

20 Impact Report 21



Avenue

Corporate Governance

AVENUE'S MISSION LOCK

As an independent business, Avenue not only has a mission statement, purpose and values, but we have **amended corporate governing documents that require consideration of all stakeholders in our decision-making** (e.g. operating agreement, completed B Corp legal amendment) to legally ensure that our social or environmental performance is a part of Avenue's decision-making over time, regardless of company ownership.



ADVISORY BOARD

Avenue's highest level of corporate oversight is our [Non-Fiduciary Advisory Board](#) which is comprised of **5 CEOs and Executives** in Portland who support and advise on Avenue's future growth, development and leadership.

COMMITMENT TO OUR VALUES

Avenue continued to lean into our [B Corp values](#) by investing more time into our [BIPOC, LGBTQ+ and anti-racism efforts](#) and [taking care of our team members](#) from a health and wellness standpoint.

STANDING UP FOR WHAT WE BELIEVE

100% of our team was given Juneteenth as PTO to support Black-owned businesses in Portland. We considered, learned and honored the history of Freedom Day, also known as Juneteenth, the oldest nationally celebrated commemoration of the ending of slavery in the United States. We also acknowledge the work still to be done. We continued to engage in [meaningful conversations to catalyze change](#) and dug into the [neverending work towards dismantling racism](#). Being a better business is not just about what we are doing today or have done in the past, it's about continuing to challenge ourselves to improve our impact over time. Here are three examples of [what better business means to Avenue](#), in addition to our perspective on [Building Better Business: 3 Considerations for an Inclusive Economy](#).

IMPACT REPORTING

3 formal [impacts reports](#) going back to 2019, 2020 and 2021. Avenue provides descriptions of our social and environmental programs and performance, and we voluntarily share social or environmental performance indicators publicly. We treat our social and environmental impact as a primary measure of success for our business and prioritize it even in cases where it may not drive profitability.

TRANSPARENCY WITH FINANCIALS

Every month throughout the year, Avenue discloses all financial information (except salary information) **to 100% of the company.** In addition to sharing financials, our company also has an intentional education program around shared financials through our monthly **State of the Avenue Meeting.**



VALUES-DRIVEN BANKING AND FINANCIAL INSTITUTION RELATIONSHIPS

1 primary values-driven banking partner. Avenue not only intentionally chooses to work with Credit Unions (financial cooperatives), but we have chosen our primary financial institution to provide the majority of our company's banking services based on their characteristics as a [Certified B Corporation](#) and as a [Member of the Global Alliance for Banking on Values](#) committed to serving the community. We're proud to partner with [Beneficial State Bank!](#)

WE LEANED IN AND BECAME A 100% REMOTE AND HYBRID COMPANY

In March of this year, Avenue became a [fully remote company](#) (officially). Counting from March 12, 2020 (unofficially), that's **22 months as a remote and hybrid company.** As we embraced the remote work environment and the realization that we were in it for the long haul, Avenue's first order of business was to get every team member equipped with a state-of-the-art workstation. In fact, the transition to working from home 100% allowed us to upgrade our office equipment to brand new [Fully sit-stand desks](#) (bonus: they are a B Corp!), new monitors, desk chairs, and more. You can read the full post on how we are leaning into the hybrid workplace at Avenue [here.](#)





Growth and Sustainability



100% **job growth rate** for the past 12 months for full-time roles, and **100% of Avenue's jobs (all full-time) are paid with a living wage** (and significantly above the individual living wage of \$18.72 in Oregon).

66.67% **team retention rate** not including **4 new growth hires** in 2021. We also partner with the [Emerging Leaders Internship \(ELI\)](#) program, which removes barriers to access by connecting talented students of color with leadership-track, paid internships at top companies throughout the Greater Portland area to **grow our diverse talent base**. Avenue has been partnering with ELI since 2017. Read our 2021 ELI Intern, Sharon Sherpa's blog post [Reflecting on my Emerging Leaders Internship with Avenue](#).

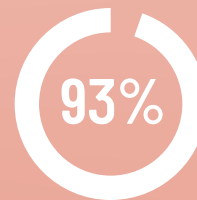


STRONG IN BUSINESS AND GROWING!

100% **OF CLIENTS ARE ONGOING PARTNERS**

Compared to 93.33% in 2020, our clients are ongoing, long-term partners of Avenue's, building around our recurring revenue model.

31 **CLIENTS SERVED IN 2021**
(37 served in 2020)



DIVERSE, PROGRESSIVE & PURPOSE-DRIVEN CLIENTS

93.75% (86.67% in 2020) of our clients are B Corps, credit unions, women and BIPOC-owned businesses, purpose-driven, social impact-related or nonprofit organizations who serve diverse customer bases and communities. At Avenue, we intentionally seek out client partners who align with our values as a company and as a Certified B Corporation®.

15.36% **OF PROFITS DISTRIBUTED**

as bonuses to all non-executive employees.



4 years of impact as a [Certified B Corporation®](#).

26.99% profit margin in 2021 allowing us to reinvest in the company and team.

20% year-over-year (YoY) growth in 2021 during a global pandemic.

94.22% retention rate of our clients.



**WE WERE HONORED TO
RECEIVE 1 AWARD IN 2021**

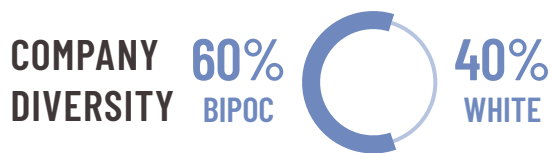
(2 in 2020), an AMA Max Award for the 'Best Social Campaign' for our work with PBOT Portland Sunday Parkways. Avenue developed a holistic strategy for both organic and paid social media across Facebook, Instagram, and Twitter with the goal of amplifying Portland Sunday Parkways' pivot to "Sunday Parkways at Home" to the Portland community. During a challenging year, Avenue's social strategy successfully connected 107,000 Portlanders with free at-home programming and resources that addressed their needs and fostered community connection in the midst of the COVID-19 pandemic and civil unrest against systemic racism.



Leadership and Diversity

AVENUE'S LEADERSHIP

Avenue is a **100% Woman, Immigrant, Black, Indigenous and People of Color (BIPOC) and Asian American and Pacific Islander (AAPI) owned and operated** digital marketing agency. Our CEO wrote about her experience with [Assimilation, Adoption and Identity: How Being a Korean American Shaped Me](#).



MANAGEMENT DIVERSITY

66.67% of our company managers identified as being from an underrepresented social group in 2021.

SUPPORTING WOMEN AND BIPOC ENTREPRENEURS

14 women and BIPOC (Black, Indigenous and People of Color) entrepreneurs served in 2021 (8 in 2020) through digital marketing consultation and business support in partnership with [Prosper Portland](#) and [Mercatus](#), in addition to business mentorship for **1 global student entrepreneur from the Russian Federation** through the [Entrepreneurs Organization \(EO\) GSEA program](#). A few of the businesses we've supported include: [Ice Queen PDX](#), [Sania Marie](#), [Mooncake and Cider](#), [Cafe de Crepe](#) and [House Nine PDX](#). In addition to supporting business owners and entrepreneurs, Avenue also partnered with [Intuitive Digital](#) on **1 scholarship** to support students of color through their [Inclusion in Digital Marketing Scholarship](#) program.



OUR COMMITMENT TO JUSTICE, EQUITY, DIVERSITY, INCLUSION (JEDI) AND ANTI-RACISM

4 Certifications to hold us accountable as a diverse company with a commitment to impact. As a certified Minority Business

Enterprise (MBE), Women Business Enterprise (WBE), Emerging Small Business (ESB) and Certified B Corporation®,

Avenue is committed to justice, equity, diversity, inclusion and anti-racism across all facets of our business, and we continue to do the work to address systemic racism.



© Coded Bias, Shalini Kantaya

In 2021, Avenue launched an anti-racism project to address bias in digital marketing, which is detailed in [A JEDI Approach to Redistributing Power in the Digital Landscape](#). As artificial intelligence (AI) and online bias become more and more prevalent across the digital landscape, historically underrepresented businesses are unfortunately negatively impacted by both of these trends the most. Avenue

was inspired by our learning on the topics of [Is Your Company Digitally and Socially Responsible? 7 Questions to Ask in the Era of AI Bias](#) and [3 Digitally Responsible Practices for Your Company in the Era of AI Bias](#), and we are looking to flip the script on this reality. As an outcome of this project, Avenue will create free resources and blog content to help businesses who have been negatively impacted by algorithmic bias succeed.



Culture and Employee Engagement

CULTURE OF GRATITUDE, CONNECTION AND SUPPORT

We continued our **Daily Huddle tradition**, a 20 minute checkpoint at the top of each day (Monday-Thursday) where the Daily Huddle Leader for the week leads a **mindfulness exercise** (Monday), a **game or prompt question** to learn more about each other (Tuesday and Wednesday) and the sharing of **1 gratitude** (Thursday). Together, we connect as a virtual team to update each other on our priorities for the day and where we might need support from the team to accomplish our tasks and goals.



ANNUAL GALLUP Q12 SURVEY

★★★★★ **4.65 out of 5** (4.7 in 2020). Gallup has studied survey results from more than 35 million employees around the world, and the Q12 survey is the most effective measure of employee engagement and its impact on business sustainability.

WEEKLY 15FIVE SURVEY

★★★★★ **4.5 out of 5** (4.5 in 2020). **15Five** is a tool that measures employee satisfaction and engagement and helps create highly-engaged, high-performing organizations by helping people become their best selves.

TEAM MEMBERS WORKING ABROAD

Avenue's remote workplace enabled team members to work all over the world and country.

From [Bologna, Italy](#) for three months, to weeks spent in Joshua Tree, Southern California, Bend, Sisters and the Oregon Coast, Avenue team members enjoyed taking in new sights, sounds and experiences in 2021.

TOTAL PTO DAYS AND PAID HOLIDAYS ENJOYED

An **average of 40 PTO and paid holidays were taken by each employee** (for employees employed for all 12-months of the year) including **Unlimited PTO**, **Avenue Holiday Weeks** and **Paid Holidays** provided by Avenue.

ANNUAL AND QUARTERLY STRATEGIC PLANNING

1 Annual Strategic Planning Retreat held in Portland

(with a scheduled return to [Hawaii](#) in Q2 2021) 🌴!

Additionally, we gather the company together for **three 1-2 day** company retreats (at [Stoller Family Estate](#) and our CEO's backyard in 2021) where we engage our entire team across the strategy, goal-setting and decision-making process for Avenue.

SUPPORTING PERSONAL WELLNESS

Avenue provides **100% of the team with a Fitness Stipend** to support outside wellness activities such as gym memberships, fitness classes, online fitness membership, etc.



TOTAL INDIVIDUAL PTO DAYS TAKEN NOT INCLUDING HOLIDAYS

94.1 days of PTO taken across the team, and an average of 24.44 days of PTO taken per team member.

Avenue's annual minimum for PTO taken is 25 days per full-time team member employed for 12-months. Taking time for rest, recovery and self-care is incredibly important to us. As a B Corp, it has always been important to Avenue to safeguard the health and wellbeing of our team members by creating boundaries around our workday and work year. The ability for team members to have permission to rest and recharge was designed to foster an environment where everyone can bring their best work and mental capacity to the virtual office for our clients to thrive. In addition to Unlimited PTO, Avenue closes the virtual office for 2 Holiday Weeks each year (in June and December), which is a time for our team to take a break and recharge. We believe the benefit is mutual. When team members return, we are stronger, fresher and ready to tackle new creative challenges for all of our amazing client partners. Read more from our CEO about [The Power of PTO and No Meeting Fridays](#).



AVENUE'S BENEFITS

Employer Paid Benefits

3% IRA Match

12 Week Parental Leave

Shop Local Stipend

Cell Phone + WiFi Stipend

Avenue provides 100% employer-paid medical, dental, vision coverage, short and long-term disability, life insurance and a SIMPLE IRA plan with a 3% employer match for all full-time employees. A few other benefits of note include 12 weeks of paid parental leave and a Shop Local Stipend, Cell Phone Stipend and WiFi Stipend. Our [Benefits](#) are an investment in the health, wellness and personal and professional safety of our employees.

CONTINUING EDUCATION AND PROFESSIONAL DEVELOPMENT

Avenue provides a [\\$1,000 professional development stipend](#) for all employees to improve their technical and professional skill set, in addition to a [30, 60 and 90-day training](#) and [onboarding program](#) for all new hires. Additionally, Avenue [invests in monthly training and continuing education](#) that extends beyond job requirements, including monthly [anti-racism sessions](#) with [Construct the Present](#), monthly [StrengthsFinder training sessions](#) and [1on1 coaching](#) with an outside consultant for the entire team, monthly [management training sessions](#) for Avenue's people managers with an outside consultant, monthly [lunch and learns](#) on topics like mindfulness, digital marketing, financial wellness, cross-skills training, etc. with both internal team members and external consultants.

BOOKS READ BY THE TEAM

[143 books](#). Reading continued gave the team a place to explore, something to do and many things to learn as the pandemic continued. As the late American author and social activist [Gloria Jean Watkins "bell hooks"](#) said, "What we do is more important than what we say or what we say we believe." For Avenue, reading was another path that led us to more learning and doing behind the scenes, both personally and professionally (where we focused on anti-racism, digital bias and dismantling white supremacy culture topics).

OUR DOG AND CAT COWORKERS

[365 days of our dog and cat coworkers](#) keeping us company and entertained with [Zoom cameos](#) ([shout out](#) to Lenny, Lochsa, Munchie, Raja and Maple for keeping us going!). 🐶 🐱



Community and Environmental Impact

AVENUE'S DESIGNED TO GIVE MODEL

Since our inception, Avenue has invested in worthy causes as part of our community impact program which **donates 5% or more of annual revenue to local nonprofits** (both financial and in-kind/pro bono services) to amplify their good work and impact. Avenue also has a robust Charity of Choice program that provides Oregon-based non-profits with up to **\$5,000 in pro bono marketing services** on a quarterly basis each year, which totals approximately **\$25,000 annually** and **2.5%+ of employee time**.

BOARD AND COMMUNITY LEADERSHIP

Our CEO serves on the Board of Directors of **5 nonprofits in Oregon**, including [SMART Reading](#), [B Local PDX](#), [Business for a Better Portland](#), [SEmpdx](#) and [EO Accelerator](#).

PRO BONO \$ SUPPORT OF NONPROFIT AND PURPOSE-DRIVEN WORK IN THE COMMUNITY

\$25,000 in pro bono services (\$25,000 in 2020) given to non-profits as part of our quarterly Charity of Choice program (to organizations such as [PDXWIT](#), [Prosper Portland](#), [Sudara](#) and more). Community service and impact is part of our DNA. Avenue is committed to contributing to our community, environment, society and world in a meaningful way.

ACTUAL \$ SUPPORT OF NONPROFIT WORK IN THE COMMUNITY

1.3% of annual gross revenue (1.6% in 2020) donated in cash to nonprofits by Avenue. Since our inception, Avenue has donated 1% or more of annual gross revenue to local nonprofits to amplify their good work and impact. In 2021, the list included [SMART Reading](#), [Elevate Oregon](#), [Business for a Better Portland](#) and more.

5%
revenue

donated to local
nonprofits

228
hours

of Board Service
Contributed by the
Team (192 in 2020)

\$25K

in pro-bono services,
approx 2.5% of
employee time



**214.67
hours**

donated by team
members to local
organizations

**8,613
miles**

and 452.40 hours
saved by not driving
due to COVID

**300+
trees**

planted in honor of
our clients, partners
and friends

INVESTING \$ IN THE COMMUNITY

An additional **\$3,750 invested in the community by the team** (\$2,250 in 2020) through our company-funded Shop Local Stipend. As part of our commitment to our team and community, Avenue provides a monthly Shop Local Stipend for team members to support local businesses or nonprofits of their choice.

OF VOLUNTEER HOURS CONTRIBUTED

214.67 hours (48 in 2020) that team members committed through pro bono services and individually to organizations they are passionate about (using work hours to do so). Avenue team members have dedicated their time to support organizations such as [PDXWIT](#), [Sudara](#), [Prosper Portland](#), [SMART Reading](#), [Elevate Oregon](#) and more.

MILES DRIVEN AND GAS CONSERVED AS A REMOTE COMPANY WITH NO COMMUTE

8,613 miles (7,224 miles in 2020) and **452.40 hours saved** (280 hours in 2020) by not driving to an office during COVID, which equates to roughly **344.52 gallons of gas conserved** (289 gallons in 2020) and greatly reduced emissions.

OFFSETTING OUR CARBON FOOTPRINT

Avenue planted **over 300 trees** through [One Tree Planted](#), a 1% for the Planet Company in honor of Avenue's clients, partners and friends, and we purchased **60,000 pounds of carbon offsets** from [Terrapass](#) to cover the collective **31,572 miles round-trip** for our upcoming trip to Kauai in Q2 2022.

Like Avenue, B Corps are champions of measuring impact, and the [B Corp movement](#) is continuing to grow. You can learn more about the companies who are using business as a force for good by following [@bcorporation](#) and [@blocalpdx](#). And you can also take the [B Impact Assessment Snapshot](#) to see your company's impact on its workers, community, environment and customers. I invite you to join Avenue and the B Corp movement on this journey to create lasting, positive change in the world we love.



Thank you

[AVENUEAGENCY.COM](https://avenueagency.com)