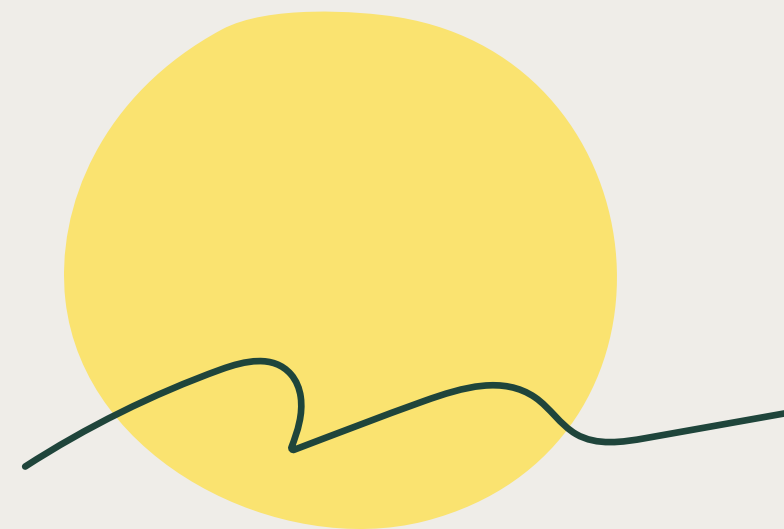
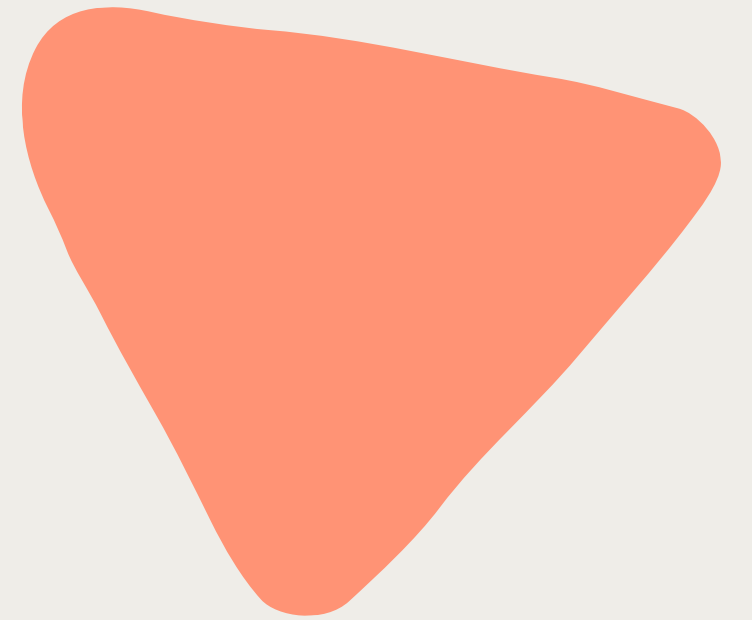


Annual Impact Report 2025

Finding opportunity in challenge

Plänk



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Welcome Back

2025 was the year we got tested in ways we hadn't been before. The industry 'stalled-out' for many agencies, and stayed that way for most of the year. The decisions it forced weren't easy. We made choices we're proud of and some we'd make differently with hindsight, but we made them as carefully as possible, and we own them.

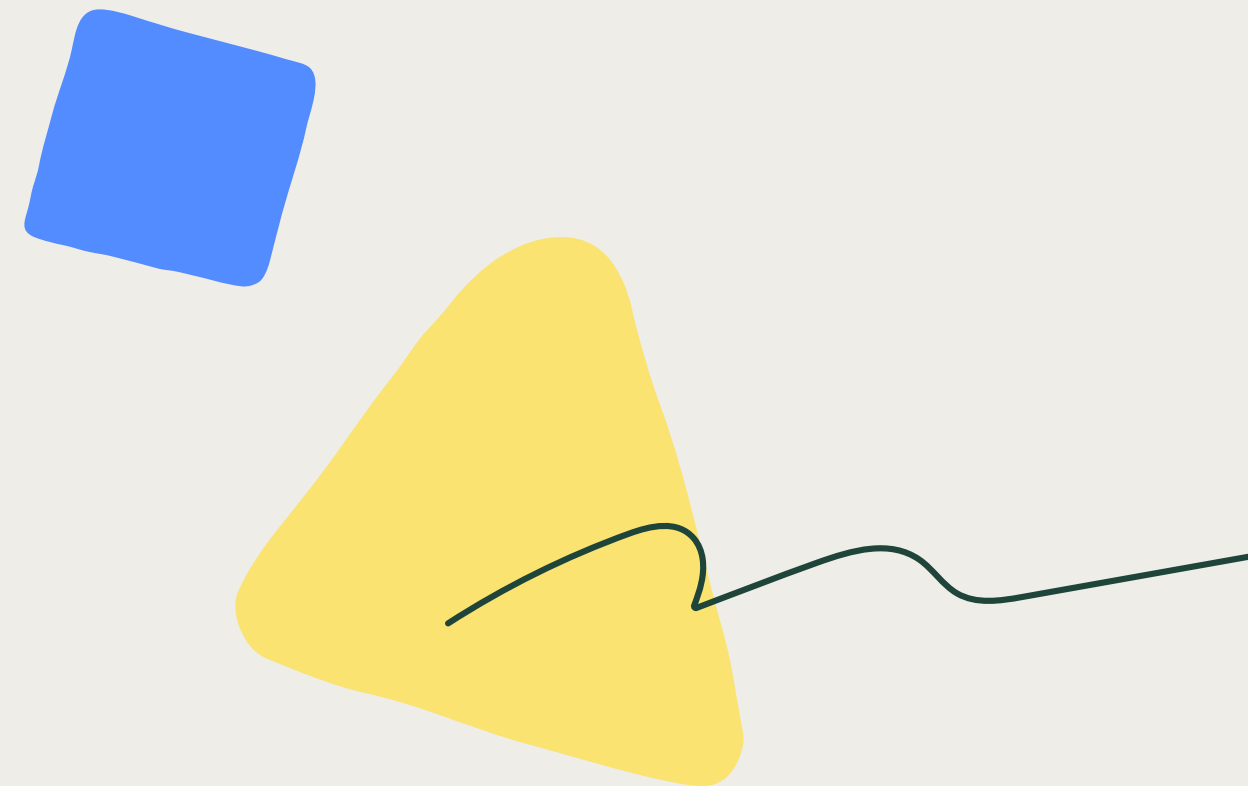
What stayed solid through all of it was the kind of company we want Plank to be: one that thinks in years, not quarters, and treats the people around it - our teammates, clients, and partners - with honesty and care. That's a lot easier to say when business is good. 2025 gave us a chance to find out if we actually meant it.

It's also easy to lose focus on all the amazing work we got done. We delivered meaningful work, continued learning and improving as a team, and earned the trust of clients who relied on our expertise. We continued to give back, represent our industry, and advocate for the ethical web we believe in.

This report is a record of 2025; the work, the results, and the reality behind them. We haven't tried to cherry pick only the best parts, and it's not here to impress anyone. It's here because transparency is something we believe in and are trying to get right, and impact reporting only means something if you're willing to be honest.



Steve Bissonnette
VP & Managing Partner, Plank



Proud B Corp Since 2022

Plank proudly recertified in 2025

Our score went from **93.6** (2022) to **95.6** (2025)

- Consistency across a 3 year period means we got the certification right
 - Major Improvement came in Governance: Ethics & Transparency which aligns with having a tough year and being more open with the team about our road ahead. There were still lots of things we could have done better, and hopefully we'll see that in the next certification in 2028.
-

Going through the process meant a time to reevaluate the state of the company

We were certified under the 1.6 guidelines. Important to note that since then BCorp uses the 2.0 standards. Plank intends to recertify under **the new guidelines in 2028.**



3 Major Things

1

A smaller team

We let go of 4 people on Oct 27th 2025. We had spent the previous 18 months trying to avoid this situation, and using Plank’s safety net to keep the team whole through a very tough period for the entire industry. We continue to help those affected through recommendation, support and referral. For anyone navigating something similar, we’ve shared more about [how a B Corp can handle layoffs](#).

2

Fiscal year change

2025 was our first full fiscal year to follow the calendar year. This makes reporting a bit tougher as we had a previous partial 5 month year from Aug 1 2024 - Dec 31st 2024.

3

The impact of AI

Uncertainty, enthusiasm, and potential ran through every conversation about AI tools in 2025. Plank spent considerable time evaluating, learning and talking about the impact of these tools with our team and with our clients. In the spring of 2025 at our annual employee gathering (PAW) where we introduced the people first/human centric thinking that would continue to be improved through the rest of the year. A useful lens for us was to consider the impact of AI through the pillars of our B Corp certification. The one major task which we still need to do is to look at our EWC and acknowledge /reevaluate those guidelines with the impact of AI.

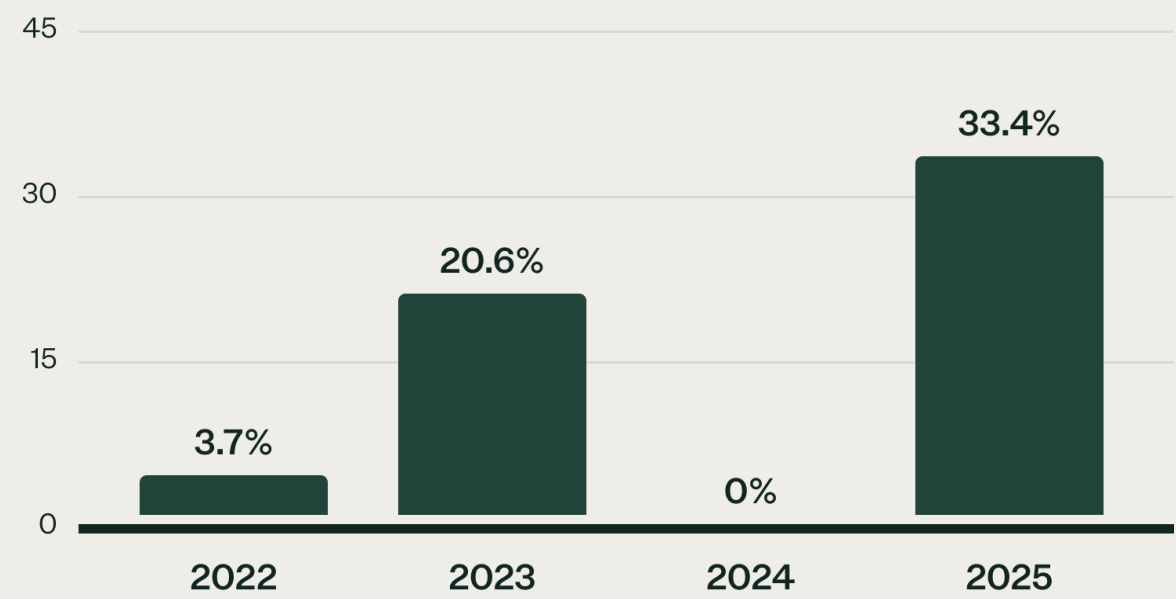


People



Our Team

Employee Turnover



We are proud of how our team evolved to meet challenges.

Our team went from 27 to 21, including 2 departures and 4 layoffs. There is no softening the impact this had on the company as our team got 20% smaller. We spent considerable time in late 2025 rebalancing work, supporting those who had extra tasks to do, and communicating with the team about the overall impact this had.

All changes happened in the most human way possible. Direct conversations, extended support for anyone affected. Clear and transparent internal discussion about why this had happened, and the long term extensive plans to get us on track.

During 2025 we had a few employees on maternity/paternity leave. We carefully navigated people being away for a long period of time, balancing workload, clearly communicating in healthy ways with them while they were gone, and considering the extra stress these new family duties would have on them.

In 2025 we evaluated and changed how we handle some aspects of time off — erring on the side of generosity where there was no overall reduction, only addition. We added a few more public holidays (align remote teams across Canada), clear processes and transparency around team responsibilities (we know who to talk to, what the steps are, the timeframes etc) We made sure our systems like HR and time tracking were clearer and easier to use. We also made major changes to how Plank handles unused or rollover vacation, again making sure that every employee never lost any benefit or wage due to not being able to take the time off within a certain period.

Our annual employee appreciation event (PAW) was moved earlier in the year to better space out when we could see each other in person. Our 2025 edition included an internal hack day, social activities, a historical walking tour of a close-by neighbourhood led by a client of Plank’s, and lots of good food together.

HR & DEI

Professional Learning & Development

We still made time for learning among a number of topics including animation, languages, PM skills, analytics learning.

Plank continued to support a select number of employees to coaching and mentorship resources.

A total of 25k was invested into learning, onboarding, and costs for resources.

Committed to Diversity and Inclusion

We could no longer financially sponsor QueerTech in 2025, our team had to take priority.

We moved some of the previous work into our process:

- Continued focus on diverse and inclusive hiring practices specifically around how we handle applicants in our HRIS
- Better mental and physical health support through our benefits — increase coverage for both
- Continued focus on accessibility and inclusion on projects

Our recurring meetings paused due to lack of new initiatives.



GENDER REPRESENTATION

50% Female

45% Male

5% Non Binary

GENDER IN LEADERSHIP

OWNERS

100% Male

DIRECTORS

50% Female

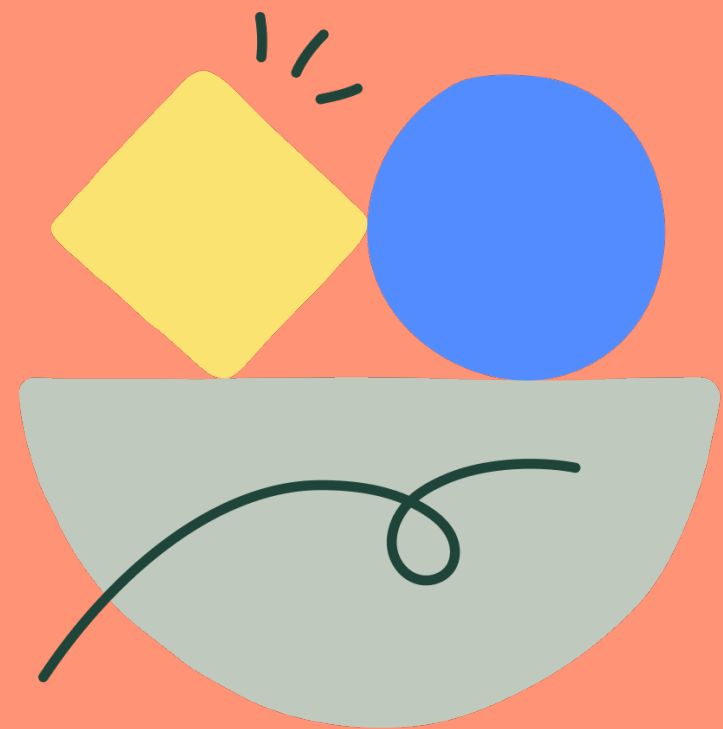
50% Male

TEAM LEADS

50% Female

50% Male

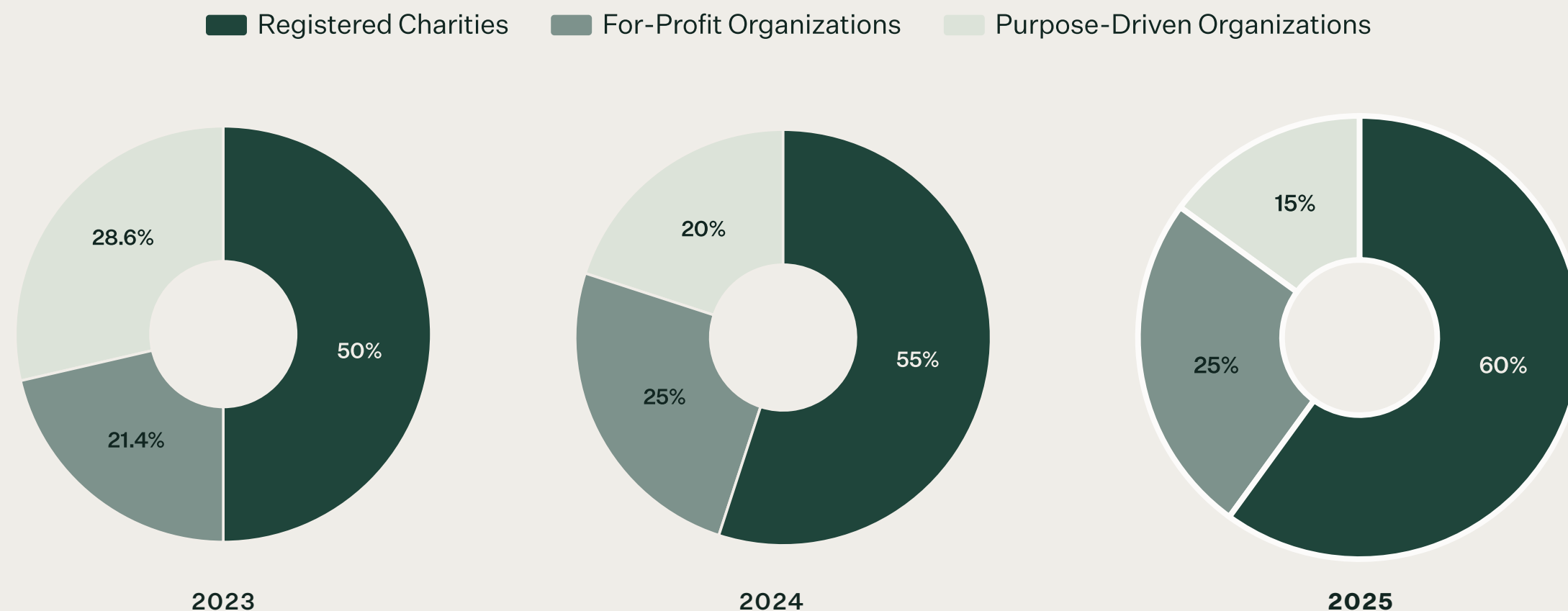
Responsibility



Our mission remains rooted in the success and well-being of the organizations we collaborate with. In 2025, we proudly partnered with 20 organizations on numerous projects that furthered causes close to our hearts.

Our goal for 2025 was to continue working predominantly with non-profit and purpose-driven organizations and to increase our collaborations with certified B Corps.

With an overall economic downturn, we struggled to maintain this target. Many purpose driven orgs saw uncertainty and delays/cuts in funding.

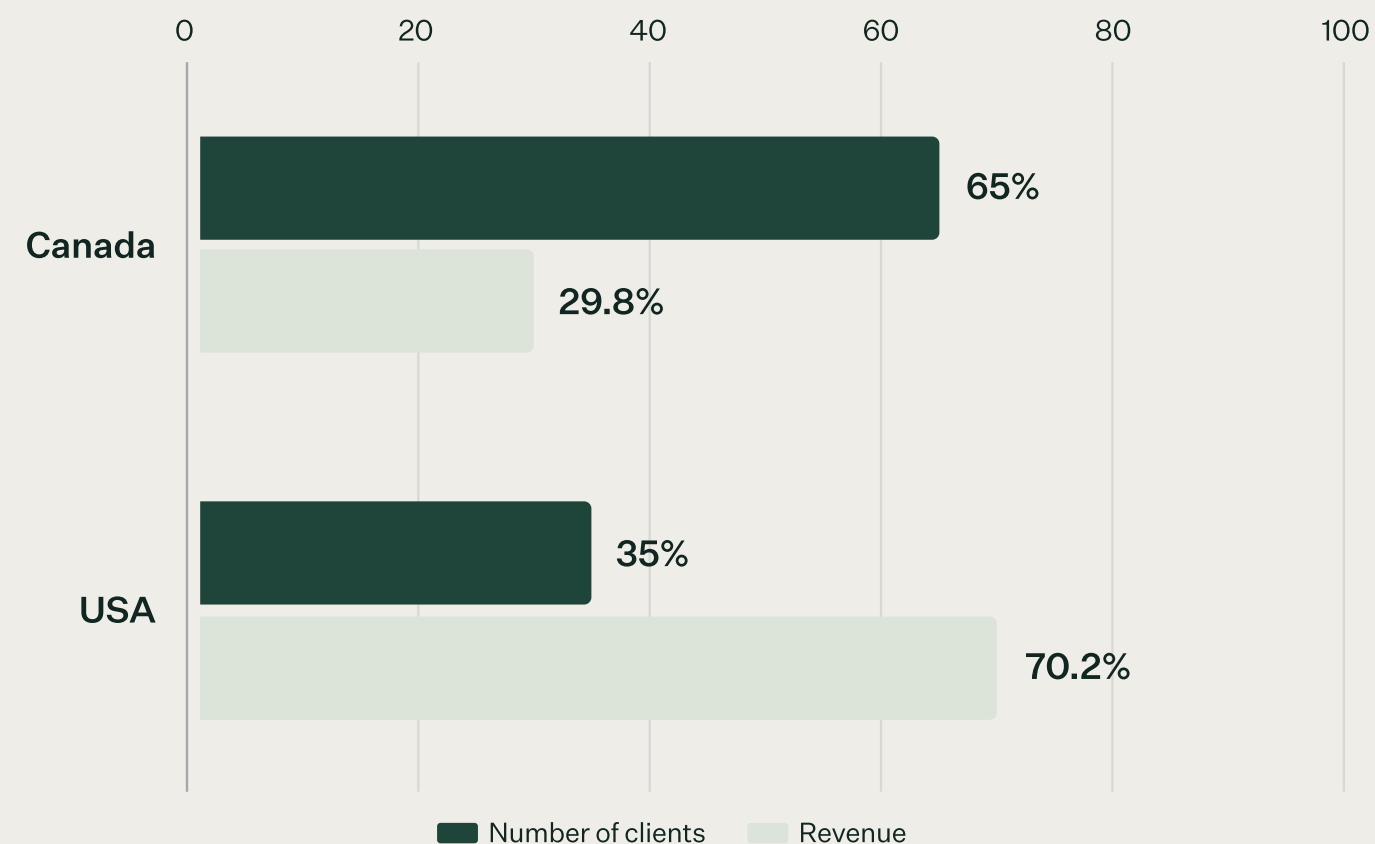


Investing in Canada

In 2025 we saw an increase in Canadian opportunities and work. With tariff and trade issues being a daily news headline, many Canadian companies considered local agencies first. Plank has always had a large number of US clients and we have no plans to change that, but groundswell of Canadians working together was great to see and we're happy to participate, especially on projects like TransCanada Trail, Ontario SPCA, and our continued work with Historica Canada to name a few.



In 2025 35% of our clients were from the USA, but accounted for 70% of our revenue.



Other Things We Care About

Equitable Partnerships

We continue to expand our partnership network including great relationships with Design, DevOps, and Salesforce partners.

With the tough year — we started to look towards contractual help, and how that could fit in with our business, process, and values. We are committed to fair pay and great working conditions for our partners.

AI

As already mentioned, AI played an important role in our responsibility during 2025. Achieving any longview impact of AI planning was a challenge.

We spent considerable time educating our clients and team on how these tools could and should be used. SEO, accessibility, testing, content generation, and coding practices impacted some of how we handled 2025.

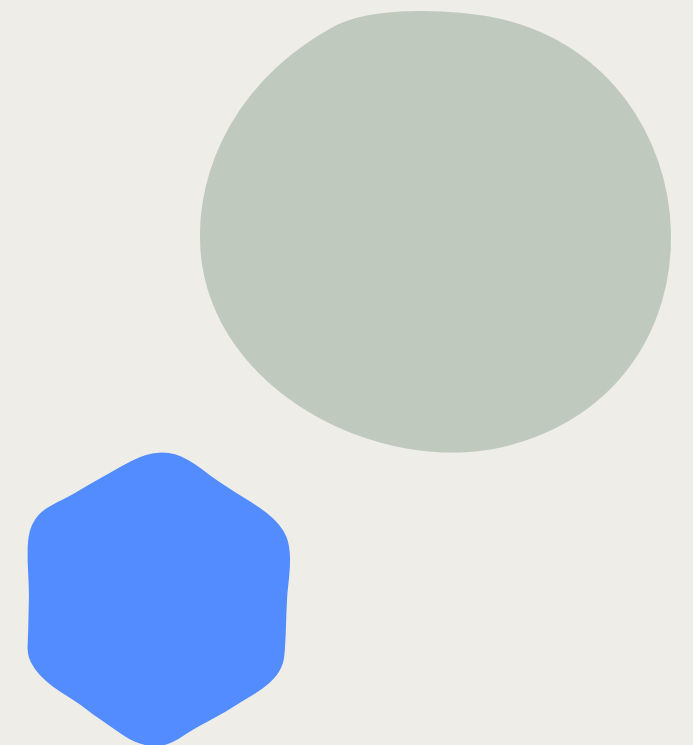
The playing field seemed to change weekly, with little stabilization to base a policy from. As we foresee constant change and acceleration of change for the foreseeable future, we finally created a new policy in early 2026.

During PAW 2025 we had our first large team discussion about the impact of AI on our company, our clients and our future. We found a lot of common ground amongst the team on core values, and have committed to listening to all viewpoints and respecting everyone's individual choices as much as possible.

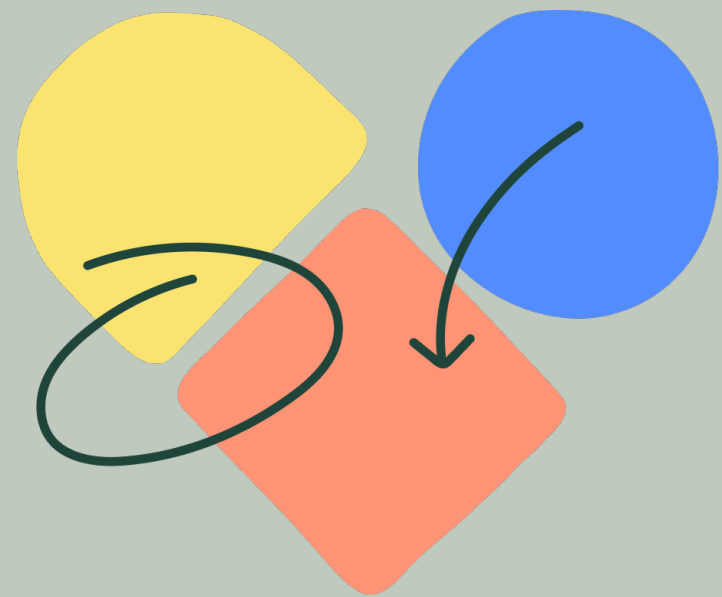
Environmental

We unfortunately set aside our goals about Carbon neutrality for 2025 as keeping our company healthy, and as many of our team employed, was more important with our limited time. We are reviewing this for 2026.

We continued our promise of reducing waste, reducing unneeded travel, and lessening our impact on our environment by choosing better suppliers, products and services.



Generosity



Giving Back



Building strong relationships and giving back has been a core focus of Plank’s mission. We strive to engage in ways that align with our values and drive positive impact.

3 key areas of giving back in 2025

Our open source packages increased to 30. This remains an important effort that we feel strongly about. Plank benefits every day from the open source of countless others, and we feel the need to give back into that ecosystem.

As with previous years — we donated significant volunteer time and funds to Carolyn’s Community as part of two yearly events — the Christmas Toy Drive, and during PAW with a day to source and assemble over 100 bagged lunches to be given out to those in need in Montreal.

One of our lead developers continued his long standing involvement with the CRC Robotics competition which he used our “volunteer days” program to attend. The competition is a multidisciplinary event that encourages students to design and build robots, create websites, videos, and kiosks, and even produce tutorial videos. It provides a unique opportunity for everyone involved to learn something new.

[Check out the highlights.](#)

2026 and Beyond



When times are easy, it's not all that hard to lead in an empathetic and compassionate way. With an abundance mindset, it's easy to be positive, generous, and true to your values. When times are tough, you get to see how an organization lives up to its values. In 2025, things did not go as we had hoped or planned, and as a result, how we handled ourselves demonstrated our commitment to our values.

As we look at this year, and the coming years, I find myself just as energized as I ever have been about our industry, partners, clients and teammates. It's clear there are a lot of opportunities ahead for everyone in our world.

- While there is a lot of uncertainty in the digital agency leadership world in the face of AI, our focus is on how these tools will enable us to do better work for our clients.
- By continuing to build new partnerships with other agencies, freelancers, and specialists across different fields, we will be able to produce more innovative work.
- We are proud of the many long-term and high-value collaborations with our existing clients, and we look forward to starting some new relationships this year.
- The dedication that our team has shown to Plank, in good times and tough times, is a testament to their character and their ability to embody our values every day.

While the world in 2026 and beyond may feel difficult, erratic, and uncertain, we're proud that Plank remains a place where people can do meaningful work in a culture grounded in compassion and care.

Thank You.



Warren Wilansky
President & Founder, Plank

**We are excited about what's ahead and deeply
appreciate your support**



Plānk

plank.co



2022 was the year our printer took retirement - let yours have a well needed rest and read this report digitally instead.