



BUILDING BRIDGES

2015 CORPORATE RESPONSIBILITY REPORT

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Building bridges - forging real, meaningful ties

by Valérie Beauregard, Executive Vice-President, RES PUBLICA Consulting Group

In our first Corporate Responsibility Report published in 2009, we wrote, “With the wide range of social, environmental, governance and, most recently, economic issues facing companies, governments and civil society, never has this approach to ‘walking the talk’ been more important or more appropriate.” Seven years later, this still holds true.

Our commitment to corporate responsibility is evident in our everyday actions and expressed in many ways in each of our markets, from community engagement and green initiatives to our professional development program and the example we set in ethical conduct.

One of the Firm’s key values is social investment. We do pro bono work for projects that have a positive social or environmental impact while enabling us to expand our network. We encourage all our employees to get involved in their community and to take pride in our collective and financial contribution to a wide variety of causes.

By investing in society, we are building bridges. Our aim is to forge real, meaningful ties with the right people, at the right time and in the right way. Community engagement is one of the key characteristics we look for in our partners, who play a vital role as ambassadors in raising the Firm’s profile.

In the spirit of commitment and giving, Andrew Molson, chairman at RES PUBLICA Group, agreed to serve as co-president of Centraide [United Way] du Grand Montréal’s 2015 annual fundraising campaign, along with Éric R. La Flèche, president and CEO of Metro.

▼
A seasoned businessman, inspiring partner and prominent philanthropist, Andrew is also committed to his community, which makes him an ideal spokesperson in this important role for Centraide.

Andrew believes it is important to instill the value of giving back and often advises successful young entrepreneurs who are ready to invest in their community. *"In this social media era, everyone wants their voice to be heard. Creative people are the ones who take stock of what's available and build bridges. They focus on how to improve what already exists. If you want to participate in your community, you should do it with others, not just on your own,"* he said in a recent interview in *Les Affaires*.

Every year, RES PUBLICA donates over 7,000 hours to charitable organizations, and we choose the partners that receive our volunteer services with great care and attention. In addition to providing professional services, our employees generously give of their time and energy to many different initiatives, from delivering meals to organizing food and Christmas toy drives. With regards to Centraide, our long-standing relationship began with our founding president, Luc Beaugard, more than 20 years ago. It was a cause he held dear and also viewed as necessary. My father often said, "To receive, you must first give." His motto has become that of the Firm he founded in September 1976.



A record campaign for Centraide in Montreal!

Every year, the Montreal offices of RES PUBLICA and NATIONAL pool their generosity, commitment and creativity for the Firm's annual Centraide [United Way] campaign.

Inspired by Andrew Molson, co-president of the 2015 Centraide du Grand Montreal campaign, the Firm's committee, headed by Kristin Gable, organized a flawless campaign that allowed us to break our previous record.

Gregory Charles, Andrew Molson and Christiane Germain at an unforgettable evening for employees of the Montreal offices of NATIONAL and RES PUBLICA to wrap up the 2015 Centraide campaign.



Both financially and through their active involvement, employees made a record contribution this year, raising more than \$66,000 in just over a month with the help of the Firm's matching contributions. Through donations, selling (and enjoying) baked goods, volunteering, organizing events and unprecedented participation, the team demonstrated commitment that would have made our founder, Luc Beaugard, proud. The activities were not only entertaining for employees but also made them aware of Centraide's importance and the real difference it makes through public donations and engagement.

From the traditional auction hosted by Paul Wilson and afternoons delivering meals with Santropol Roulant to the quiz hosted by Gary Arpin and the sale of home-baked treats, everyone contributed to the 2015 campaign's spectacular success. The undisputed high point of the campaign was a special evening featuring RES PUBLICA's chairman Andrew Molson, co-president of Groupe Germain Hôtels, Christiane Germain, and multidisciplinary artist and singing sensation Gregory Charles.



Between anecdotes and a few peals of laughter, Gregory added a musical flourish to the repartee of the two hosts, performing at the piano as only he can do. In return for additional donations to Centraide, audience members were able to make special requests to the virtuoso. A true gentleman, Gregory was not only generous with his time and talent, but also with his money, contributing a few dollars to the amount raised between two songs.

To conclude the event, young musicians from the Côte-des-Neiges Black Community Association (founded by Gregory's father) gave an impressive performance on steel drums, even surprising Gregory with an instrumental rendition of his song *I Think of You*.

Congratulations to Kristin Gable and her committee members—Marilie Beaulieu-Gravel, Andrea Wong, Gabriel Beauséjour, Maxime-Élisabeth Illick and Yasmany Morales from NATIONAL, Catherine Cosgrove from RES PUBLICA and Chad Jeudy-Hugo from Cohn & Wolfe.

Developing our human capital



“

Every year, dozens of employees engage in VLM training sessions led by experienced consultants at their respective offices. During these sessions, participants are presented case studies and scenarios that support an enriched learning experience.

Emma Kenny,
Lead, VLM Steering
Committee



“

The information in the VLM session is directly relevant for anyone working in a consulting firm, and gave me valuable insights into managing client relationships.

Yasmany Morales,
Associate and VLM
training participant, 2015

”

Ever since it was founded, NATIONAL has invested in its employees' professional development. Through the NATIONAL Institute (iNi), we offer a comprehensive range of training and professional development programs across the network to help our employees hone their skills and expertise.

One of the key initiatives in our program is the Visionary Leadership Model (VLM), our primary framework for working together, learning and delivering client value. Under the guidance of Emma Kenny, partner at AXON London, who leads the VLM Steering Committee, a two-day training session on the model is offered once a year to new hires.

The VLM is a cornerstone of our commitment to professionalism. It combines NATIONAL's distinctive service philosophy with analytical tools and practical approaches to build enduring client relationships and rewarding careers at the Firm. For close to 40 years, we have advised clients nationally and internationally in the context of thousands of mandates. We have learned that by systematically and rigorously making the best use of our team of professionals and our practices, we can optimize opportunities for both our clients and our Firm.



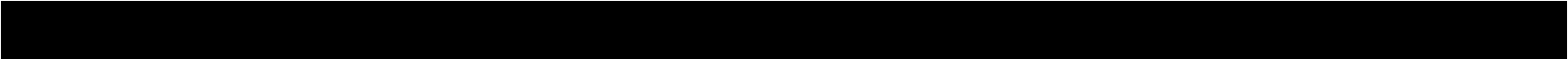
ACHIEVEMENT AWARDS



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NATIONAL celebrates the outstanding contributions of 28 employees with its Achievement Awards

Because we believe it is important to acknowledge talent, NATIONAL starts every year by presenting Achievement Awards to employees whose work embodies the Firm's values and vision, promotes its development and bolsters its leadership position. The awards were presented at ceremonies held in each of our offices throughout January and February.



The Firm is proud of its 2015 Achievement Award recipients:

COMMITMENT AND COLLABORATION ACHIEVEMENT AWARD

Neil Anderson (NATIONAL Equicom, Toronto)
Neil Babaluk (NATIONAL Calgary)
Dolores Sebellin (NATIONAL Vancouver)
Laurel Taylor (NATIONAL Halifax)
Gabriel Beauséjour (NATIONAL Montreal)
Juliane Landry (NATIONAL Quebec City)
Anthony Melito (AXON New York)
Ronnie Henderson (AXON London)
Karley Ura (AXON London)

BUSINESS DEVELOPMENT AND MANAGEMENT ACHIEVEMENT AWARD

Nancy Arab (NATIONAL Calgary)
Stephanie McGrath (NATIONAL Halifax)
Stephanie Lyttle (NATIONAL Montreal)
David Veillette (NATIONAL Montreal)
Yvan Loubier (NATIONAL Quebec City)
Mark Khan (AXON New York)

SUPPORT SERVICES ACHIEVEMENT AWARD

Aishling Rose Durnin (NATIONAL Toronto)
Darcie Muise (NATIONAL Halifax)
Hélène Losier (NATIONAL Montreal)
Rachel Perkins (AXON London)
Andy Monk (AXON London)
Jules Cheetham (Madano, London)

VISIONARY LEADERSHIP MODEL AWARD

Diana McLachlan (NATIONAL Toronto)
Marc Poisson (NATIONAL Montreal)
Elisabeth Mozel-Jury (AXON London)

INNOVATION AWARD

Marjorie Cliche (NATIONAL Toronto)
Alex McMillan (NATIONAL Vancouver)
Christiane Mallaley (NATIONAL Halifax)
Boris Ung (NATIONAL Montreal)

The Luc-Beauregard Award

Every year, the Firm also honours exceptional achievement with two special awards.

Presented to the most outstanding local winner, the Luc-Beauregard Award—in memory of our founding chairman—was awarded to Darcie Muise, traffic/production manager at NATIONAL's Halifax office.

"Darcie is not only highly valued by her peers, but she also exemplifies all the qualities we look for in an employee," said Valérie Beauregard, executive vice-president. "The quality of her counsel, her productivity, her attention to detail, her commitment to always aim higher and her community involvement speak volumes about the kind of person she is. And it really looks like she's found that magic formula for balancing work and family life."



The NATIONAL Way Award

The NATIONAL Way Award, one of two international awards, is presented to the person who best represents the Firm's values of quality, innovation, engagement, respect, collaboration, integrity and responsibility, in addition to epitomizing the Visionary Leadership Model. This year's winner, Kim West, partner and chief client officer, joined the Toronto team in January 2015 after more than 12 years at our Halifax office.

"Kim is known across the NATIONAL network for her enthusiasm for working as a team and collaborating with colleagues at other offices. Her brilliant career with the Firm attests to her great leadership. Those who work with her know she pays unwavering attention to the interests and the success of her clients and colleagues. Her community involvement is an example for all and contributes significantly to developing NATIONAL's brand and reputation," said Jean-Pierre Vasseur, president and CEO.

In addition to excelling in her duties at NATIONAL, Kim also chairs the board of the Medavie Health Foundation and is director of Medavie Inc. She is also vice-chair of the board of governors of St. Francis Xavier University and a member of the International Women's Forum of Canada. She often speaks on the topic of women's leadership and strategies for building confidence and reputation.

Kim is an accredited member of the Canadian Public Relations Society and has been inducted into the CRPS College of Fellows. In 2013, she obtained certification from the Institute of Corporate Directors and is a member of the Institute's Toronto chapter.

ACHIEVEMENT AWARDS

"This is a really stimulating time for us, as NATIONAL enriches its culture and makes strategic investments in research, analysis, creative and digital to help its clients build authentic ties with their target audiences," said Kim. *"It's a privilege to receive this award and to be part of such a forward-looking team."*

Congratulations to the 2015 winners!



THIRTEEN THIRTEEN

OUT OF

Number of offices*

with paper, can and bottle recycling programs

with a battery recycling program

with an ink cartridge recycling program

with an IT equipment recycling program

that have green committees in place

*with five employees or more



Environmental performance

Our Firm's environmental performance is a priority for management and employees alike.

The indicators used to evaluate our success in this area show that in 2015, NATIONAL was able to further reduce its environmental footprint by improving existing programs and introducing new initiatives.

Several of our offices took advantage of a move to encourage more environmentally responsible behaviours, for example, by installing computerized systems to control air conditioning and lighting. The local green committees at each office again came up with imaginative ways to bring our environmental commitment to life. Six of our offices expanded their recycling and reuse efforts to include computer equipment and electronic devices, compostable waste as well as used furniture and clothing.

Two initiatives in 2015 are worthy of specific mention. First, the Firm stepped up its efforts to digitize its financial transactions, from

60% to 80%. In addition to being faster, digital transactions help reduce paper use in our offices, and for our clients as well. We are aiming to process 90% of our financial transactions digitally by the end of 2016, from electronic employee pay statements to supplier payments and payment of invoices issued to our clients.

The digital Christmas card featuring our employees' favourite holiday recipes was a huge hit in 2014. We repeated the exercise in 2015, designing a digital card that featured GIFs of each of our employees in festive holiday mode.

In addition to reducing our consumption of card stock and envelopes, our electronic greeting cards have been so successful that several of our clients have asked us to design digital Christmas cards for their own use! It's an enjoyable way to improve our environmental performance.



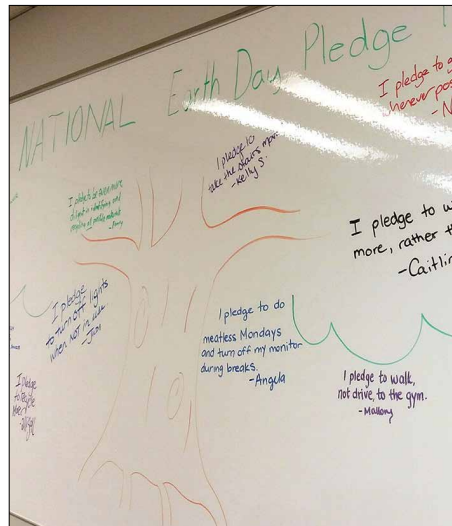
Calgary

The whole is greater than the sum of its parts

That rang especially true this year in the Calgary team's efforts to be greener. On Earth Day, we did an office-wide power-down during the lunch hour. Monitors and lights were turned off and we enjoyed our lunches via natural light through the windows. Additionally, we each pledged to be greener and more active throughout the year and inscribed these declarations on our Earth Day Pledge Tree. Some examples of our pledges were:

- take the stairs more often
- walk to the gym instead of driving
- source more locally produced food
- go paperless whenever possible.

These individual pledges added creativity to our green efforts and culminated in a bigger impact on energy use and the environment.



As the weather got colder, we turned our attention to the people in our city who have begun to feel the effects of the economic downturn. In October, the Calgary office held a clothing drive and donated a heaping pile of warm clothes to the Calgary Drop-In Centre. Right before Christmas, we held a food drive and donated a large bin of food and cash contributions to the Calgary Food Bank. Alberta food banks were called upon to help significantly more people this year, and the Calgary employees were happy to be able to provide assistance.

The Calgary employee Earth Day Pledge Tree

GREEN INITIATIVES

Toronto

With a big move comes great opportunity

The Toronto office is committed to reducing its impact on the environment through conscientious, responsible choices. Our big move into a new office space was a great opportunity to strengthen this commitment. We recycled most of the materials from the old office: instead of purging old corporate items (shirts, pens, notebooks), we donated them to students in need. The new office also boasts energy-efficient lights set on a timer to regulate use, a digitally optimized climate control system and dedicated waste, metal and paper containers in all meeting rooms.

We have also made an effort to reduce paper use by setting all printers to print on both sides by default, as well as using printer paper that is Forest Stewardship Council-approved and certified by the Rainforest Alliance. Some of our other supplies, including post-it notes, are made from recycled materials.

Finally, the building we call home was awarded LEED Platinum status in the summer of 2015 and is one of only five buildings across Canada to achieve this designation. This means the building's landlord and all tenants have agreed to try to adhere to strict environmental standards. These standards include regulations of electrical and mechanical usage, use of high-efficiency equipment, rain harvesting, use of environmentally friendly cleaning and maintenance products, and strict waste diversion and recycling standards to reduce the impact on landfill sites.

Looking forward to the rest of 2016, we hope to increase participation in office-wide recycling by ensuring all team members are properly educated on the options available on site.

Montreal

Raising awareness in a friendly atmosphere

The Montreal office Green Committee brings together employees who take the environment and social causes to heart. Here are three activities that enjoyed great success in 2015:

Organized swap and environmentally friendly lunch for Earth Day

On April 22, 2015, the Montreal office celebrated Earth Day with the launch of the 2014 CR report, hot off the presses, produced by a team of contributors throughout the network. For this occasion, employees gathered to feast on an environmentally friendly lunch: healthy, locally sourced ingredients with reduced environmental impact. The caterer, Bernard Sauriette Jr., was also invited to speak about his inspiring business model. To wrap up the event, employees held a friendly swap meet, contributing items they no longer needed and trading them for others. One person's clutter is another's treasure!

Giving electronic devices a new lease on life

With technology a ubiquitous and continually evolving part of our lives, we often end up with obsolete electronic devices. The Montreal office invited Dominique Lévesque from the Electronic Products Recycling Association (EPRA-Québec) to a lunch-and-learn to explain the importance of recycling electronic devices and how to do it in a responsible fashion.

EPRA-Québec is a NATIONAL client that is conducting a far-reaching information and awareness campaign to encourage the recycling of electronics province-wide.

NATIONAL and Keurig, proud partners for a greener future

With a new program to recycle coffee pods from Keurig Canada, client and coffee supplier at the Montreal office, employees can now enjoy a cup of coffee with a clear conscience: the used pods are collected in dedicated bins and sent to a cement plant where they are used as fuel, thereby significantly reducing greenhouse gas emissions associated with making cement. The initiative also helps reduce the amount of waste that ends up in landfill sites.

Quebec City

A well-established recycling habit

Collecting returnable beverage cans to raise funds for Les Amis de Samuel is now a tradition at the Quebec City office. Through this initiative, we are able to provide increasingly well-stocked Christmas hampers to underprivileged children in our community.

We have stopped buying five-gallon water bottles and instead are using tap water that has been filtered and chilled in a distributor. We have adopted biodegradable cleaning products at the office and now purchase reusable office supplies, such as refillable pens.

We continue to pay particular attention to recovering waste paper and being smart about our paper use when printing. We also encourage our employees to take the stairs rather than the elevator and to walk or cycle instead of driving to and from work. Our watchword for 2016: Let's strive to be green, in and out of doors!

Atlantic

A simply sustainable office culture

NATIONAL Atlantic strives to maintain a green work culture in our business practices. Internally, we take simple actions to help protect our environment, including the following:

- Most of our colleagues walk, bike or use public transit to travel to work.
- All of our computers are set to print double-sided, reducing paper usage.
- Recycling bins are prominently placed next to all printers.
- We compost food waste and recycle sorted materials.
- We request that our catering suppliers bring food in reusable containers, reducing use of disposable paper and plastic containers.
- We encourage staff and clients to communicate, whenever possible, by email or phone as opposed to printing out memos.

Healthy living and an active lifestyle are also priorities for NATIONAL Atlantic, and this is reflected in the work we do for our clients. In 2015, we both sponsored and participated in the Blue Nose International Marathon and Virtual Everest, an Arthritis Society fundraiser.

On an ongoing basis, we seek to contribute to projects that will improve the minds and bodies of Atlantic Canadians. That's why many of our corporate social events in 2015 involved activities such as sailing, hiking, walking and running.

AXON New York

Growing green

The AXON New York team grew by about 50% in 2015, but thanks to our green initiatives, our resource use footprint did not. Our green initiatives begin on the commute to the office, with one third of new hires taking public transit. At the office, all employees drink from reusable water bottles and coffee mugs, and we continue efforts to recycle our main consumables: paper and printer cartridges.

AXON London

Going green and getting involved!

2015 was a very busy year for AXON London. Not only did we move the whole team across the capital to our new offices in Waterloo, but we also made time to engage with various charities and get the office involved in many CR activities.

Before our big office move, the CR Committee successfully motivated the AXON London team to be mindful of the environment on Earth Day, by encouraging the use of the energy-saving search engine Blackle, turning off lights in meeting rooms and banning printing for the day (except for very urgent cases!). In addition, 98% of the office either worked from home, took public transit or walked/cycled to the office. We also encouraged the office to think about the impact of their food choices and held a vegetarian lunch, which everyone attended.



Madano

Going green for the big office move!

2015 was a very busy year for AXON London and Madano, as together we moved to our new offices in Waterloo. The new office was a fantastic opportunity to implement green initiatives in our day-to-day activities. Members of the CR Committee from AXON and Madano had input into the office planning process from the outset, leading to the choice of recycled carpets, energy-saving light systems, IT gadgets that reduce our need for printing, and bicycle storage and changing facilities.

As we do every year, the Madano team took part in Earth Day, working the entire day with only the natural light from our large windows, as well as limiting printing to a strict minimum.

Madano has always had a strong contingent of cyclists, with at least five employees who regularly cycle to work. September 5 was "Cycle to Work" day, and the regular cyclists took the opportunity to explain the Cycle to Work scheme offered by Madano and AXON London and encourage their colleagues to give it a try. We look forward to doing the same on September 14, 2016.



At NATIONAL, we are committed to investing in the communities where we do business. This too is about building bridges.



Social investment

In all the cities where we do business at NATIONAL, we strive to contribute not only to economic activity but also to the social fabric of the community. The needs are enormous—and we don't claim to be able to meet them all—but we're proud to have made the choice to support causes we hold dear. The maxim that guides our actions is simple: every gesture counts.

In 2015 alone, we devoted more than 8,500 hours to nearly 130 non-profit organizations in the markets where our offices are located. These non-profits are active in a wide range of fields, from healthcare, culture and humanitarian aid to promoting democracy and community development (for complete list, see page 16).

Our employees are proud to have provided these organizations with the know-how, experience, network and creativity on which NATIONAL's reputation is based. Our various teams bring enthusiasm and determination to their pro bono projects as they contribute to building a more caring society.

In addition to the projects listed, we also encourage our employees to volunteer personally in their community and to support causes they care about.

In all of these cases, we are motivated by the same desire to give back to society, to contribute to its development by putting our talents to work for projects that are important to the communities we serve across our network.

*The GGPA's latin motto means "The arts engage and inspire us".

“

It's fascinating to work with our colleagues across the country on an event of this scale. We really enjoyed the Gala, not only because of its remarkable quality, but also because we got to see the culmination of our efforts

Luc Levasseur,
director at our
Toronto office

”



The Governor General's Performing Arts Awards: *Artes nos tenent et inspirant**

A team of employees from four NATIONAL offices managed media relations for the Governor General's Performing Arts Awards for the second consecutive year.

The team ensured visibility and cross-Canada media coverage for the announcement of the winners and the awards ceremony itself.

Guests, elected officials, members of the arts and business communities and award winners appeared on the red carpet on their way to the pre-gala reception. The event, which was hosted by acclaimed Canadian actor Colm Feore, featured a variety of performers, including vocalist



*Mezzo-soprano Wallis Giunta sings in honour of Atom Egoyan at the Gala.
Photo by Greg Kolz*



*Serena Ryder on the NAC stage
Photo by Greg Kolz*

Our Calgary colleague Mallory McCredie with Sarah McLachlan at the Sarah McLachlan School of Music during the news conference to announce the winners



Serena Ryder, who sang Sarah McLachlan's "I Will Remember You", indie rock band Half Moon Run and mezzo-soprano Wallis Giunta, who sang in honour of Atom Egoyan. Walter Boudreau surprised the audience by conducting the NAC Orchestra in an excerpt from his "Asylum Waltz."

Short films about each of the winners made by the National Film Board were introduced by their friends and colleagues. The testimonial to Jean-Marc Vallée elicited much laughter, with the story of a Chinese video store owner who believes that the only filmmaker who matters is the one who gave us Wild and C.R.A.Z.Y. Needless to say, it was an evening of strong emotions and remarkable performances.

The NATIONAL team comprised employees from the Montreal, Ottawa, Toronto and Calgary offices.

Created in 1992 under the distinguished patronage of the late Right Honourable Ramon John Hnatyshyn, then Governor General of Canada, these prestigious awards are presented annually to Canadians whose accomplishments have inspired and enriched the cultural life of our country. Nominations for this highly acclaimed honour are submitted by members of the public to recognize artists who have made a lifetime commitment and contribution to the performing arts in Canada.

The 2015 recipients of the Lifetime Artistic Achievement Awards:

Walter Boudreau, C.M.

Composer, conductor and artistic director

Atom Egoyan, O.C.

Film and stage director, visual artist and screenwriter

Diana Leblanc

Actress and director

Sarah McLachlan, O.C.

Singer, songwriter, musician and humanitarian

R.H. Thomson, C.M.

Actor, director, producer and arts advocate

The Lifetime Artistic Achievement Awards are accompanied by two complementary awards. The **Ramon John Hnatyshyn Award for Voluntarism in the Performing Arts** was given this year to **Michael M. Koerner, C.M.**, while filmmaker **Jean-Marc Vallée** received the National Arts Centre Award, which recognizes exceptional achievement over the past performance year.

PRO BONO PROJECTS

A

Alliance des cabinets de relations publiques du Québec
Anne-Catherine Tanguay - Professional golfer
Art Gallery of Nova Scotia
Association des MBA de Québec

B

Big Sisters of BC Lower Mainland
Boehringer Ingelheim (Canada) Ltd. - Respiratory portfolio
Breakfast Club of Canada
Brigadoon

C

Canada Company
Canadian Blood Services
Canadian Foundation for Advancement of Investor Rights
Canadian Network for Maternal, Newborn and Child Health
Canadian Olympic Committee

Canadian Public Relations Society
Canadian Women's Hockey League
CDG2B
Centre for Art, Architecture + Design
Cenx Canada Inc.
CEPA Foundation
Cercle finance et placement du Québec
Children's Aid Foundation
Collège François-de-Laval
Comité de concertation et de valorisation du bassin de la rivière Richelieu
Connexion internationale de Montréal

Contemporary Calgary
Council of Ontario Universities
CREW M.
cSPACE Projects

D

Dalhousie Advisory Council
Diabetes UK
Distress Centres

Diving Plongeon Canada
Doors Open Halifax

E

ÉquiLibre

F

Fédération québécoise des échecs
FEED NOVA SCOTIA
Fibrose kystique Québec
Fondation du Cosmodôme
Fondation Hôpital Pierre-Boucher
Fondation Les Amis de Samuel
Fondation Québec Jeunes - Gala Accroche-Cœur

Fonds de développement du Collège Édouard-Montpetit
Fonds des Grands Amis du Devoir FORCE
Ford Motor Company of Canada Ltd
Francine Carthy Corbin - Author

G

Global Business Forum
Governor General's Performing Arts Awards
Governor General's Canadian Leadership Conference
Greater Halifax Partnership

H

Halifax Chamber of Commerce

Halifax Stanfield International Airport - Runway Run
HeartWood Centre for Community Youth Development
Hockey Canada
Home Hardware Stores Limited - Fall Market

I

Institute for Ocean Research Enterprise
International Association of Business Communicators
International Women's Forum

J

Jeunes Mécènes pour les Arts

L

La Jeune Chambre de commerce de Montréal
Lawn Summer Nights
Little Brothers

M

Marianopolis College
Martin Aboriginal Education Initiative
Medtech
Montreal Ronald McDonald House
Mount Allison University
Mount Saint Vincent University
Mouvement pour mettre fin à l'itinérance à Montréal

N

Nanny Angel Network
Nova Scotia Business Inc.
Nova Scotia Community College

O

Ontario Chamber of Commerce

P

Palliative Home-Care Society Foundation
Passages
Phoenix House
Photo Hélico inc.
Place des aînés de Laval
Pro-cadres services conseil s.e.n.c.
Prostate Cancer Canada
PwC Management Services LP - Women that Rock

Q

QEII Health Sciences Center Foundation

R

RCMP Foundation
Réseau Environnement

S

Sail Canada
Scotiabank Blue Nose Marathon
Second Harvest
Société québécoise des professionnels en relations publiques du Québec

Springtide Collective
St. Francis Xavier University
Stars de Montréal / Les Canadiennes de Montréal
State of the Province
Sun Life Financial, Quebec - "L'effet AI!"

T

The 519
The 6th Global Health Promotion Forum
The Arthritis Society
The Minerva Foundation
The Montreal Children's Library
The Mount Royal Club
The Pacific Club
The Reach Foundation
The Roméo Dallaire Child Soldiers Initiative
The Solution Lab
Toronto Region Board of Trade
Treble Victor Group
Turning Point Recovery Society

U

Université Laval - Jeux de la communication 2015

W

Women in Mining Canada
Women's Centre of Montréal

Y

YWCA - Rebâtir l'espoir

The Minerva Foundation for BC Women is a non-profit organization dedicated to changing the face of leadership in BC and elevating the visibility, influence and contributions of female leaders through awards and programs in the areas of education, leadership development and economic security.

Since its inception in 1999, it has helped more than 3,000 women and girls throughout BC make profound, lasting life changes.

NATIONAL provided media support and outreach to announce the Minerva Foundation's Face of Leadership™ Score Card report, in which 28 of BC's top companies were measured on women in leadership roles in their organizations. Eleven of those companies pledged their commitment to close the gender gap in a signing ceremony that took place at Jim Pattison's office on November 17, 2015.

In addition to helping the Minerva Foundation develop media materials and pitch to Metro Vancouver media, we also worked closely with Canada Newswire to build a micro-site complete with a web-friendly version of the news release, downloadable photos, and video and social media links. The micro-site made the information accessible and generated interest from local business media about this important topic.

Charity gift exchange

Over the 2015 holiday period, CR Committee representatives at NATIONAL's Vancouver office got into the festive spirit while supporting a local good cause by organizing a charity gift exchange. We were invited to draw a co-worker's name and an age between seven and 18. We then purchased a gift for a child-aged version of our colleague.

We then enjoyed a "Festive Friday" event, gathering around the tree to exchange gifts and guess who had bought our gift and the age for which it had been intended. Afterward, the gifts were donated to the Lower Mainland Christmas Bureau, a local charity that distributes toys, clothes and food vouchers to some 1,800 low-income families in Vancouver over the holiday period.

Helping change the face of leadership

MINERVA



NATIONAL provided media support and outreach to announce Minerva Foundation's Face of Leadership™ Score Card report. Eleven of the 28 companies featured in the report participated in a signing ceremony, pledging their commitment to promote opportunities for women in leadership roles in the future. Pictured: Jim Lightbody, president and CEO, BCLC, signs his pledge with Learning to Lead™ alumna Michelle Zhen Photo: Minerva Foundation

cSPACE gives Calgary an outlet for public art



NATIONAL's Calgary team on a hard-hat site tour of the King Edward building, which is being renovated as a creative work space for cSPACE artists. Left to right: Nichole Budd, Howie Thomson, Heather Reinsborough, Mallory McCredie and Caitlin Sparks

Calgary

AB

In the summer of 2015, NATIONAL began a relationship with cSPACE Projects, a social enterprise that supports communities of artists, non-profits and entrepreneurs working at the creative edge of change.

A team from the Calgary office took part in a site tour and creative brainstorming session, pursuing the development of the organization's value proposition and key messages. We also established a relationship with Reid Henry, president and CEO of cSPACE.

cSPACE's public art strategy presents a unique and exciting opportunity for local artists to roll up their sleeves and inject their creative talent into the local community, while being commissioned to curate an everlasting piece that will contribute to Calgary's overall public art landscape. This project has the ability to make dynamic art works accessible to tenants of the King Edward building, the surrounding site and the broader community.

NATIONAL has committed to providing up to \$10,000 to support the communications and public relations needs of a cSPACE venture in public art, should it receive a government grant for a public art program.

We are committed to working with cSPACE to tackle communications challenges and opportunities head-on. This partnership includes proving the value of cSPACE to corporate Calgary, showing donors how their contributions have made art initiatives possible, developing brand awareness and maintaining a place in public awareness, as well as engaging communities and targeted influencers.



Toronto

ON

The stars filled the sky—and The 519—for the eighth annual Starry Night fundraiser, held in conjunction with Toronto’s LGBTQ pride festival in June 2015.

For the third consecutive year, the Toronto office provided pro bono communications and media relations services in support of Starry Night, The 519’s premiere event during its Green Space Festival, the organization’s biggest fundraiser of the year.

The 519, a City of Toronto agency that offers innovative programs and services primarily for the LGBTQ community, welcomed more than 5,000 people to the Starry Night fundraiser in Toronto’s Church Street Village. Guests included Ontario Premier Kathleen Wynne, Toronto Mayor John Tory and politicians from all three levels of government, as well as business leaders, media personalities and numerous drag performers, including Trixie Mattel from the television series RuPaul’s Drag Race.

We provided communications counsel and managed all media relations for the festival, generating nearly 50 million impressions from major local and national news outlets across multiple media platforms.

With a strong commitment to diversity and inclusion, our office was proud to help make the event a success and to support the important work of The 519.



A Starry Night for *The 519*



NATIONAL's 519 Team from left to right: D'arci McFadden, Diana McLachlan, Andrew Gouveia, Luc Levasseur, Noah Gomberg and Anne Stevenson

NATIONAL tackles hunger with Purolator



Members of the Toronto CR Committee: Lillian Jia, Mark Sears Gamache, Laura Scutaru, Katelynn Thissen and Diana McLachlan

Toronto

ON

In the spirit of supporting our client Purolator's Tackle Hunger program, the Corporate Responsibility Committee in Toronto held a food drive challenge in October, asking employees to bring in as many food items as they could, especially priority items needed by the food bank.

Not only did our team surpass its objective, we completely shattered it!

As part of its commitment to help alleviate hunger in the communities where it operates, Purolator works closely with its employees, customers, partners, Canadians and food banks across Canada to collect donations and help raise awareness of the issue of hunger in Canada. Since its inception in 2003, the program has helped deliver more than 8 million pounds (3.6 million kg) of food to food banks across Canada.

The staples we collected went to the Daily Bread Food Bank, a registered charity that provides food and support to almost 200 programs across Toronto and is the largest such agency in the GTA.

We're proud that we surpassed our initial 500-item goal early in the challenge: in less than two weeks, the team collected a whopping 583 pounds (265 kg) of food!



Ottawa

ON

In 2015, the Ottawa office engaged in a range of activities to give back to the community. The highlight was the annual Canada Army Run through the streets of Ottawa, with participation by the entire office.

Team members completed the 5K event, which helped raise money for two important charities: Soldier On and the Military Families Fund. These official Canadian Armed Forces funds provide assistance to sick and injured soldiers and to military families in need. Overall, the Canada Army Run brought in more than \$400,000, with our team contributing more than \$3,000.

As proud members of our community, we enjoy supporting government and public relations professionals of the future. For the local chapter of the Canadian Public Relations Society, we gave a presentation to a group of university and college students, engaging them in conversation to give them a better understanding of life in a public relations firm. In September, we invited students from Carleton University's Clayton H. Riddell Graduate Program in Political Management to watch the *Globe and Mail's* federal leaders' debate.

In December, we participated in the #CanBuildtheHill Challenge with other local government relations firms to collect enough non-perishable food items to build a replica of the Centre Block of Parliament, in support of the Ottawa Food Bank. Our team rose to the challenge, donating more than 100 items to create a convincing model of Centre Block in the middle of the Ottawa office. In addition, we again supported the local Salvation Army in launching its annual Hope in the City campaign, which raises funds for its programs to assist those in need.



Always active for the community



Left to right: Joe Finkle, Greg Kolz, Mathew Klie-Cribb, Megan Buttle, Chris Froggatt, Dan Mader, Jessica Mastronardi and Melissa Wood

Spotlight on women's professional hockey



Left to right: Robert Lupien, director, NATIONAL, Brenda Andress, commissioner, CWHL, Ariane M. Gauthier, consultant, NATIONAL, Andrew Molson, chairman, RES PUBLICA, Jessica O'Grady, manager of hockey operations, CWHL, and Meg Hewings, general manager, Les Canadiennes de Montréal.

Woolly sock comic strip supporting the collection of basic clothing for the homeless

Montreal

QC

With its characteristic energy and passion, NATIONAL's Montreal team supports the Canadian Women's Hockey League, a non-profit organization that contributes to making our national sport accessible to girls and giving top female players better opportunities at the professional level.

By developing closer ties with journalists in French-speaking markets and providing general countrywide media positioning for the League, we're proud to contribute to highlighting outstanding athletes who are models of excellence on the ice and in their community.

For the second straight year, we also helped Les Canadiennes, Montreal's CWHL team, attract high-profile guests to its charity game to raise funds for Let's Beat Breast Cancer. The event raised \$14,000 for the Wellness Initiative of the Cedars Breast Clinic at the McGill University Health Centre.

Whether you are a fan of the Calgary Inferno, the Toronto Furies, the Brampton Thunder, the Montreal Canadiennes or the Boston Blades, we encourage you to get out and enjoy the fast-paced games that showcase the skills of female hockey players.

Socks and underwear for a great cause

With winter approaching, employees at the Montreal office decided to support downtown Montreal's social services organization, the Société de développement social de Ville Marie, by providing new, high-quality socks and underwear for the homeless. These items are always in short supply, since they are often overlooked in traditional clothing drives. With support from managing partner Serge Paquette, who played a starring role in the comic strip to promote the initiative, we contributed socks and underwear valued at almost \$1,000, to help add a little warmth to the lives of people in need.

Quebec City

QC

At its fundraiser *Perles et gants blancs*, the YWCA Québec announced that its *Rebâtir l'espoir* campaign had raised \$1.545 million since May 2014. The YWCA Québec will now be able to invest in new infrastructures, a project valued at \$18 million.

This outpouring of support attested to the YWCA Québec's deep roots in the Quebec City region, where it was established 140 years ago. The YWCA will soon be able to provide upgraded facilities to the women and girls who use its services. This success would not have been possible without Julie-Anne Vien's remarkable contribution as a member of the campaign committee.

Martin Daraiche's work as co-president of the *Governor General's Canadian Leadership Conference* enabled a group of 18 young professionals to travel across Quebec, from Montreal to the Gaspé Peninsula. Participants attended a number of meetings where they gained a better understanding of the wealth offered by the diverse communities living in our province. These young people will be able to bring greater insight to their leadership and a fresh perspective on the challenges facing Canada in the years ahead. Juliane Landry put her "Gaspésian" expertise to work in coordinating the guest speakers who addressed the young leaders during the Quebec tour.

Through the initiative and involvement of Yvan Loubier, families from First Nations and Inuit communities can now seek support from the Montreal-based organization *Le Grand Pas/ The Big Step*. This non-profit organization, which offers visual arts activities to help immigrants integrate, launched a special program in 2015 to facilitate the urban integration of Aboriginal families.

For a fourth straight year, crisis management students in Université Laval's delegation to the *Jeux de la communication* were able to take advantage of Jenna Dubé's expertise. Thanks to her insightful coaching, the Laval team won the silver medal in 2013 and gold in 2014 and 2015.

Initiatives from north to south for the Quebec city team

YWCA
QUÉBEC



Marie-France Poulin, chair of the board of YWCA Québec, with the campaign committee, including active member Julie-Anne Vien

Mobilizing public interest by providing public access



Kimberly Crane, Doors Open Halifax Board and Venue Committee member, The Honourable Kevin S. Murphy, Speaker of the Nova Scotia House of Assembly, and Tara Wickwire, director at our Halifax office and vice-president of Doors Open Halifax, stopped by for a quick photo at Province House.

Atlantic

NB NS NL

The NATIONAL Atlantic offices are proud to have been involved with the third annual Doors Open Halifax, a global event during which buildings of architectural, historic, cultural and social significance open their doors to the public and offer a series of special activities, tours and interactive events.

First launched in France in 1984, the Doors Open movement finally reached Canada's East Coast in 2012. A committee was formed to organize the first-ever Doors Open Halifax, and NATIONAL signed on as the communications partner for the inaugural event. Led by Tara Wickwire, director at our Halifax office and vice-president of Doors Open Halifax, our team was proud to participate in this landmark event's third edition. Our colleagues provided strategic marketing and public relations services, including the development of collateral and promotional materials, the development and execution of a social media strategy, as well as a comprehensive media relations strategy and media outreach. The team also provided event support in a volunteer capacity, visiting many of the venues and bringing the event to life on social media.

Over the course of the weekend, the public had the chance to visit 35 impressive venues, ranging from places of worship, marine and naval structures, performance venues, iconic heritage buildings such as the Old Town Clock on Citadel Hill, as well as a variety of government buildings.



In 2015, AXON New York provided strategic counsel, business plan development and public relations assistance to a non-profit organization, Youth Ops, whose mission is to foster better mental health and sustainable relationships between children and adults.

Youth Ops, based in Fresno, California, provides substance-abuse disorder programs, mental health services, and family and behavioural counselling to teens while connecting them with adults through community youth development initiatives.

The state of adolescent mental health in America is alarming, with one in 10 teens experiencing a serious emotional disorder. More children suffer from psychiatric illnesses than from autism, leukemia, diabetes and AIDS combined! In California, the hospitalization rate for mental health issues is about seven out of 1,000 people; in Fresno, it is more than twice that amount, at close to 15 out of 1,000. Our team realizes the importance of promoting mental health and was thrilled at the opportunity to work with Youth Ops on its mission to improve and promote mental health in adolescents.

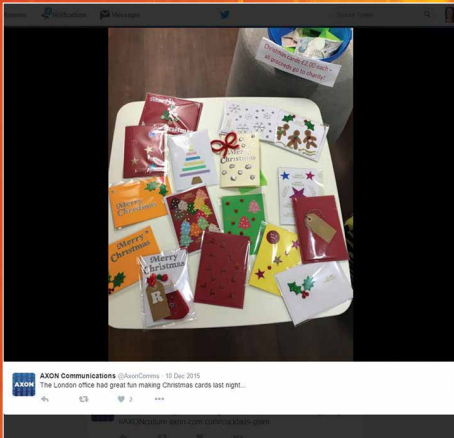
To help strengthen Youth Ops and showcase its importance as a mental-health care provider, we worked with the organization to develop its mission and value statements, conduct situational analyses (nationally and regionally), and develop messaging for the organization to use on its website, in news releases, and when speaking with agencies, schools and group homes about their programs. Executive director David L. Bethea summed up our contribution and experience working on these opportunities together perfectly: *"I speak for all involved near and far when I say we are truly blessed to have you guys put this together, and I'm extremely thankful. I just exhaled for the first time in months. My team and I are grateful and hope we can further our efforts with your help."*

AXON New York and Youth Ops unite to promote mental health



David Bethea (center, back row), executive director of Youth Ops, with teenagers participating in Youth Ops

Committing our time and money to good causes



AXON London makes great Christmas cards!

AXON London

UK

In 2015, the CR Committee supported a number of charities through a variety of activities. The Macmillan Cancer Support Coffee Morning and World Pancreatic Cancer Day breakfast encouraged people to donate money in return for some culinary treats.

Our team capitalized on the Christmas spirit to drive even more charitable donations. The office participated in a Christmas card-making craft night, and all the cards made were sold, with proceeds donated to a homeless charity. We also participated in the national initiative known as “Text Santa Christmas Jumper Day,” with people donating £2 to wear Christmas-themed jumpers (sweaters) for the day. Proceeds were donated to Save the Children—a charity in aid of children, notably those affected by the Syrian refugee crisis. These events made for a great end to the year!

Our team donated £1,000 this year to support the amazing work done by two charities: Save the Children and The Royal Trinity, a local hospice. Along with the monetary donation to support the Syrian refugee crisis, we also held a clothing drive to support refugees who have fled to Europe.

In 2015, Emma Kenny continued in her role as chair for her local Diabetes UK patient support group. Together with her fellow committee members, Emma organized 13 events throughout the year, including a yoga retreat in Bulgaria; activities like yoga can help people with diabetes manage their blood sugar levels. The group also raised sufficient funds to sponsor another research project, to help advance the care of people with diabetes. The group welcomed 45 new members in 2015, bringing the total to nearly 250.

2015 was a busy and successful year for AXON London and its CR Committee. The company's growth means that the Committee now has more than 10 members, so we're looking forward to an even more productive 2016!

Madano

UK

Madano continued its strong relationship with local community charity Bede House in the London borough of Southwark.

This charity supports local residents in creating better lives for themselves, their families and their communities. As well as donating money from any fundraising activities such as bake sales during the year, we produce Bede's annual report, a great way for us to use our communications and design skills to provide pro bono support to an organization in need.

Since moving to the offices we now share with AXON, we have organized some great joint initiatives. We held a coffee morning to raise money for MacMillan Cancer Support nurses, with employees bringing in home-baked goods and selling them for this worthy cause. We raised £103 for Macmillan, after a morning of sipping coffee and eating cake! We look forward to more joint initiatives in 2016.



Supporting good causes

Bede
Believing in community.



Annual report of Bede House Association 2014-2015

Ethical conduct

NATIONAL has adopted the highest professional and ethical standards that focus on its clients' best interests, as detailed in its Employee Handbook. The Handbook is given to new employees, and is redistributed to all staff with each annual update.

IN 2013, THE FIRM ALSO ANNOUNCED THAT ITS A+ RATING FOR COMPLIANCE WITH THE QUALITY STANDARDS OF THE ALLIANCE DES CABINETS DE RELATIONS PUBLIQUES DU QUÉBEC HAS BEEN RENEWED UNTIL DECEMBER 31, 2016.

NATIONAL's employees, upon whom its reputation depends, are required to respect the norms and standards set forth in the Professional Conduct and Business Conduct sections of the Employee Handbook, concerning:

confidentiality of information and general discretion

protection of intellectual property

investments in publicly traded client companies

appointments to boards of directors

acceptance of gifts and gratuities

questionable or incorrect payments

relationships with vendors and suppliers

external requests for information concerning clients

Our values

Rooted in the beliefs of our founding partners and shaped by four decades of experience, our values define not only who we are, but the people we work with. Our values are the compass we use to guide our decisions and behaviours. They comprise a "moral contract" between NATIONAL and its employees.

Quality

NATIONAL's *raison d'être* is the satisfaction of its clients. It strives to consistently provide them with work of the highest quality.

Innovation

NATIONAL constantly seeks to improve in all areas and fosters a culture of innovation to ensure the ongoing development of new products and services to meet emerging client needs.

Commitment

NATIONAL hires motivated and committed people who love what they do.

Respect

NATIONAL believes that there can be no lasting success without mutual respect, and promotes courtesy in the workplace.

Collaboration

NATIONAL believes that collaboration, team spirit and teamwork are essential to any success in business.

Integrity

NATIONAL believes that the best way to protect its reputation is to maintain a high level of integrity and professional conduct in all its daily activities.

Responsibility

NATIONAL manages its business in a financially responsible way: its profitability is essential to its sustainability.

NATIONAL's Corporate Responsibility Policy

Our CR policy focuses on four key areas where we believe we can have the most impact: ethical conduct, social investment, environmental performance and human capital development. Each is supported by operational guidelines and, where appropriate, annual performance metrics.

Ethical conduct

NATIONAL is committed to practicing public relations according to the highest professional standards. The Firm has strict policies and guidelines governing the conduct of its business, notably regarding confidentiality, ethics and conflicts of interest. We seek to provide collaborative and sustainable communications solutions to our clients.

Social investment

We encourage employees to undertake pro bono work - the donation of communications counsel and services - for not-for-profit organizations on behalf of the Firm. We also make financial contributions to not-for-profit organizations in communities where we operate, and encourage employees to make financial contributions. We recognize employees for their pro bono work by incorporating this aspect into annual performance evaluations.

Environmental performance

We work to minimize the Firm's environmental impact, specifically by reducing our direct paper and water consumption, recycling, conserving energy and procuring environmentally responsible goods and services. Local Green Committees are responsible for implementing environmental programs and monitoring our performance

on an annual basis. NATIONAL encourages clients to integrate environmental concerns into their business and communications practices and counsels them to minimize their environmental impact in all their communications efforts.

Human capital development

We select, compensate and promote our employees on the basis of merit, without discrimination on grounds of race, religion, ethnic origin, sexual orientation, age or disability. We offer an extensive range of professional development and training programs at the local, national and international levels for all categories of employees, we reward excellence nationally and locally and each office offers its employees specific programs and benefits to foster employee wellness and satisfaction.

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