



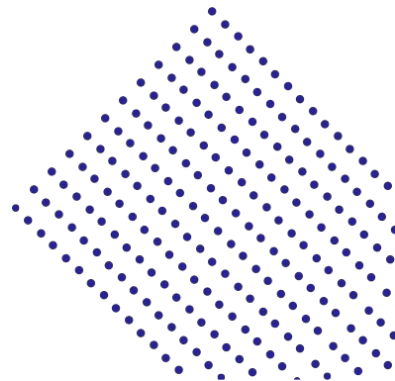
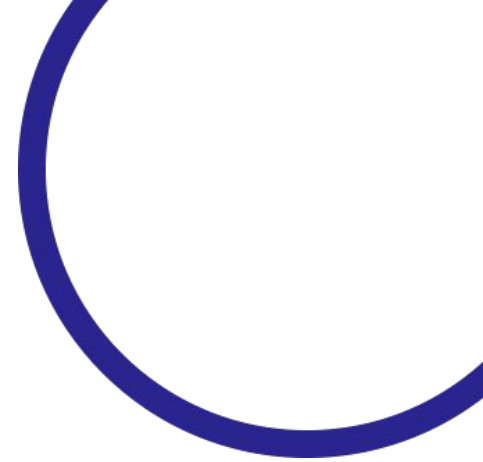
Plank Annual

IMPACT REPORT

2022

PLANK

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Introduction

2022 was a formative year for our company, our team, and our society.

We operate within a world rapidly changing due to the climate crisis, unrest, and war affecting many of us and our families; equality for all still a daily battle; and social and economic ramifications of the pandemic continue to echo in every part of our lives.

We faced rapidly shifting work norms, including a new status quo for remote work within our industry. We saw the great resignation as employees around the world questioned their jobs, how much money they were paid, and how and where they want to live their lives.

We watched the tide of financial concern, ever ebbing and flowing, draw back as a wave of recession loomed over the world's economy. Our individual, group and personal investments took a hit. Inflation and cost of living expenses touched us all, as everything around us

got more expensive. Money issues were around every corner.

Within this context, we began to create new foundations for the company to work from. We created more structure, hired to ensure our team would always be top priority, codified and doubled our investments into professional learning and expertise, we empowered the team to define our process and improve the value and scope of the work we do, we invested more into a distributed workforce, and we took the time to listen.

As we made many of these internal facing improvements, it became apparent that these changes went beyond the borders of our company. We began work on B Corp certification, and the stars aligned. B Corp gave us clarity into how we could anchor our new foundation to bedrock of social and environmental concern that has been at the core of Plank since day one.

Late Breaking News

On August 8th 2022 Plank proudly became a certified B Corporation



Plank's Mission

During 2022 we wrote out a concise Mission statement. Guidelines to light the way for the future of our work.

“ We use our business as a force for good by inspiring purpose-driven organizations to join us in making the internet a better space for all.

We bring out the best in our people and partners, by collaboratively building meaningful websites that meet the five pillars of our Ethical Web Design Framework: Accessibility & Inclusion, Privacy & Security, Device-First Design, Development Best Practices & Sustainability, and Environmental Considerations.

We connect artists to their audiences, citizens to their communities, and information seekers with the answers they need.



After almost a quarter century since founding Plank, I am proud and humbled that we still have it in us to evolve, change and improve. Seeing the team evaluate our organization and make all the necessary improvements to get certified as a B Corp, has been one of the most rewarding things we have ever done as an organization.

Warren Wilansky
President & Founder, Co-Owner



2022 marked a critical time in Plank's history — investing into the team and our company. We believe in Plank's future and must strive everyday to maintain a solid modern foundation for the company. That foundation and what is built from it must align with our values and with our B Corp promise.

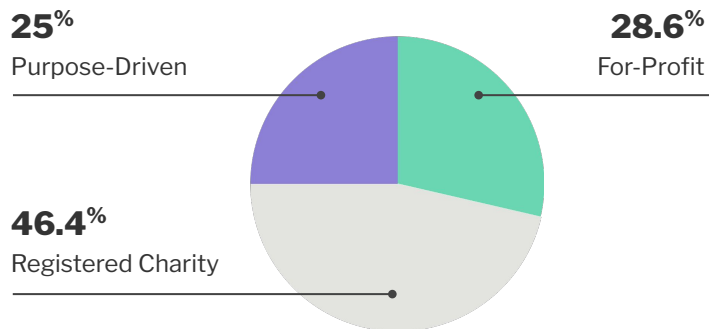
Steve Bissonnette
Managing Partner, Co-Owner

Income Impact

Our clients' work fuels our own, which is why we strive to work with people and organizations that inspire us. We're committed to the success and well-being of our partners – to celebrating shared passions, solving meaningful problems, and making the web a better place.

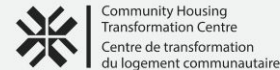
This year, we were fortunate to work on over 40 web projects with 28 clients, of which:

- 7 are purpose-driven organizations
- 8 are for-profit organizations
- 13 are registered charities

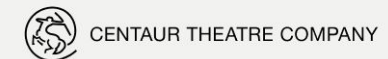


Special Thanks to Our Clients

New relationships (clients) formed in 2021-2022



Long-term clients that we're thankful for always



Employees

2022 asked us to reevaluate the employee experience and what we wanted it to be at Plank. As a company who had built a culture around its in-office experience, the ever growing call for remote work forced us to assess what that experience would be once it was decentralized.





We officially became a hybrid company. Our team spread from western Canada, to Costa Rica, to various places in Europe. Ensuring that our team felt supported and had the tools they needed to be successful no matter where they were then became priority number one.

We implemented a new work from home office support program, entitling each employee to a \$1,000 budget to build out a workspace that suited their needs. As this new style of work settled in, we realized that it was time to lean in. First, we extended and clarified our hybrid work options.

Then, with our application for B Corp we transitioned to a fully remote-first company. We shifted our view from how to give remote employees the in-office experience to creating a new experience starting with remote work guiding our choices.

In June of 2022, Ontario enacted guidelines pertaining to employees' right to disconnect. Though we had already made many aspects of these guidelines part of our culture previously, we knew that this was something we wanted to act on. Soon after, we announced our formal Right to Disconnect policy, which encourages employees to disconnect from work during breaks, holidays, and before/after their workday, far beyond what Quebec mandates. This means employees can find a time that works best to start their day and, when it ends, we do not want them to check messages, emails, or otherwise.

We have continued to push towards all employees being on full-time salary so they can benefit from all the benefits that come with that - by the end of July 2022, Plank 96% of employees were full-time status.

Competitive Pay

Plank has worked to maintain fair, consistent, and sustainable pay and wage increases over the years. Our operations team maintains open pay bands and regularly tracks salaries to ensure equal pay for all genders.

With employees being able to work from a greater variety of locations, we could no longer baseline against Montréal's cost of living. A mix of ever more competitive salaries in the industry and high inflation numbers for the year released by the Canadian government in December 2022 Showed us that we'd need to make some changes. We re-worked some of the financial planning within the company to accommodate significant raises across the board.

Beyond salary Plank offers a VRSP contribution match which 94% of the company contributes to. We also continue to offer profit-sharing for every employee at Plank based on how successful we were. We understand this is not guaranteed income, so we rely on a broad range of investment into our team to continually give back in as many ways as we can.

VRSP

94%

of eligible team contributing
with 50% Plank match

(¹/₄ million saved since 2019!)

SALARY

+27.5%

average increase (Y over Y)

GENDER PAY EQUITY

Equal roles = Equal Pay

Pay Bands • Transparency • Oversight

PROFIT SHARE

+25%

average increase (Y over Y)

Hiring

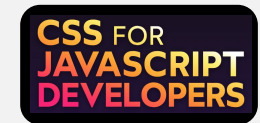
Our team changed a lot over the year. There were downs, we saw five members of the team move on to other opportunities; and there were ups, we brought on nine new additions and celebrated five promotions. In the end our team grew to twenty six people, an 8% increase over 2021 and the largest it's ever been.

Furthermore, on the subject of hiring, we made some changes to how we viewed and conducted the hiring process. With an aim at being more empathetic in all aspects of what we do, we moved towards a more respectful and human first hiring process. We made the process more transparent for candidates and reduced the amount of steps to show our respect for their time and that of our hiring team. We also implemented a policy of everyone getting an email, no candidate gets left waiting in the dark - whether we want to move forward with their application or not.

Learning & Professional Development

In the Spring of 2022, we relaunched Plank+ offering each person a \$3,000 budget per year, with the ability to roll over a certain amount to the next year. This program is open to all employees to learn and develop their skills in an area of interest. The goal is to contribute to each employee's professional development, in turn allowing them to add to our knowledge, expertise, and reputation.

Additionally, to further support Plank's dedication to professional development, we were proud to have supported one of our Project Managers in a major career shift this past year, as she transitioned to a role in Content Strategy.





After more than three years of working at Plank, I'm moving on to...continue working at Plank, but as the new Content Strategist!! Over the last year, we've been working on a plan to make this happen, and I'm so grateful to Plank for not freaking out and firing me when I had doubts about my career, but instead helping me shape a brand new role at this company that I love to work for. Plank has been offering content strategy alongside our re-designs for years, so it was about time we made it official. This new department at Plank will mean we can offer even more value to our clients and I get to do what I love the most, talk your ear off about accessibility and content audits (what can I say, I love spreadsheets).

Annika Bell
Content Strategist

TEAM

9 hires

5 departures

26 people (+4 for the year)

19% turnover

PLANK+ 2022 RELAUNCH

\$3,000

dedicated budget per employee

Diversity, Equity & Inclusion

In the past year we have continued to focus on numerous aspects of DEI.

We continued our support of women in tech within our company and beyond. We interviewed more women for open job roles than men. We don't have definitive numbers to back this up, but will be tracking this for 2023 and reporting next year.

GENDER AT PLANK

40%
FEMALE

57%
MALE

3%
NONBINARY

Total of 30 people during f22

ETHNICITY

81%
WHITE

7%
MIXED

4%
ASIAN

4%
HISPANIC

4%
BLACK

WOMEN IN SENIOR POSITIONS

50%
6 / 12

20% across all employees in 2022

We began our year with the decision to acknowledge September 30th as Truth and Reconciliation day. We closed our company for the day to let our staff observe and remember. We did the despite the Québec government choosing not to recognize this day provincially. We continue to publicly advocate for Québec to recognize this day as important event.

We are working with nPower Canada, and looking forward to seeing them open a Québec office this coming year. We continue to partner with DestaBYN, with plans to provide a mentorship with them as soon as they have a cohort that we can assist.

We formed an internal group which meets quarterly to openly discuss DEI issues and opportunities. We keep notes on these meetings and openly share them across the company.

We had a very successful event with Chloé Frelson, a respected expert in Québec DEI, where she gave an interactive presentation for our whole company. She helped us understand DEI within the context of Québec and our industry. She offered a live and pre-submitted QA session. As a former employee of Plank, we felt that Chloé was uniquely qualified to give us actionable insight. Chloé was paid for her time.

We wrote the first draft of our Statement on Equity, Diversity, Inclusion & Justice, which will be publicly available later this year on our website.

Lately we began the 1st phase of a partnership with QueerTech to support their initiatives, promote working at Plank to QueerTech members, and attend the QT Conference in Toronto in the fall of 2022.

LGBTQ SUPPORT

1

event attended

AVERAGE AGE

35

years old

Youngest = 24 / Oldest = 51

Human Resources & Operations

It would be an understatement to say that 2022 saw some of the largest changes to Plank's people operations in our history. With our growth and the new challenges of supporting a mostly remote and distributed workforce, we introduced a new role to help adapt and improve upon the systems we had in place. Luke Largin joined us in November of 2021 with the mandate of supporting our staff.

Some of his first major tasks were a complete reorganization of our employee manual, a deep-dive into our HRIS (BambooHR), and improving every aspect of our hiring and onboarding processes. He followed all that up with collaborative rewrite of all Plank job descriptions. This only scratches the surface of the level of care and attention we were able to give the team in 2022.



PEOPLE TEAM

Luke Largin

First year with a dedicated
People operations role at Plank

Health & Wellness

Plank has always believed in a healthy work-life balance, and we support this with flexible working hours, fostering a parent-friendly work environment, promoting health and wellness, and much more.

Wellness at Plank has been shaped by the needs of our remote team members; we try to be mindful of the challenges that remote workers face and support them whenever possible. Though this has been difficult, we have adopted varied means to gauge how the team is doing, two of which are the Employee Satisfaction (eNPS) and Employee Wellness surveys.

In the Spring of 2022, we improved and formalized our Health & Wellness program, which is available to all Plank employees. This involved offering a wider range of benefit options that support the well-being of employees and their families. We expanded our healthcare plan to include an Employee Assistance Program, this provides employees resources for Stress & Wellness, Legal & Financial, Work & Career, and Family Relationship support.

We also expanded upon our recently created Work From Home Stipend, a one-time \$1,000 home office setup benefit, by implementing a new annually renewing Work From Home and Wellness benefit options that support the well-being of employees and their families. We expanded our healthcare plan to include an Employee Assistance Program, this provides employees resources for Stress & Wellness, Legal & Financial, Work & Career, and Family Relationship support. We also expanded upon our recently created Work From Home Stipend, a one-time \$1,000 home office setup benefit, by implementing a new annually renewing Work From Home and Wellness stipend. This offers employees reimbursements for wellness related activities and resources as well as supplies needed to maintain their optimal remote work environment. We also worked with our friends at Ashtanga yoga studio to provide virtual, along with in-person, yoga sessions.

WELLNESS BENEFITS

36%

utilization in June

WELLNESS

50

hours of private yoga

SATISFACTION

80%

average score (3 surveys)

PTO

650+

days taken (400 days + 250 xmas)

Community

We continue to seek inspiring and effective ways to support the communities in which we work and live in. We have always valued commitment in partnerships. We bring our values to every interaction within our community — be it charitable, contractors, or consultants.

VOLUNTEERING

208

hours planned for 2023

DONATED IN 2022

162

toys given

DIVERSITY & INCLUSION MENTORSHIP PROGRAM

30

people helped

PLANK GIVES BACK

93

estimated hours in 2022

Plank Gives Back

In January of 2022, we began our collaboration with the Concordia Co-op Bookstore for our annual Plank Gives Back (PGB) initiative — our pro-bono program for non-profits and social organizations that need help improving their digital presence.

Having been selected from a number of applications for PGB, we were inspired by Concordia Co-op Bookstore's mission to provide new and used books to their community and to be a safe space for LGBTQIA+ and BIPOC individuals. To help them engage with their community, we collaborated on a digital marketing strategy that focused on increasing their reach, engagement, and website traffic.

After two weeks of providing our expertise (approximately 80 hours of work) the organization saw an increase in engagement across all of their posts and stories, reported a number of people who had heard of their store through social media, indicating an increase in awareness, and improved their internal organization and management of marketing efforts for a long-term benefit.



Plank Gives Back & Concordia Co-op Bookstore

[LEARN MORE](#)

Diversity & Inclusion Mentorship Program

As part of an ongoing commitment to giving back to our local community, we continued to offer our expertise through Plank's Diversity & Inclusion Mentorship Program — which first launched in 2020 — with the goal of empowering underrepresented communities and forging ties with organizations that strive for equality and compassionate change.

In 2021, we partnered with Enactus Concordia's Project Instep and the Kahnawà:ke Economic Development Commission to help enhance the Indigenous Entrepreneurship Training Program curriculum. In November, our Business Strategist and Marketing Coordinator were invited to lead a 3-hour Digital

Marketing Workshop for 30 Indigenous adult learners to further support them through their unique entrepreneurial endeavours. We provided them with some of the foundational marketing knowledge that would set them up for success across various digital touchpoints, and led hands-on activities to apply their newfound knowledge to their own businesses.

We were proud to support this program, organization and community, as Kahnawà:ke is our most local Indigenous reserve. We will continue to look for partnership opportunities to help support them in new ways for years to come.



Carolyn's Toy Drive

As a remote-first company, we have some extra space around the office now, and we figured we would put it to good use! This past year, we introduced a policy to open up our office space to host community events or to support community outreach programs.

This was actually inspired by a recent initiative that took place in December 2021, where the team turned half of the office into “Santa’s Workshop” for [Carolyn's Toy Drive](#). This is an amazing program that supplies Christmas gifts and toys to thousands of children, teens, and mothers in women's shelters, group homes, refugee centres & other organizations across Montreal. Our team took on a few hundred names to buy gifts for — given a specific age & gender — then used the office space to pack, organize, and store all of the gifts until they were dropped off at the shelter! It was a special way to give back around the Holidays, and we really look forward to doing it again this year.



Volunteering

This year, we implemented a new policy that offers each employee eight hours of paid time off to participate in community service per year. We recognize that everyone has different interests, which is why employees have the freedom to choose when and where they wish to volunteer.

Being recently implemented and added to our HRIS in July 2022, we have not had any employees take part as of yet. However, the employee feedback received from the announcement of this initiative was incredibly positive and we look forward to seeing how our employees use this time to give back to the community.

Charitable Giving

As part of our employee incentives, we use HeyTaco in Slack as a fun and unique way for our team to show appreciation for each other — you can give and receive tacos, then cash them in for some fun things. This year,

we added “Tacos for Charity” as one of the rewards to cash in, which has been graciously used by our team members in lieu of gift cards, meals, or other rewards.

Having been offered to employees as of July 2022, our team graciously donated \$150 to the Ukraine Humanitarian Fund and \$75 to the Indian Residential School Survivors Society. While not in the referenced fiscal year, we are beyond proud to share that our team has since raised hundreds of dollars for various charities benefiting Indigenous communities in support of National Truth & Reconciliation Day, to which Plank has matched.

In addition to the above financial donations, we continue to provide in-kind and financial donations through our Hardware Buyback Program. Whenever an employee’s laptop is due for an upgrade, they will have the first option to purchase their old one. If they choose not to buy it, Plank will take it back, erase it, and offer it during our annual “Old Hardware sale” for employees. All funds from these sales go to a pool of charities selected by the employees on a yearly basis. The usable products that are left unsold are then typically donated to community

organizations. In August 2021, we donated 4 old monitors to The Montreal Fluency Centre. This way, we are not contributing to any electronic waste and we are investing in the community.

Contractors and folks who help us

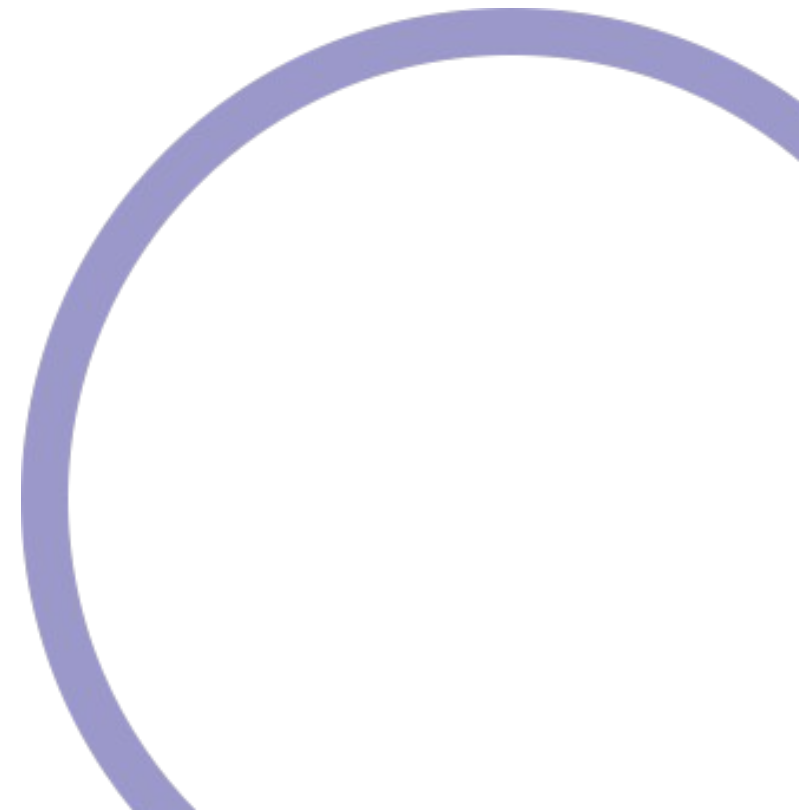
Plank has a number of long standing relationships that we consider part of our community. This includes business advisors, tech support, network support, cleaners, plant care, design experts, photographers, and our branding and merch providers.

Each of these companies/people we treat with respect, fairness and a solid commitment to being an amazing partner to them. We listen when they advise us, we offer them honest feedback, and we make sure they are paid fairly.

Environmental Impact

While Plank's mission is to make the internet a better place, we are no less committed to doing our part to help the world be a better place by conducting all facets of our business in an environmentally conscious manner.

We are constantly re-evaluating our business practices to ensure that our work, actions, and voice as a company reflect our ongoing effort to act more ethically, responsibly, and consciously, with particular attention to the environment.



“

The pandemic helped push American emissions below 1990 levels for the first time. Globally, carbon dioxide emissions fell 7 percent, or 2.6 billion metric tons.

Our Travel

Covid changed all our travel habits, for the betterment of the environment.

According to the [New York Times](#), “the pandemic helped push American emissions below 1990 levels for the first time. Globally, carbon dioxide emissions fell 7 percent, or 2.6 billion metric tons.”

In 2022 staff at Plank continued to fly less. We used the train more than ever.

To maintain this healthy habit, we continued investing into our setups for Zoom and video meetings, both at the office and for our remote teammates.

We continued to support sustainable travel for our team coming into the office, offering subsidies and incentives for travel, as well as continuing to promote a bike friendly environment for our HQ in Montreal, with new bike racks inside our front foyer.

Office

Our office went through a large cleanout in 2022. We safely recycled numerous boxes of old files, receipts and financial documents we no longer needed. We continued pushing toward a paperless process, doubling down on e-signatures in the few places we need them. We purchased less paper products.

We continue to up-cycle old electronics, selling older laptops to our team as we upgrade. This has been so successful that we only have a few older laptops currently idle.

Purchasing and Suppliers

We continue to ask questions about what we are buying and where it’s coming from. In 2022 we wrote up our first public thoughts on [Sustainable Office Suppliers](#).

Ethical Web Design

After years of prioritizing web accessibility, privacy, security, and general best practices, we knew that we weren't properly communicating that in our approach. As a result, we established the 5 pillars of our ethical web design approach, and set specific goals and standards that were most important to the successful delivery of a website project.

In August of 2021, we launched the first version of our [Ethical Website Design Framework](#), which is a set of user-centric principles and standards to ensure that all of our websites meet our five core goals: Accessibility & Inclusion, Privacy & Security, Device First Design, Best Practices & Sustainability, and Environmental Considerations.

While many of these we have been doing formally for years, there are others that we haven't as clearly communicated, until now. With the launch of this framework, we are setting website design and development principles that make sense to us as a team and are to the benefits of our clients, prospective clients as well as their customers and communities. It gives us a benchmark for how we develop web projects, and a point of discussion and consideration for UI/UX design principles. It gives our prospective clients an even clearer view as to why they should or shouldn't work with us.

Our five core goals —

1. Accessibility & Inclusion
2. Privacy & Security
3. Device-first Design
4. Best Practices & Sustainability
5. Environmental Considerations

Plank's Ethical Web Design Framework Diagnostic

To take things a step further, we developed a series of tools to evaluate and rate our efforts by using a specific proprietary diagnostic. The diagnostic is a series of automated and manually performed tests which then score a website based on our five key principles. What we've realized since then is that the diagnostic tools that we are using to evaluate our own work are also a useful resource for other organizations to test how their current website is performing, so we have since started to offer that as a formal Plank service offering.

The goal of Plank's Ethical Website Design Framework Diagnostic is to perform a holistic review of a company's

digital activities, abilities and maturity to create a plan for their organization. By reviewing specific areas such as capacity and knowledge, we craft a plan based on what a company can realistically accomplish. By benchmarking abilities against industry standards, we then deliver a report that assesses their commitment and situation in regards to other similar organizations. We also review online best practices and technical standards to ensure that their digital footprint is sustainable and meets modern environmental considerations. The goal is to help them understand their digital commitment to accessibility, inclusion, privacy and security.

Since the start of 2022, we have been working with the 3 organizations listed below, with funding from Canada

Council for the Arts, to perform these diagnostics. While still a work in progress, we are grateful for the opportunity to turn this framework into actionable improvement plans for important institutions.

Continuous Improvement

Looking ahead, we know that we need to do a better job of tracking these metrics before and after a site's launch to keep ourselves transparent and accountable to our commitments. We are also in the process of formalizing the second version of this framework after a year of reflection and careful attention to each principle. We look forward to evolving these standards for years to come.



**COUTEAU
MUSIC HOUSE**



Looking ahead

As we look ahead, we have set ourselves up to make 2023 another extremely impactful year for our team, clients, partners, community and our stakeholders.

We will continue to follow our values, and look for ways we can improve and grow while maintaining our feet on the ground.

In 2023 we will —

- Grow the company by 20%
- Become a valuable part of our new B Corp community
- Diversify our suppliers with more local and sustainable purchases
- Increase compensation and billing to keep up with inflation
- Work harder on our DEI initiatives
- Give back more time and money through Plank Gives Back initiatives
- Track data in our hiring and outreach
- Work towards full carbon neutrality



Thank you

plank.co