

NYC

TOR

VAN



Diversity, Equity, and Inclusion

2025 Progress Report

Diversity, Equity, and Inclusion at Zulu Alpha Kilo

INTRODUCTION

We are pleased to share our sixth annual Diversity, Equity, and Inclusion Progress Report.

This year marked an important period of strengthening our foundation and embedding DEI more intentionally into the way we work every day. We focused on meaningful structural improvements, prioritizing tools, systems, and commitments that will support long-term impact.

A key part of this work was the implementation of Greenhouse, our new recruitment platform built to help reduce bias. We also continued reinforcing DEI throughout our policies, practices, and decision-making, ensuring that inclusion remains central to everything we do.

2025 HIGHLIGHTS

1 Greenhouse Implementation

We introduced Greenhouse, a recruitment platform designed to make hiring fairer and more consistent. Every candidate gets evaluated the same way based on their talent and experience.

2 CAMSC Certification Commitment

Our Canadian Aboriginal and Minority Supplier Council certification continues to reinforce our commitment to equity both internally and externally. As a minority-owned business, this certification strengthens our responsibility to champion inclusive practices across our company and with our partners.

3 Ongoing Integration of DEI into Daily Operations

This year, we focused on embedding DEI principles into core processes, from onboarding to policy updates, internal communications, and leadership decision-making.

4 Employee Listening and Feedback Touchpoints

We continued our regular DEI check-ins to better understand employee experiences, identify opportunities for improvement, and ensure that diverse voices play an active role in shaping our culture.

5 Partnerships and Learning

We maintained our DEI learning expectations for new employees by asking all new hires to complete the Petal training upon onboarding, ensuring a consistent foundation of awareness and understanding across teams.

As we look ahead, we remain committed to strengthening a culture where every individual feels valued and supported. Our progress this year continues to build on a strong foundation for our DEI journey.

Sincerely,



Mike Sutton
President & CEO



Zak Mroueh
Founder & Creative Chairman

Thank You to Our Committee

We are proud of the incredible efforts our Diversity, Equity, and Inclusion committee made this year. Our committee continues to find opportunities to enhance the learning of all our Zuligans.



• Andrew Sekine



• Christina Hill



• Emily Garvey



• Heather Segal



• Jackman Chiu



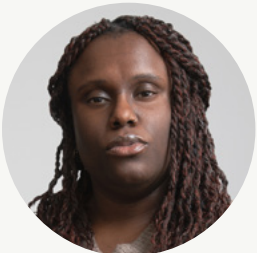
• Jaya Rizzi



• Jonah Flynn



• Joshua Holloway



• Lina Benson



• Ludivine Beltramelli



• Spencer MacEachern



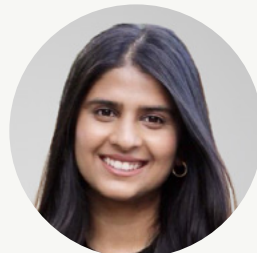
• Meredith Ferguson



• Trong Nguyen



• Twisha Sharma



• Zainab Mushtaq



• Sylvia Stultz

Our Promise

We are committed to creating and upholding a diverse and inclusive culture where all Zuligans feel physically and psychologically safe and welcome.

We all have a role to play.

We will support one another.

We will listen to one another.

We will always welcome feedback from all Zuligans, regardless of their position or job title.

We will grow together to contribute, learn, and develop professionally.

We will empower one another.

We will take action to create a more inclusive workplace.

We won't stop.

Land Recognition

ZULU ALPHA KILO ACKNOWLEDGES THE FOLLOWING

TORONTO

The land we are meeting on is the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples, and is now home to many diverse First Nations, Inuit, and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

VANCOUVER

The land that we operate on is the traditional, unceded territory of the xwm 0kw y' m (Musqueam), Skwxwú7mesh (Squamish), and Tsleil-Waututh nations. We truly respect the land, waters, and air that nourish us all.

NEW YORK CITY

The land politically designated as New York City is the homeland of the Lenape (Lenapehoking) who were violently displaced as a result of European settler colonialism over the course of 400 years. The Lenape are a diasporic people who remain closely connected with this land and are its rightful stewards. We also recognize that New York City has one of the largest urban Native American/Indigenous populations in the United States.



CAMSC Certification

Founded in 2004, The **Canadian Aboriginal and Minority Supplier Council (CAMSC)** is a not-for-profit organization that facilitates the growth of Aboriginal and minority-owned businesses by connecting them to procurement opportunities with companies and governments committed to a diverse and inclusive supply chain. We are proud to say that Zulu Alpha Kilo has been CAMSC certified again this year.

These are the basic criteria for certification:

- Must operate in Canada.
- Must be a for-profit enterprise.
- Must supply products or services to other businesses.
- Must be at least 51% owned, managed, and controlled by visible minority(ies) or Aboriginal person(s).
- Must be a Canadian citizen or permanent resident. Due to reciprocity with NMSDC, U.S. citizens and permanent residents are also accepted.



Actions and Initiatives at Zulu Alpha Kilo

Many of the principles of diverse, equitable, and inclusive organizations were embedded in Zulu Alpha Kilo's operating philosophy at the very beginning. Strategies and intentions are important, but all that truly matters is action. Below and in the following are some of the actions and initiatives we implemented throughout the year.

CANDID COLLECTIVE INITIATIVE



To promote transparency, we host frequent lunch sessions called “The Candid Collective,” where employees have lunch with our President & CEO. To date, more than 80 Zuligans have joined these lunch sessions to provide feedback and ideas to make the agency better.

BLACK HISTORY MONTH



In February, we marked Black History Month with a thoughtfully curated email sent to all our Toronto, Vancouver, and New York offices. This communication showcased events, resources, and opportunities to honour Black history, culture, and achievements. The email featured a variety of curated activities tailored to each city, including local events, exhibitions, and performances highlighting the contributions of Black communities. We also provided online learning resources, such as webinars, documentaries, and articles, to encourage self-education and deeper engagement with Black history and its significance. Black History Month served as an important reminder of our collective responsibility to continue learning, reflecting, and acting to support equity within our organization and beyond.

Women's International Day Women in Leadership Panel

For the fifth consecutive year, our female leaders came together to mark International Women's Day with an inspiring and candid Q&A session. This annual tradition has become a powerful space to share personal journeys, lessons learned, and the unique perspectives women bring to leadership.

The conversation was open and honest, covering everything from resilience and vulnerability to setting boundaries, embracing strengths, and turning challenges into growth opportunities. By sharing their stories and insights, our leaders offered mentorship and encouragement to aspiring female leaders, helping them navigate their own paths with confidence and purpose.

Marking five years of this tradition, the event highlights our ongoing commitment to supporting women in leadership and fostering a culture where diverse voices are not only heard but also celebrated.



• **Casey Ann O'Brien**
Group Account Director, NYC



• **Cindy Nguyen**
Account Director, VAN



• **Ana Segurajauregui**
Creative Director, TOR



• **Nafisa McLeod**
Controller, TOR

Greenhouse Implementation

We have always believed in fairness and transparency in the hiring process. This year, we strengthened this commitment by implementing Greenhouse as our new recruitment platform. Adopting Greenhouse allows us to embed DEI principles directly into our hiring processes through structured interviewing, consistent scoring metrics, and reduced reliance on subjective decision-making. By moving to a system intentionally designed to minimize bias, we're ensuring that every candidate is evaluated fairly and transparently.



Pride Kit Packing With the 519

This year, to celebrate Pride, our team came together to support The 519, a community organization dedicated to advocacy and support for Toronto's LGBTQ2S+ communities. Together, we assembled care kits filled with everyday essentials, including soap, shampoo, conditioner, and other hygiene items to help those in need.

It was a meaningful and hands-on way to give back, connect with one another, and show our continued support for inclusivity, dignity, and care within the community.



Partners' Pledge

Our dedication to Diversity, Equity, and Inclusion reaches far beyond the walls of our agency and continues to guide how we work with our production partners. We've encouraged them to drive meaningful change within their own networks, expanding opportunities, elevating underrepresented talent, and strengthening inclusion across the industry. Together, we're working to widen our perspectives and embrace a shared commitment to progress. Through mutual accountability, we aspire to build a connected ecosystem that transcends individual organizations, where diversity and inclusion remain core to how we operate and create.



PHOTO CREDIT: Ahmad Pishnamazi

Juneteenth

In June, we recognized Juneteenth, a deeply significant day in U.S. history that commemorates the emancipation of the last remaining enslaved African Americans in 1865, more than two years after the Emancipation Proclamation.

To mark this occasion, we invited all Zuligans to take time to reflect, learn, and engage with the history and meaning behind Juneteenth. While it is a U.S. federal holiday, its themes of freedom, resilience, and progress transcend borders. We highlighted how Juneteenth also offers an opportunity in Canada to reflect on the histories, struggles, and contributions of Black Canadians across the country.

Through our company-wide message, we shared educational resources from both the U.S. and Canada, including the National Museum of African American History & Culture, the Equal Justice Initiative, the Ontario Black History Society, the Nia Centre for the Arts, and the Hogan's Alley Society, encouraging everyone to explore these perspectives and deepen their understanding.

In observance of the day, our New York office closed on June 19, allowing our U.S.-based team members to reflect and honour the day meaningfully.

This initiative served as a reminder of our collective responsibility to continue advancing equity and inclusion.



PHOTO CREDIT: Tim Mossholder

National Truth & Reconciliation Day

For National Day for Truth and Reconciliation, we organized a group lunch in our Toronto office. This event helped us raise funds in support of imagineNATIVE, helping amplify Indigenous voices and storytelling.

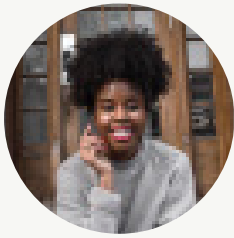


20Doors Scholarship Fund and Mentorship

We are now in the fifth year of our 20Doors Scholarship Fund. This year we expanded the scholarship eligibility to our other office locations in New York and Vancouver.

Our 2023 recipients have now graduated and have started creative roles within our industry, including with our agency.

We are proud to continue supporting our current and past recipients with portfolio reviews and mentoring. Most recently, we hosted a mentorship session with our Global Head of Talent Attraction to help recipients develop their personal brand and demonstrate the art of standing out when looking for a role in the industry.



• **Faël François**



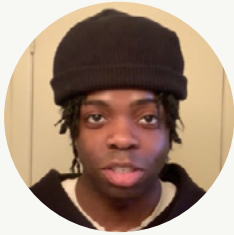
• **Sarah Aziz**



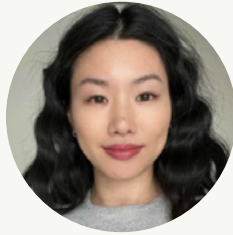
• **Julian Cadogan**



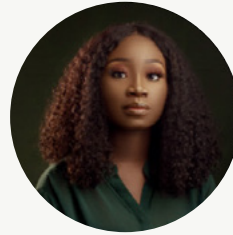
• **Jay Bawar**



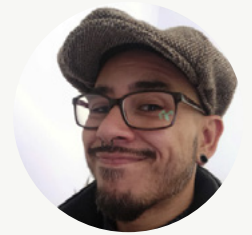
• **Deji Olubusi**



• **Lina Zhu**



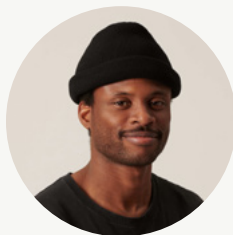
• **Ademoye Oluwatoni Sophie**



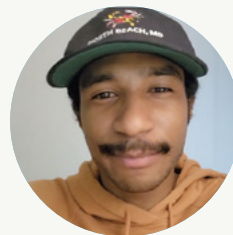
• **Jose Bua**



• **Varisha Aggarwal**



• **Conrad Osei-Bonsu**



• **Makonnen Kenya**



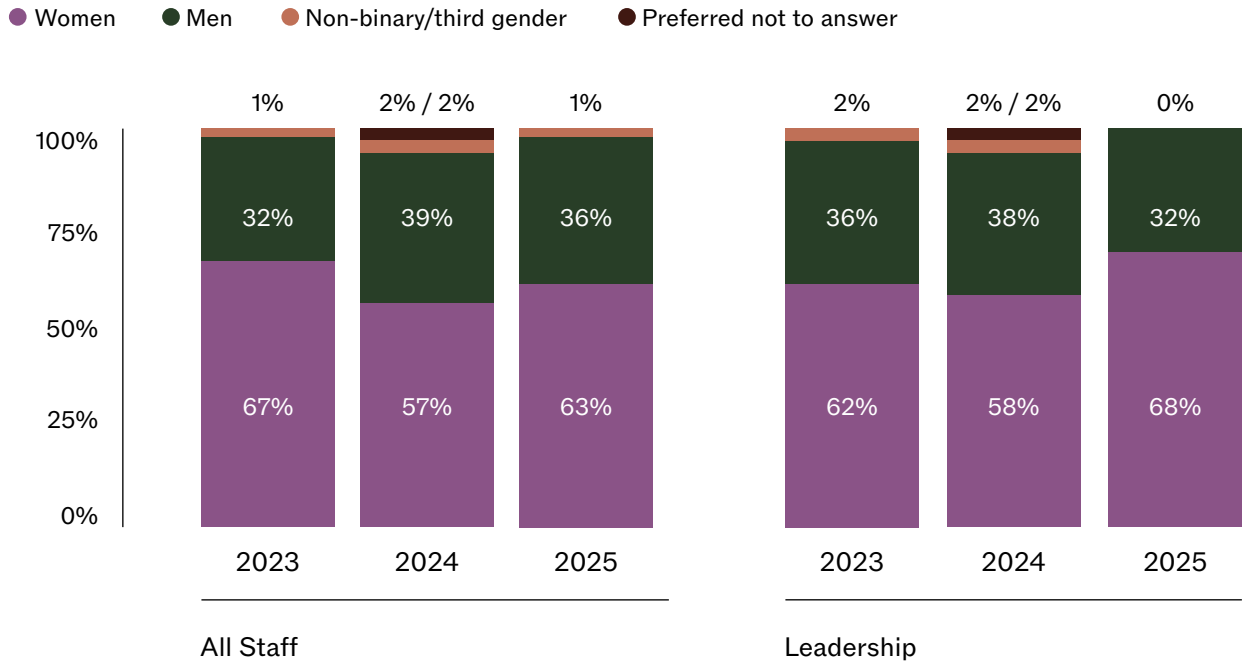
• **Oneil Black**

Diversity Survey Results and Other Observations

This marks the sixth year Zulu Alpha Kilo has formally measured diversity within the agency. The ongoing survey continues to serve as a valuable tool for understanding how our agency reflects the communities we serve. We have never been content with the status quo, and the data over time demonstrates an agency that is continually evolving and reshaping itself.

OUR AGENCY AT A GLANCE

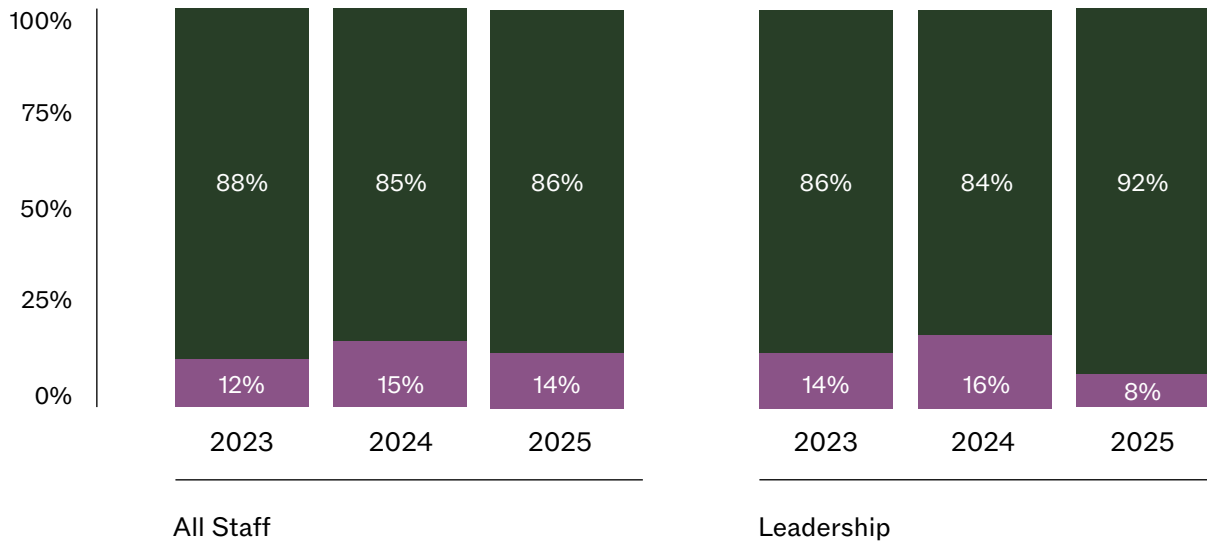
GENDER DIVERSITY



The number of women in the agency has increased this year, and representation is at its highest level among our leadership team.

IDENTIFIES AS LGBTQS2S+

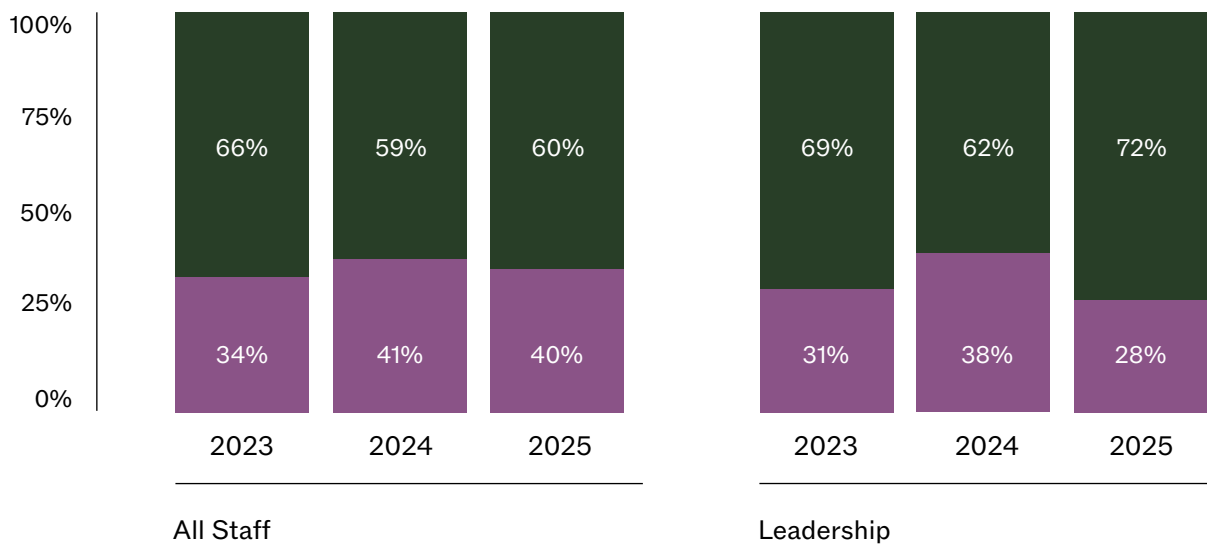
● Yes ● No



The share of employees who identify as LGBTQS2S+ has decreased by 1% across the agency this year, with a more substantial decline within our leadership team.

ETHNICITY / RACIAL DIVERSITY

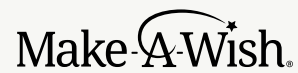
● BIPOC ● White



In our first year measuring this data (2020), BIPOC representation was 26% among agency staff and 15% within our leadership team. Over the past six years, representation has shifted. This year we observed a decline within the leadership team while the agency overall remained relatively flat.

Thank You to Our Clients

We are thankful to all our clients for their commitment as they continue with us on this journey to support more diversity, equity, and inclusiveness in all aspects of our business.



Thank You to Our Partners

We're continuing our efforts to ensure diversity with our talent casting, as well as seek out diversity with our production partners and their crews. A big thank you to all our partners in the industry for helping us make a difference.



Moving Forward

As we conclude this year's report, we reflect on the foundational work that has taken place across our organization: strengthening systems, updating processes, ensuring fair recruitment, and reinforcing learning expectations for new employees. These efforts may be less visible than large-scale programming, but they are the structural building blocks of a truly inclusive workplace. Our focus on consistency, alignment, and intentional integration continues to set the stage for long-term progress.

Looking ahead, we are deepening our commitment to environmental responsibility. In 2025, we initiated our first agency-wide sustainability review. Our next steps include setting science-based targets and reporting our environmental impact to CDP, ensuring transparency and accountability as we work to reduce our footprint. We have also assembled a multidisciplinary employee committee to guide sustainable best practices, beginning with production, and we will be pledging with Green the Bid to adopt greener standards across our work. By engaging our employees directly in these initiatives, we are cultivating a culture of ownership, accountability, and shared purpose.

As we move forward, our commitment remains clear: we will continue listening, learning, adapting, and refining our approach to meet the needs of our people and the evolving world around us. DEI is not a standalone initiative, it is a lens through which we make decisions, shape our culture, and design the employee experience. Together, with creativity, collaboration, and a united sense of responsibility, we are building a workplace and community impact we can all be proud of.

Thank you to every Zuligan who contributed to this important work and continues to help make the culture we are striving to build more inclusive, more sustainable, and more connected every day.