionally, each region has a Local EDI Committee or team dedicated to implementing initiatives that align with localized needs and partnerships with local EDI organizations. Their work has included:

- Celebrating cultural moments through creative mediums such as theatre and film screenings.
- Supporting local businesses by purchasing office lunches from vendors from equity-deserving communities.
- Communicating important cultural moments through our internal google chat.
- Supporting the creation and implementation of global initiatives.

This approach ensures that our EDI efforts remain aligned on global scale and relevant to the communities we operate in.

INCORPORATING EDI IN OUR WORKPLACE HIGHLIGHTS

AFFINITY GROUPS

Formed in 2025 as a direct result of team feedback, we established three affinity groups for racialized, neurodivergent, and 2SLGBTQIA+ employees. These groups prioritize community building and connection, offering an environment for equity-deserving staff to share unique experiences, identify specific needs, and cultivate a genuine sense of belonging. They also offer valuable opportunities to share actionable recommendations to enhance our agency, all while encouraging connection across our global regions. We will continue to evaluate the impact of this program and look forward to introducing additional groups as the needs of our team evolve.

MENTORSHIP PROGRAM

Recognizing that professional development is a critical priority, we launched our internal mentorship program, which is designed to foster professional growth, knowledge sharing, and connection within Citizen. Our 2023 EDI survey highlighted that 88% of employees expressed interest in a Citizen-specific program, which directly informed this initiative. Our inaugural cohort successfully connected 21 pairs, and we are now prioritizing the launch of a new cohort in Fall 2026, with a continued focus on fostering meaningful connections to drive equitable career development for all Citizens.

INCORPORATING EDI IN OUR WORKPLACE HIGHLIGHTS

POWER OF WORDS DECK

We launched *The Power of Words* deck in 2025. This employee guide breaks down common industry and everyday terms that carry harmful historical roots, offering simple, alternatives. The deck features specific guidance for both English and French contexts, alongside scripts to help teams address microaggressions and handle feedback constructively.

NEURODIVERSITY GUIDE

Throughout 2025 and 2026, we worked on *The Neurodiversity Support Guide*, which we are now finalizing for an agency-wide rollout. The deck is designed to help everyone at Citizen better understand neurodiversity, support their colleagues, and access available resources. We are also partnering with our Plus Company Talent team to develop an accommodation form specifically for neurodivergent employees.

CAREER ARCHITECTURE & COMPETENCIES

In 2025, we launched our first-ever global Career Architecture framework, a significant agency-wide initiative designed to bring greater transparency, consistency, and equity to career development across all teams and regions. As part of this work, we also introduced refreshed, simplified role competencies, providing clearer expectations for every role and making it easier for employees to understand what success looks like at each stage of their career. Together, the framework established clearly defined career pathways and salary pay bands for every level of the agency, giving Citizens greater visibility into growth opportunities while helping managers provide more meaningful feedback and support stronger development planning through Culture Amp. By creating a consistent approach to performance, promotion, and compensation decisions, these tools help reduce bias, promote fairness, and ensure all employees have equitable access to career advancement and development opportunities across Citizen.

INCORPORATING EDI IN OUR WORKPLACE HIGHLIGHTS

COMPETENCIES

In 2025, we rolled out an updated agency-wide competency framework designed to bring greater clarity, consistency, and equity to career growth at Citizen. The refreshed competencies provide transparent expectations for every role level, helping employees understand development pathways and enabling managers to make more objective performance and advancement decisions. EDI principles are woven throughout the framework, including expectations around inclusive leadership, collaboration, and fostering a positive workplace culture, ensuring our values remain central to how we develop talent across the agency.

MOVE IN MAY CHALLENGE

In May 2024, we launched our inaugural Citizen Move in May Challenge to mark Mental Health Awareness Month in the US and Mental Health Awareness Weeks in Canada and the UK. The initiative encouraged everyone to get active through any exercise they chose, tracking their minutes on a Google sheet to enter a draw for gift cards. In 2026, we shifted the challenge over to Kudos, which we use for recognition at Citizen. Through this update, employees can now earn 50 points every week by sharing proof that they hit the weekly target steps or exercise minutes in activities like yoga, cycling, or swimming. Ultimately, the challenge serves as a consistent, rewarding way to keep physical movement top of mind to help support our team's overall mental wellbeing.

KUDOS EDI INCENTIVES

In early 2026, we launched Kudos across all regions, a new platform Citizen Relations is using to recognize everyday contributions, celebrate milestones, and foster a stronger workplace culture. Beyond general recognition, the platform integrates our values into daily interactions by featuring dedicated EDI related awards and initiatives, such as the Inclusion Ally recognition, to directly highlight and celebrate the EDI work being done by Citizens across all regions.

INCORPORATING EDI IN OUR WORKPLACE: PRIORITIES FOR 2026/2027

PROFESSIONAL DEVELOPMENT GUIDE:

Professional development is a top priority at Citizen, and that starts with a deeper understanding of inequity. We are creating a manager guide focused on embedding EDI principles into career growth so we can better support every single employee.

NEURODIVERSITY TRAINING:

To build on our existing neurodiversity guide, we will roll out specialized training for managers to help them effectively support and champion our neurodivergent team members.

HIGH SCHOOL AND COLLEGE OUTREACH:

Our industry needs better representation, so we are taking our Intro to PR presentation directly to high schools and colleges with diverse student bodies. The goal is to open doors early and make sure more people from equity-deserving communities see PR as a viable career path.

DIVERSE JOB BOARDS:

To continue diversifying our talent pool, we are expanding our reach to job boards that have deep engagement with equity-deserving communities, ensuring our listings reach a wider and more diverse group of candidates.

HIRING MANAGER TRAINING:

To build on the training offered by our Plus Company talent partners, we are developing a session for hiring managers focused on systemic barriers in recruitment. This will help managers better recognize and mitigate biases when evaluating candidates, including how we view non-traditional backgrounds and international work experience.



EDI IN OUR WORK

EDI IN OUR WORK UPDATES & PRIORITIES

At Citizen, we recognize the power we have to influence our industry and the stories that are seen and heard. For us, EDI isn't just an internal initiative, it's a core principle woven into the work we do for our clients. By applying our EDI values to our daily work, we help shape conversations that matter and amplify a diversity of voices in our communities. We know this work has its challenges, whether they're shaped by politics, world events, or shifting priorities, but it's a commitment we will continue to uphold. .

INFLUENCER WORK

We recognize that we have a responsibility to ensure that the influencers we partner with represent a broad spectrum of identities and lived experiences. We are in the process of finalizing a guide that outlines key principles for integrating diversity in influencer selection, messaging, campaign structure, and measurement. We are focused on creating long-term, sustainable change, ensuring we move beyond tokenism and build genuine connections.

PAIR

Through Plus Company Canada, Citizen continues to participate in the Canadian Council for Indigenous Business' Partnership Accreditation in Indigenous Relations (PAIR) program. We are currently in the second stage of the program and are focusing on building meaningful connections with Indigenous communities in the regions we work in, committing to economic reconciliation and addressing barriers to both representation and retention.

WORKING GROUP

Last year, we launched a working group to develop a guide for applying an EDI lens to our work. We've now created a guide that is built on the belief that every campaign is an EDI campaign. It provides a clear roadmap for when and how to embed EDI into our client work, including how to engage with our internal EDI experts. Our next priority is to ensure all Citizens have the tools and resources they need to apply this lens.

SUPPLIER DIVERSITY

In our last report, we shared our goal of having at least 80% of our vendors complete our new demographic questions. We are finding that this process takes more time than anticipated and progress has been slower than expected. However, we remain fully committed to this initiative and are currently evaluating our approach to better encourage vendor engagement and improve our tracking.

We are partnering with Plus Company to develop three major initiatives that will be used and adapted by agencies across the entire network.

PRO BONO GUIDE

This guide establishes a standardized framework to help us transition from reactive, ad hoc charitable support to a proactive, strategic partnership model. It outlines how we select partners aligned with our values, ensures pro bono work is managed with the same professional standards as paid client accounts, and provides a clear framework for measuring social impact.

COMMUNITY PLAYBOOK

This playbook will provide practical guidelines for scoping, partnering, compensating, communicating, and following up with historically marginalized communities. It includes real-world examples of what good partnership looks like, along with common mistakes to avoid.

IMPACTFUL VOLUNTEERING GUIDE

We are working on a guide to help us move away from one-off volunteer events and focus on sustainable, strategic impact. Volunteering is an important part of our culture, so we want to plan ahead to ensure our time and energy create a real, lasting impact.

EXAMPLES OF OUR WORK



DIVERSITY ACTION ALLIANCE

A 2026 POWER COLLECTIVE ORGANIZATION

This distinction recognizes a select group of organizations whose sustained commitment, leadership, and engagement continue to advance inclusive communications and organizational transformation. The Diversity Action Alliance recognized that at a time when many organizations have chosen to step back from this work, Citizen Relations' continued leadership, participation, and support have helped demonstrate the power of collective action.

F2025 G.E.M.S. AWARD

The G.E.M.S. Honors (Growth in Equity is a Measure of Sustainability) by the Diversity Action Alliance (DAA) is a prestigious award recognizing outstanding diverse leaders in the public relations and communications industry. It celebrates professionals who drive equity, challenge the status quo, and shape the future of communications. Citizen's Director, Content Marketing, Jordan Hernandez was honored as a G.E.M.S. honoree in 2025 making the Top 25 list for her achievements in the industry and her work celebrating EDI.



TAYLOR
BENNETT
FOUNDATION

TAYLOR BENNETT FOUNDATION



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



Over the past three years at Citizen London, we have supported the Foundation's mission by taking part in some of their programmes.

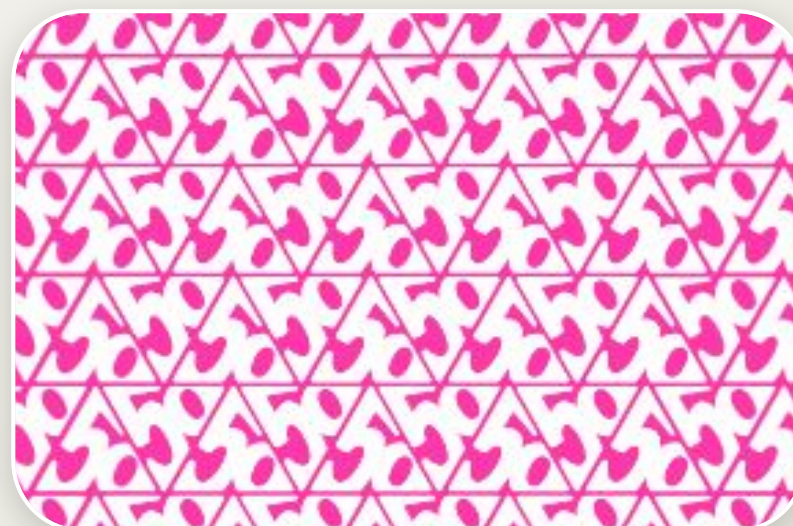
This year we continue our partnership with Taylor Bennett, and will be welcoming an intern from their Summer Stars Programme.

**THE
519**

**NEVER
STOP
SERVING**

For half a century, The 519 has been at the forefront of Canada's queer liberation movement and the heartbeat of Toronto's 2SLGBTQIA+ community.

To mark its 50th anniversary, the organization needed a strategic narrative and brand identity to honor the last five decades while reasserting its core mission for the future.



To build an authentic narrative, the process began with internal stakeholder consultations to deeply understand the organization's unique context. Through this discovery, distinct creative territories were developed to shape the overall campaign platform, story, and tone.

The campaign leveraged a powerful community insight: the ongoing movement for justice is a beautiful opportunity to continuously adapt the ways The 519 can support and protect their community. This outlook birthed the anniversary platform and core wordmark: "Never Stop Serving". The phrase operates as a double entendre, honoring The 519's deep legacy of community care through times of crisis, while playing on the iconic queer slang of 'serving' unique personal expression.

Citizen Relations partnered with The 519 to develop the strategic narrative, 50th-anniversary visual identity, and a comprehensive communications plan that provided executorial guidance for the diverse programming taking place throughout the year. By tying every event and activation back to the central "Never Stop Serving" narrative, the plan established a unified framework across all organizational channels.

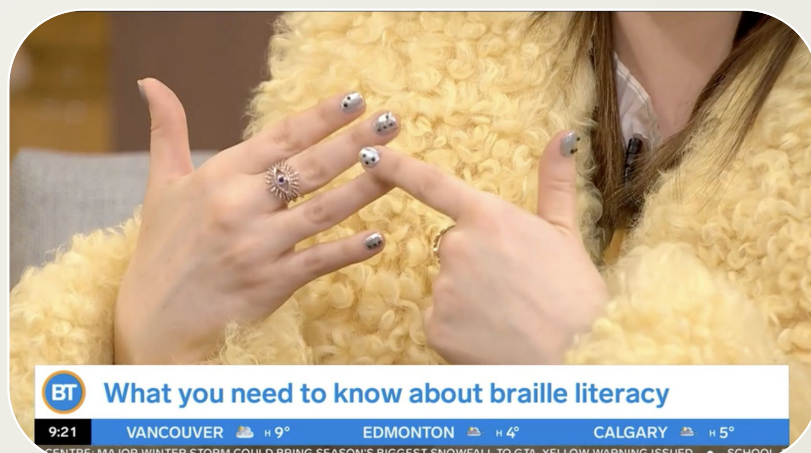
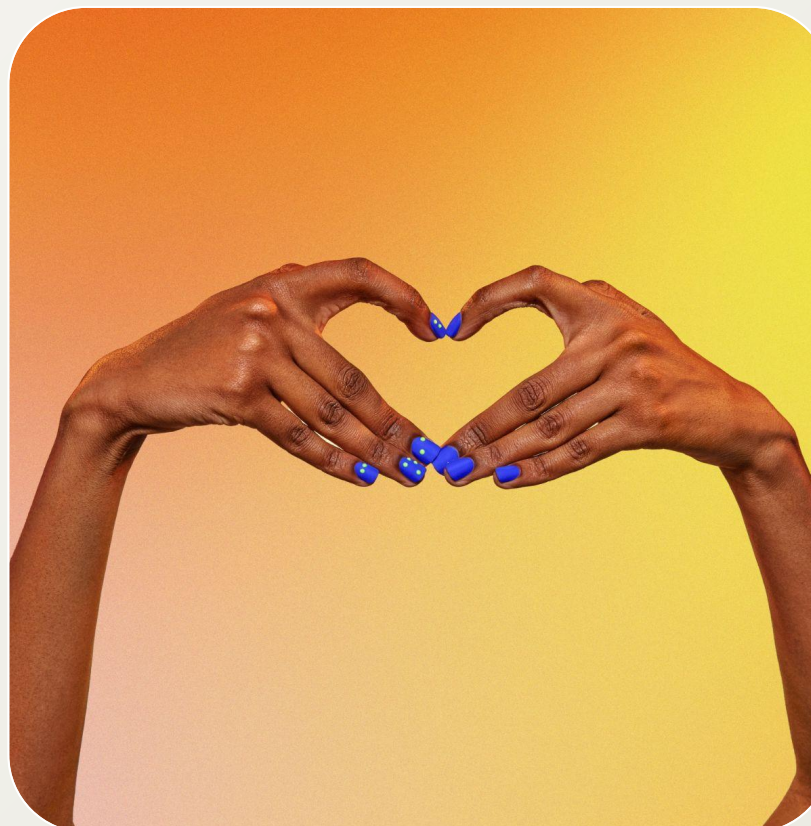
Driven by this new visual identity celebrating the community's resilience, the campaign successfully honors five decades of queer liberation while charting a vibrant, unified pathway forward for the next 50 years.



BRAILLE NAILS

Citizen Relations partnered with CNIB, the country's leading organization supporting people who are blind, Deafblind or low vision to launch Braille Nails.

The campaign raised awareness for Braille Literacy Month with the goal of driving education and changing social attitudes around blindness to create a more inclusive Canada.



For people who are blind, braille is a lifeline that opens up new worlds of imagination, understanding, and integration with the world around them. But braille comprehension has been on a steady decline for years, and currently as few as one in ten people who are blind can read it.

Unlike the roman alphabet or ASL, braille is rarely witnessed by the broader public. So to get everyone on board with saving it, we had to take it out of books and libraries and out into the world in an unmissable way.

In partnership with Canadian salon, THE TEN SPOT, we harnessed the growing popularity of nail art to turn conversations about braille literacy into a trend people could take part in - and ultimately lend a hand.

In collaboration with notable blind influencer, Molly Burke, Citizen executed a national media relations campaign, influencer and local events strategy to spread the word and engage Canadians from coast-to-coast - turning a manicure into a movement.

The initiative highlighted braille as a cornerstone of learning and independence for people impacted by blindness and positioned CNIB as a leader in the space.

ORGANIZATIONS WE SUPPORT



LOOKING AHEAD

LOOKING AHEAD

We are incredibly proud of the commitment every Citizen has shown to this vital work, alongside the support from Plus Company. While we celebrate these milestones, we recognize that our journey toward true equity and inclusion is ongoing, and we still have a lot more to do.

Meaningful impact in EDI work can sometimes be slow to materialize, and this path does not come without its challenges, including shifting industry priorities or the complexities that come with dismantling systemic barriers. We are grateful that our teams continue to live by our values and remain steadfastly committed to this work for the long term.

As we look toward 2026 and beyond, we are committed to embedding EDI principles directly into our business practices and daily decision-making to ensure that our work environment is one where everyone feels they can be their authentic selves and thrive. These findings to inform our priorities for the upcoming years.





APPENDIX

EDI SURVEY BELONGING AND INCLUSION QUESTIONS:

Survey Results	2023			2024			2025		
	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
I feel that I can openly express my ideas, opinions and beliefs, even if its in opposition to the majority.	71%	18%	10%	69%	22%	9%	70%	25%	6%
I am comfortable approaching my manager about any concern I may have regarding equity, diversity and inclusion matters. (The 2022 survey included “ and they will handle it appropriately”)	82%	14%	4%	85%	10%	5%	82%	13%	6%
I feel like I have access to the same opportunities as others at my level to advance in my career.	71%	19%	10%	70%	20%	10%	73%	22%	5%
I feel that administrative tasks that don’t have a specific owner are fairly divided between people at the same level of seniority.	60%	23%	16%	58%	27%	15%	59%	25%	16%
My day-to-day experience at work negatively impacts my mental health.	23%	29%	48%	19%	34%	47%	21%	32%	47%
I feel that my managers are active supporters and listeners when it comes to mental health concerns related to my work life.	76%	19%	5%	76%	22%	2%	72%	24%	4%

EDI SURVEY BELONGING AND INCLUSION QUESTIONS:

SURVEY RESULTS	2023			2024			2025		
	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
I feel like I belong at Citizen.	78%	20%	2%	81%	14%	6%	83%	16%	2%
I feel respected at Citizen.	84%	14%	3%	86%	10%	4%	89%	10%	1%
Offensive comments on my identity, lifestyle, personal beliefs, including but not limited to: race, ethnicity, gender, mental health, financial status, caregiver status, sexual orientation, and disabilities, are not tolerated in my team.	89%	8%	3%	94%	4%	2%	90%	7%	2%
I feel comfortable to speak out against overt or implied discrimination and/or microaggressions.	78%	17%	5%	79%	15%	6%	79%	17%	4%
I can be my authentic self at work if I choose to do so.	77%	18%	5%	84%	10%	6%	82%	14%	3%

EDI SURVEY BELONGING AND INCLUSION QUESTIONS:

SURVEY RESULTS	2023			2024			2025		
	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree	Strongly Agree/ Agree	Neutral	Disagree/ Strongly Disagree
I know everything about our commitment to EDI. (The 2022 survey combined this question with the one below).	56%	27%	18%	59%	24%	17%	60%	28%	13%
I know where to find out more information about our commitment to EDI.	55%	25%	20%	64%	20%	16%	70%	20%	10%
Citizen’s commitment to EDI is communicated adequately on social media, job postings and other external channels.	69%	24%	8%	56%	35%	9%			
Citizen actively makes the choice to work with clients who prioritize EDI.	42%	41%	16%	36%	48%	16%			
Citizen leadership does enough to question, stand up to, or redirect clients when their approach to campaigns is not EDI-first or people-first.	46%	44%	10%	46%	40%	14%	50%	34%	17%

The image features a solid black background with a repeating pattern of the word "ZEN" in a white, bold, sans-serif typeface. The text is oriented vertically, rotated 90 degrees counter-clockwise, and is arranged in a staggered grid that creates a sense of depth and movement. The high contrast between the white letters and the black background makes the pattern stand out prominently.

