

The background of the entire page is a photograph of a dense forest. Tall, slender trees with thick, moss-covered trunks stand in rows. Sunlight filters through the canopy, creating a dappled light effect on the forest floor. The ground is covered with green ferns and other low-lying vegetation. A person wearing a blue jacket and dark pants is walking away from the viewer on a narrow dirt path that winds through the trees on the right side of the image.

PROPELLER

---

# Corporate Social Responsibility

2023 IMPACT REPORT





# Table of Contents

---

1

## **Firm Standing** 3-10

Who We Are and What We Stand For

2

## **Our Clients** 11-15

Putting ESG Into Action

3

## **Our Environment** 16-18

Understanding Our Impact

4

## **Our People** 19-30

Commitments to Our People

5

## **Our Community** 31-37

Community Is Core to Our Culture

6

## **Our Future** 38-41

Putting Momentum Behind Impact



# Firm Standing

---

**We help individuals, teams, and organizations thrive in change.**

Propeller is a people-focused management consulting firm that helps businesses thrive in change by delivering impact-driven solutions that build momentum. We're consultants, strategists, builders, and doers – but mostly we are a company full of people who love the adventure of solving complex problems.

Since Propeller opened its doors in 2012, our intent has been to keep the focus on the people, and our local business model keeps us connected with the communities we serve. The commitment we make to our colleagues, clients, and community is enduring and won't fade with years or success. As we balance competing demands, we refuse to sacrifice ethics just to add to the bottom line.





# A Letter From Our CEO

## Welcome to the Propeller 2023 Impact Report!

To say a lot has happened since the publication of our last impact report in 2019 would be an understatement. From the pandemic to cultural movements to economic shifts, we've all been through a lot personally and professionally over the past few years. From all this change comes an opportunity to rethink our approach. To do things better. That's what we're focused on internally at Propeller — and what we've always helped our clients achieve.

Our mission as a firm is to help individuals, teams, and organizations thrive in change with solutions that will drive the most impact. With our eight cultural ethos as our foundation, we will continue to navigate this complex environment and deliver innovative strategies that drive meaningful change.

As a consulting firm, we value the close partnerships we build with our clients and communities. Our approach is built on mutual trust. By investing in relationships, we're able to collaboratively build and deliver meaningful solutions to improve processes, workplaces, businesses, and the world around us.

I'm proud of the progress we have helped our clients and communities make and the challenges we have overcome as we work toward a more sustainable future. For example, we helped a large technology company deploy an updated CSR strategy, helped to detoxify a global retailer's apparel and footwear supply chain, and elevated a local nonprofit's work through board and leadership development through pro bono support. Through partnerships we build a brighter and better future.

Growth has always been a part of Propeller's vision. As an employee-owned company, we've created a culture of ownership where we are all working towards the same goals together. We continue to strengthen our diversity, equity, inclusion, and belonging and launched a plan in 2022 focused on organizational culture, performance management, total rewards, leadership development, marketplace and community impact, and talent management. We continue to improve benefits to support our people which has led us to win multiple Great Place to Work awards. We understand that our employees are essential to our growth and success—and the success of those we serve.

Looking ahead, we will continue to build momentum with our environment, social, and governance (ESG) strategy. As a part of this strategy, we plan to improve assessment and reporting on our impact, set clear targets aligned with our vision, evolve our capabilities to support clients and their ESG needs, and share our learnings so that we can lead by example. This report aims to highlight our accomplishments, priorities, learnings, and goals and forge a better path forward. The Propeller team will continue, as it always has, to create better outcomes for our clients and our communities — and work toward an environmentally and socially responsible workplace. Together, we can continue to make momentum toward a brighter future for all.

“ From all this change comes an opportunity to rethink our approach. To do things better. That's what we're focused on internally at Propeller — and what we've always helped our clients achieve. ”

— Amy Weeden,  
CEO and Co-Founder



# Ethos of Propeller

Eight principles guide our work and form the foundation of our culture. Whether evaluating the merits of a strategic direction or deciding the best course of action, these principles are the intangible things we build from that lead us in the right direction.

These are the standards we commit to that influence how we engage with each other, our clients, and our community.

## THE CORE PRINCIPLES THAT PROPEL US AND IGNITE IMPACTFUL OUTCOMES.





# We are a part of the community.

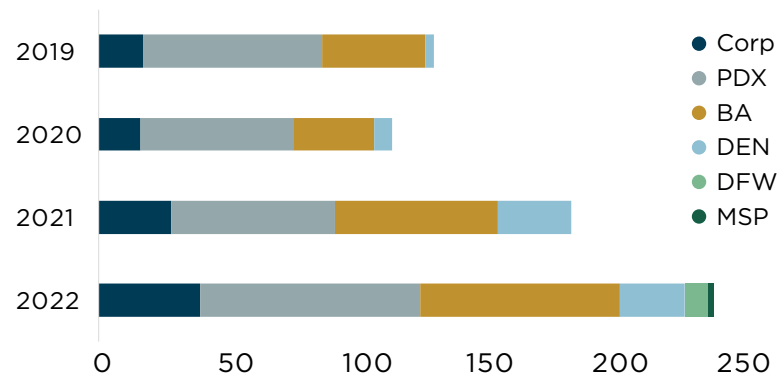
At Propeller, we emphasize the value of working, developing, and supporting growth in the communities where we live. While we serve clients nationwide, our local focus provides Propeller consultants the opportunity to work with organizations within their own communities—reducing our carbon footprint and facilitating a connection between the work we do and the people and places we call home.

This regional focus allows us to have a direct impact on the communities we have a presence in:

**Denver, CO**  
**Silicon Valley, CA**  
**Portland, OR**

**San Francisco, CA**  
**Dallas-Fort Worth, TX**  
**Minneapolis, MN**

## EMPLOYEE GROWTH BY HEADCOUNT





# Where we focus our expertise.

At Propeller, we are grounded in our commitment to serving exceptionally for our clients and communities.

We leverage deep expertise in key areas to address critical needs in the market. Our thought leaders across these practice areas collaborate to drive meaningful impact.



## PEOPLE + CHANGE

Comprehensive capabilities to achieve success through a committed focus on human capital and change management.



## DATA + ANALYTICS

The latest best practices for optimized data collection, management, and reporting to address business needs and drive strategic decisions.



## TECH TRANSFORMATION

A suite of services that combines deep domain expertise and current market understanding with a balance of strategy and execution to realize the greatest value from technology.



## EXPERIENCE DESIGN

With a user-first approach, we create personalized, differentiated experiences for customers and employees that drive business growth.



# Our Reputation

Everything we do here at Propeller is to give our clients the best service possible while uplifting the local communities we call home. We don't do it for the rewards, but it is nice to be recognized and know we're on the right path!



**97%**  
of employees would  
recommend Propeller as  
a Great Place to Work

- **77 NET PROMOTER SCORE (NPS) ANNUAL CLIENT**  
NPS Survey, 2022
- **BEST MEDIUM WORKPLACES**  
Great Place to Work, 2022, 2019
- **BEST WORKPLACE IN CONSULTING & PROFESSIONAL SERVICES**  
(Small & Medium) Great Place to Work, 2018-2022
- **BEST WORKPLACE FOR PARENTS**  
Great Place to Work, 2022
- **SILVER CERTIFIED**  
Sustainability at Work, 2018-2021



# Women Owned

In 2022, Propeller became certified as a Women's Business Enterprise by the Women's Business Enterprise National Council (WBENC), a leading certifier of businesses owned and operated by women. The certification's emphasis on innovation through diversity is reflective of Propeller's core values centered on committing to people, embracing diversity, and uplifting communities.

By including women-owned businesses among its suppliers, corporations and government agencies can demonstrate their commitment to achieving their supplier diversity goals, and we are proud to play a part.



“ I am honored that Propeller has joined the esteemed group of women-owned businesses with WBENC certification and excited about the opportunities it provides to work with organizations that value diversity as strongly as we do. ”

– Amy Weeden,  
CEO and Co-Founder



# Corporate Social Responsibility at Propeller

Our corporate social responsibility (CSR) vision is a product of our eight values. These values have served as a backbone for how we form our strategy, serve our clients, hire a workforce, partner within our communities, and act as a steward of our collective environment. With those values, we frame our CSR vision as an intersection of our economic, social, and environmental contributions to four key beneficiaries: our clients, our environment, our people, and our communities.

This report represents Propeller's progress on our continued journey to live our values and captures our learnings in support of our client's and community's collective environmental, social, and economic goals.



## CLIENTS

Act as a strategy and execution partner in solving our clients' toughest CSR problems across people, operations, and technology.



## ENVIRONMENT

Keep our operations lean by bucking the travel consulting model and focusing on supporting clients in our local markets, traveling out of necessity, not practice.



## PEOPLE

Maintain an environment that's a "great place to work" and enables all our employees to thrive, regardless of their background.



## COMMUNITIES

Uplevel our communities by committing significant resources and energy to pro bono work, volunteer engagement, and direct giving.

# Our Clients

---

**Our largest CSR impacts are often with our clients.**

Propeller's diverse experiences in project delivery and stakeholder management across various sectors demonstrate the firm's ability to amplify our clients' CSR efforts.

The following is a sample of projects that showcase our propensity to reach beyond our client's bottom line to achieve a greater good.





# Industries Served

## We lead critical, strategic initiatives within complex organizations.

At Propeller, we're consultants, strategists, builders, and doers and the industries we serve are as diverse as our people. We work with clients across all industries and at various stages of maturity. We leverage expertise and experience across our core areas of practice — People & Change, Data & Analytics, Tech Transformation, and Experience Design — to solve our client's toughest ESG problems. Regardless of industry, we focus on ensuring success for our clients by establishing trust as an embedded partner, instilling a bias to action, uncovering and solving root problems, and providing meaningful customization. Explore some of our recent client engagements over the next few pages.



### CONSUMER PRODUCTS

Supply Chain and Materials  
Sourcing Sustainability



### ENERGY + UTILITIES

Customer Experience and  
Service Design in Utilities



### PUBLIC SECTOR

Digital Transformation and  
ERP Implementation



### FINANCIAL SERVICES

Digital Transformation,  
Organizational Effectiveness and  
Alignment, and Data Governance



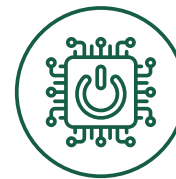
### EDUCATION

Digital Transformation,  
Data & Analytics, and  
Organizational Effectiveness



### HEALTHCARE

Operational Effectiveness  
and User Experience Design



### TECHNOLOGY

CSR Strategy Development,  
Workforce Engagement,  
and DEIB Strategy



### MANUFACTURING

Supply Chain and Materials  
Sourcing Sustainability

### Case Study

## Facilitating Board Effectiveness at a Local Nonprofit

A Portland-based nonprofit that supports low-income community members getting access to bicycles and their benefits added several new board members to realign on how to increase community impact. Propeller led the nonprofit's leadership and key board members through an engaging strategy redesign, realigning the group on expanding its services and community touchpoints.



### Case Study

## Elevating a Global Tech Company's CSR Strategy

A large software client's Sustainability Committee was struggling to meet strategic goals because of unclear governance, siloed efforts, and undefined roles. Propeller led an effort to revitalize the vision, strategy, structure, and operations of the committee by designing and executing a new operating model and standardizing onboarding for new executive sponsors. This work ultimately reaffirmed this client as a sustainability leader.



### Case Study

## Large Software Company Improves Employee Commutes

To help redesign a 20,000-person company's commuting strategy, Propeller conducted employee focus groups and external research to help the organization better understand sustainable commuting benefits. We advised the client on how to augment their commute benefits, office infrastructure, and employee programs to support alternative commutes and, in doing so, reduce their carbon footprint.



### Case Study

## Improving Teacher Experience Through Digital Transformation

Partnering with the CTO of a local unified school district that serves over 55,000+ students, Propeller led the digital transformation of decades-old systems and processes, giving valuable hours back to the 10,000 teachers across the district enabling them to focus on their most critical work: teaching.



### Case Study

## Phasing Out Hazardous Chemicals in a Global Retailer's Supply Chain

To meet regulatory pressure and evolving consumer expectations, a major retailer made a public commitment to phase out hazardous chemicals used in water-repellent footwear and apparel. We organized the company's product and supply chain teams globally to find replacements without compromising quality and operations, enabling them to meet investor pressure and stay competitive in the growing sustainable retail market.



### Case Study

## Refreshing an Arts Nonprofit's Capital Campaign

As part of their 50th anniversary, a Denver-based dance ensemble and school was seeking to raise capital to purchase real estate and secure its future. Propeller aligned organization directors and board members on a cohesive capital campaign strategy, narrative, and marketing materials to catalyze involvement from their community and key donors, helping them secure a permanent presence in the community.



# Our Environment

---

## Our hyper-local model keeps us environmentally lean.

Propeller strives to live and work holistically and responsibly while creating economic value within the confines of our environment and community.

As a management consulting firm, Propeller's hyper-local business model differentiates us from our national peers. Because we serve clients in the communities we live and operate in, business travel is limited and never weekly. This caps our environmental impact on the office space we occupy and our employees' commutes as part of our hybrid work culture.

Regardless, we still seek to understand the impact we have on the environment and are focused on accurately measuring our emissions to understand the scope of our footprint.





# Greenhouse Gas Emissions

To ensure Propeller stays aligned with best practices in greenhouse gas emissions management, we monitor climate disclosure and risk management recommendations set out by the International Sustainability Standards Board, Task Force for Climate-related Financial Disclosures, and the U.S. Securities and Exchange Commission.

We evaluate emissions by looking at scope 1, scope 2, and scope 3 emissions categories, with the latest data coming from our 2020 baseline. Due to our local model, where we service clients in geographies where our offices are based, our scope 3 emissions are significantly less than national consulting firms.



*\*Emissions data is from our 2019 assessment. In Q1' 20, we paused all travel and went fully remote due to the Covid-19 pandemic. We plan to reassess our emissions baseline to account for our expanded offices and hybrid work model.*



4

METRIC TONS

## SCOPE 01

Emissions that are a result of energy being used onsite (e.g., natural gas for heating)



4

METRIC TONS

## SCOPE 02

Emissions that are a result of energy being generated offsite (e.g., electricity)



213

METRIC TONS

## SCOPE 03

Emissions that occur upstream or downstream from the company (e.g., business travel, commuting, food)



# Incorporating Sustainability

Propeller incorporates environmental, social, and governance principles into our daily ways of working by focusing on driving awareness, action, and accountability among our staff and consultants. We believe that empowering decision making through knowledge and understanding drives actionable progress against our ESG objectives. Our key areas of focus include creating awareness, driving action, and maintaining accountability.



## Our Approach to Sustainability



### AWARENESS

Sustainability starts with awareness and education. Training and education are key to building employee knowledge and to increasing adoption of our sustainability principles.



### ACTION

As a firm full of momentum builders, our employees lead by example through their actions. We provide clear steps to empower them to act sustainably at the office and at home.



### ACCOUNTABILITY

With senior leadership representation and employee-led initiatives, we ensure governance and accountability at all levels of the firm.

# Our People

---

## Propeller holds a commitment to people.

Our commitment to people is one of our founding values, a cultural tenet that informs our decisions and our growth — as a firm and as individuals. An inclusive culture is good for people. A diverse workforce is good for business. Together, it enables us to deliver more creative and durable outcomes with individuals who feel heard, supported, and safe to show up and contribute as their authentic selves. Valuing and giving a voice to diverse perspectives is what brings us together and builds a thriving culture.





# Employee Benefits: Taking Care of Our People

Staying committed to our people means we continuously strive for ways to improve how we can provide for our employees and are reflective of their diverse lives, priorities, and aspirations.

We unequivocally believe that everyone should have the power to make their own health and reproductive decisions. We're also committed to protecting the safety, health, and well-being of our employees and their families. Like many other companies, we've amended our benefits to ensure everyone has equal access to healthcare, irrespective of location. Below are a few highlights of the many benefits we provide our employees.



## FAMILY SUPPORT

To support families in all their stages and forms, we offer paid parental leave and fertility and adoption benefits, as well as an annual \$750 per child childcare bonus to offset expenses. We also offer gender-affirming care and travel assistance for those who need critical services not offered in their state.



## MENTAL HEALTH SUPPORT

To help our employees thrive, we provide supplemental mental health and wellness support through mindfulness apps, behavioral health coaching, video therapy, and up to eight psychiatric sessions annually. In addition, our traditional EAP includes 24/7 crisis help, four counseling visits, and discounted legal and financial services for those in need.



## GROWTH BUDGET

Employee-led learning is important for aligning firmwide development needs with individual goals. We provide an annual growth benefit of \$5,250 to be used for professional development, tuition reimbursement, and student loan repayment.



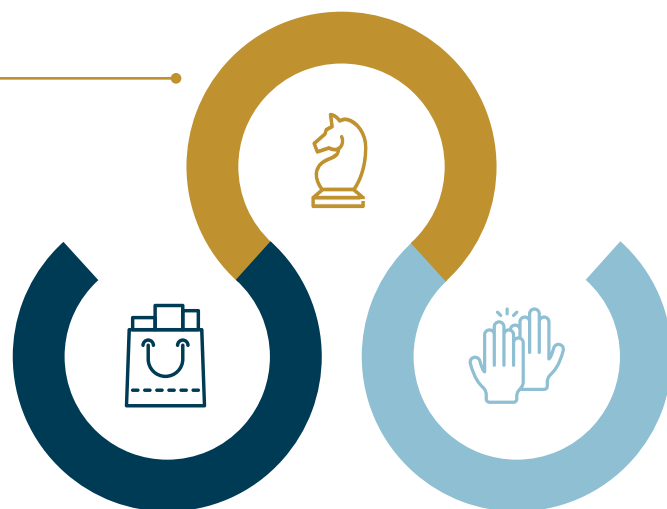
## COACHING PROGRAM

Our internal coaching program sources senior staff to help advise employees to overcome their biggest hurdles—whether overcoming impostor syndrome, improving their executive presence, or increasing their technical capabilities.

# Propeller's Employee Stock Ownership Plan

## STRATEGY

When work is fulfilling and purposeful it is because employees are united. When we are united and committed, the business is stronger — and those benefits are reflected through the ESOP account.



## ENGAGEMENTS

Our success is a result of the collective hard work of our employees. We are all contributing to Propeller's success.

## PEOPLE

Working together — and collaboratively — has proven to be a more effective way to deliver work that builds relationships among employees. A “we, not me” frame of mind enables growth.



Building a company where employees think and act like owners has always been a priority for Propeller. Our Employee Stock Ownership Plan (ESOP) creates a culture of ownership where we're working towards the same goals.

This qualified contribution plan provides employees with additional retirement funds via ownership interest in the firm. All contributions to the ESOP are made by Propeller, not the employee. The ESOP incentivizes longevity, aligns employees, and offers an additional benefit to our employees.

Through Propeller's ESOP, our collective actions, ethics, service, and performance have a direct, long-term financial impact on all participants.



# Developing Our Talent

## Investing in Our People

As part of our commitment to our people, we commit to investing in their long-term growth and continuously strive to curate a variety of programs that uplevel their skills to meet future client needs and their own personal development goals.

Because we are intentional about whom we hire, we have been able to organically grow our leadership from within, rewarding and promoting employees for their commitment to our clients and our values, which in turn build trust and accountability across our staff.

94%

of our Directors and above  
were hired from within





# DEI Deep Dive

We believe that strengthening diversity, equity, inclusion, and belonging at Propeller is our responsibility to our employees, clients, and community

When Propeller was founded in 2012, we set out to be people first and inscribed this commitment with two of our eight principles: Commit to People and Embrace Our Differences.

Since our founding, our DEI internal initiative has grown to 14 members. This team works collaboratively to deploy our strategy across the organization and is compensated for the work it takes to advance DEI across the firm.





# DEI North Star Strategy

With the goal of embedding anti-racist and anti-bias principles across all pillars of the organization, we established our DEI North Star Strategy in 2021 to focus our efforts on various priorities.



## RECRUITING + TALENT SOURCING

1. Diversify candidate sourcing
2. Develop scorecards to assess anti-bias/anti-racist interviewing practices
3. Invest in opportunities to attract + retain underrepresented candidates



## TOTAL REWARDS + COMPENSATION

1. Refine pay equity analysis
2. Review inclusivity of benefits offerings
3. Train firm on socioeconomic literacy + intersectionality



## PERFORMANCE MANAGEMENT

1. Standardized review processes
2. Train leadership on performance management and development
3. Build inclusive leadership competency
4. Integrate inclusive leadership criteria in leadership reviews



## LEADERSHIP DEVELOPMENT

1. Create clear promotion paths
2. Build out leadership opportunities
3. Build targets and track progress
4. Coach senior leaders on diversity



## ORGANIZATIONAL CULTURE

1. Invest in employee education
2. Enhance employee feedback channels
3. Establish DEI champion program
4. Foster new and existing EBGs



## MARKETPLACE + COMMUNITY IMPACT

1. Establish an authentic brand voice
2. Continue supporting pro bono DEI work
3. Assess diversity among our vendors
4. Showcase our commitment to DEI work

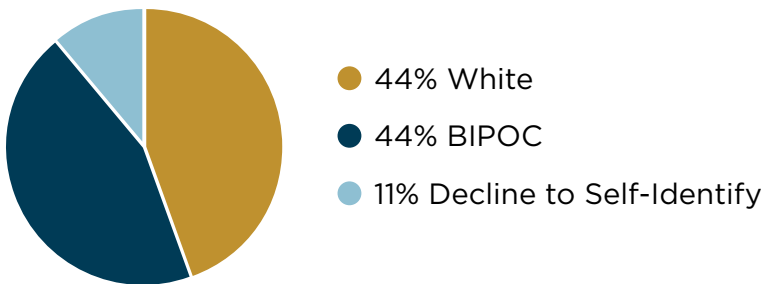
# Diversifying Our Applicant Pool

Investments in data infrastructure and enhanced processes keep our applicant pool diverse.

Diverse talent is the foundation of a diverse, equitable, and inclusive organization. To recruit a diverse workforce, we have made focused investments in our hiring data and processes by:

- Diversifying our candidate sourcing through new platforms and partnerships
- Assessing hiring targets against census data and tracking retention rates and candidate experience for underrepresented groups
- Embedding anti-bias and anti-racist principles into our hiring process with interview scorecards, interviewer evaluations, and enhanced training

2022 Applicant Diversity



## Our internship program helps us build a diverse pipeline of talent.

Investing in our youth early in their careers is important and part of our core values as a company. To recruit interns, along with traditional hiring, we partner with a PDX-based organization that matches students and recent grads from underrepresented backgrounds with local companies for hands-on internships.



“As a first-generation Latino, I was given the opportunity of a lifetime to intern for a company that values diversity in the workplace.

The support and guidance I received from my colleagues made was fantastic, and my manager always made me feel like I had influence over my experience. Plus, I was given the incredible opportunity to grow as a consultant and bring value to client deliverables!”

– Luis Quevedo  
Program Participant and Current Consultant



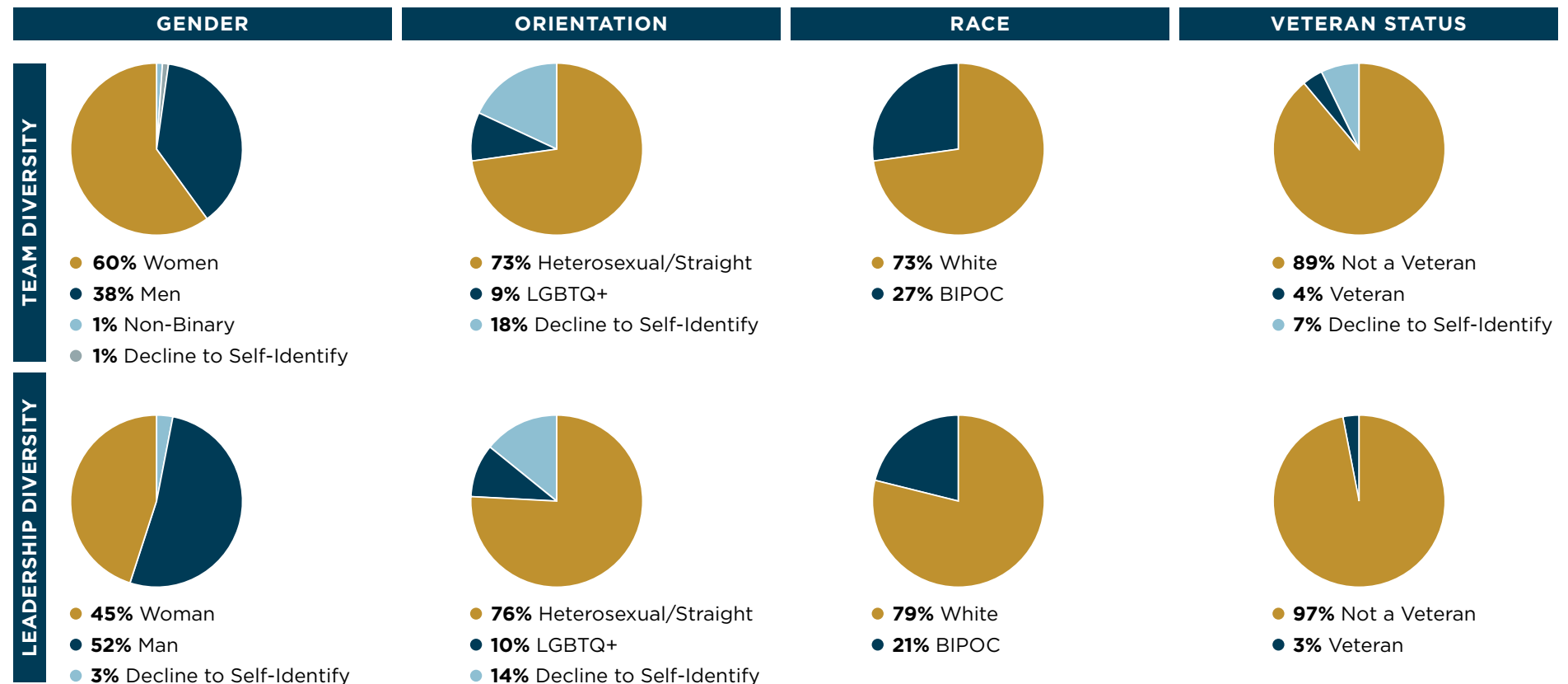
# Building a Diverse Leader Pipeline

From increased innovation to improved decision-making to better financial performance, research has shown time and time again that a diverse workforce generates better outcomes for all.

As part of our DEI North Star strategy, we established our Leadership Readiness Program to make leadership pathways more transparent, accessible, and fair, particularly for groups that are underrepresented at the firm overall and specifically within leadership.

Through the year-long program, we provide mentorship, training, and coaching to prepare participants for future leadership opportunities.

In 2022, program participants tended to be more racially diverse than the firm overall: 39% identify as BIPOC vs. 27% of the firm. Promotions from the program also tended to be more racially diverse: 44% identify as BIPOC vs. 24% for overall promotions.



# Tracking Our Progress

**By fostering our commitment to inclusivity and diversity, we have improved our culture and team.**

Each year, we conduct an employee engagement survey to understand how our employees are doing and to evaluate how we're doing as a firm to foster a diverse, inclusive, and equitable workplace.

Since 2019, we've seen an increase in most scores focused on belonging, the importance of diversity, and leadership supporting diversity. Over the last year, we've made investments in DEI learning resources, though survey feedback shows we need to be more intentional about awareness around resourcing and our approach across the firm.

## Annual Employee Survey

	2019	2020	2021	2022	Δ
<b>I feel like I belong at Propeller</b>	86%*	88%	88%	92%	+6%
<b>Propeller has a climate where all perspectives are valued</b>	85%	86%	86%	93%	+8%
<b>I can be my authentic self at Propeller</b>	87%	91%	90%	91%	+4%
<b>The diversity of the people I work with is important to me</b>	85%	98%	94%	96%	+11%
<b>The leadership team actively fosters an inclusive environment</b>	82%	91%	89%	93%	+11%
<b>Propeller is taking productive steps to strengthen diversity, equity and inclusion**</b>	-	95%	92%	91%	-4%
<b>I know how to help build an inclusive culture at Propeller**</b>	-	90%	84%	85%	-5%

\* Percentages indicate the percentage of respondents who "Agreed" or "Strongly Agreed" with the related statement.

\*\* Our 2019 survey did not include these questions.



# Equity & Belonging Groups (EBGs)

At Propeller, our people are all unique, dynamic, and incredible individuals that we've dubbed them unicorns. Our employee-led Equity & Belonging Groups (EBGs) help our people find a deeper sense of community, belonging, and support within the larger organization. We are proud that our EBGs continue to grow in number and diversity as our firm expands!



## PROPELHER

A platform for employees to discuss equality, leadership, and other women-empowerment topics.

## BLACK @ PROPELLER

Fostering a sense of unity and collegiality among Black Propellerites.

## ASAP

For the advancement and support of East, South, and West Asian, Pacific Islander Americans and Native Hawaiians.

## AUSSIES

Building a community among our Aussies and to introduce other Propellerites to Australian culture.

## UNICORNS WITH NEURODIVERGENCIES

A place for Propeller employees whose neurocognitive functioning diverges from dominant societal norms.

## PARENTS AT PROPELLER

A community for Propellerites raising small humans.

## O50

Space for our Propellerites who are over 50 and experiencing a different stage of life.

## VETERANS

A safe place for veterans to get together, talk, share a virtual beverage, or ask questions.

## QUEERNICORNS

For LGBT+ unicorns and allies to build community, learn from each other, celebrate, and educate allies.

## HUENICORNS

A safe space for BIPOC Unicorns to connect, share experiences, and build solidarity.

# Cultivating Confidence Through Community

## A Deep Dive Into Our PropelHer EBG

PropelHer is our gender diversity initiative launched to help women and non-binary staff increase their presence, influence, and professional partnerships in their communities and the workplace.

This EBG provides guidance and tools that support gender-diverse leaders including mentorship, negotiations, conflict resolution, and leadership. Some key events from 2022 include:

- Failure & Resilience Storytelling, in partnership with The Failure Institute
- Poker lessons and tournament with proceeds benefitting a local charity
- PropelHer Creates Space: The Overturning of Roe v. Wade



“ Emerging through the haze of the pandemic, we wanted to be intentional about the types of activities and events we pursued for PropelHer. We landed on a theme for the year of Cultivating Confidence Through Community and designed our program goals around building community within Propeller, including holding smaller, geo-based, in-person networking opportunities, partnering with other internal initiatives, and meeting our employees where they are by taking a hybrid in-person and virtual approach for our culminating event.

We are particularly proud of hosting an event that was not on our original roadmap - PropelHer Creates Space: The Overturning of Roe v. Wade. With the news of the Supreme Court's decision, the PropelHer team responded with an optional, virtual meeting for Propellerites to reflect, process, and share.”

– Nicole Amend

Consultant and 2022 PropelHer Co-Lead



# Growing Our Culture

We believe in the importance of curating experience for employees to connect and build meaningful professional relationships.

During the onset of the pandemic, Propeller transitioned to a remote model to prioritize the safety of its employees, including the hosting of virtual social events to maintain a semblance of community and experiences for our people. Realizing the value of hosting both in-person and virtual events, we've moved to a hybrid model to build connections, regardless of location.

Our social teams are spread across each geography we serve and are dedicated to curating diverse social experiences, supporting our local communities, and providing a space for people to thrive and uplift our people-first culture.



76

TOTAL EVENTS

We prioritize a diverse set of events ranging from Propeller-only to family-oriented to ensure that they are accessible to our entire community



10

TEAM MEETINGS IN EACH GEO

Monthly team meetings are both an update on the business and a time to get together and socialize



174 (82%)

ATTENDANCE

Employees (currently at the firm) who attended at least two events throughout the year across all our geographies

# Our Community

---

**Giving back to the community is a meaningful part of our culture.**

Propeller is committed to a local business model. That means investing in uplifting the communities, organizations, people, and businesses around us. Leveraging our collective energy and consulting skills, we invest in our communities through multiple channels. Every year we lead a range of pro bono consulting engagements. From workshop facilitation to strategic planning to KPI and dashboard development, these projects help solve challenges faced by local nonprofits.

Our employees also give back through hands-on volunteering events and in-kind donations.







# Community Is at Our Core



Through our Propeller Uplift program, our people can do good work in their communities and make a lasting impact by leveraging their business acumen and problem-solving skills to support nonprofit partners. Our goal is to make a lasting impact and uplift organizations through strategy, professional development, and direct service.

Serving our local communities has been a focus since our founding. This commitment to community and corporate responsibility reflects the shared values of our employees.

## UPLIFT 2022 IN REVIEW

**\$299k**

invested in our communities via pro bono consulting, direct service, and donations

**67%**

of employees participated in Uplift activities

**17**

pro bono engagements

# Our Community Partners

Our consultants live in the communities they work in and being local means we have a vested interest in the health and well-being of our communities and our neighbors.

In each of our local offices, we develop ongoing relationships with local nonprofits to build a better future together.





## COMMUNITY CASE STUDY

## Improving Impact and Effectiveness at Portland Tennis & Education

**Portland Tennis & Education's mission is to enable underserved youth to thrive through academics, athletics, life skills, and family engagement.**

They serve a community of diverse and resilient youth from kindergarten through 12th grade—91% percent of whom identify as BIPOC—and who face a variety of systematic challenges, including gang violence, under-resourced schools, and high poverty rates. Each year, PT&E provide 900+ hours of additional academic and athletic instruction for their community members.

### LEVERAGING OUR DATA & ANALYTICS EXPERTISE TO ENHANCE PT&E'S DAY-TO-DAY OPERATIONS.

As PT&E's services scaled, so too has its data. They approached Propeller to find a better way to utilize data to understand its organizational performance and to more effectively report its impact to key stakeholders.

To support this effort, the Uplift team analyzed all data being collected and developed a set of key performance indicators, or KPIs, that could succinctly articulate PT&E's performance and story to relevant stakeholders. From here, the team streamlined the organization's data infrastructure to develop KPI dashboards and then trained key staff on how to maintain and use them effectively.

- |                                     |  |   |
|-------------------------------------|--|---|
| <b>7</b><br>Integrated data streams | <b>5</b><br>Key performance indicators developed to easily capture organizational health | <b>2</b><br>Specialized dashboards designed to support PT&E's operations team |
|-------------------------------------|--|---|



“ The dashboard that the team created for us would have taken us over a year and a ton of financial

resources (which are tight for a nonprofit). Thanks to Uplift, we now have a professional, actionable tool that meaningfully elevates our work. We can now truly assess our impact, make adjustments in response to data, and tell our story with evidence to back it up. All of those things are new to us and are all thanks to Uplift.

– **Campbell Glenn Garonzik**  
Executive Director

”

## COMMUNITY CASE STUDY

## Ella Baker Center for Human Rights (EBC) Launches a Pilot Program for Young Leaders

EBC, a longstanding human rights nonprofit organization, whose mission is to shift resources away from prisons and punishment and towards opportunities that make our communities safe, healthy, and strong, needed support to stand up a new fellowship program. Establishing this fellowship program was critical in creating new opportunities for donors to support the nonprofit and increase awareness of its cause, and ultimately help secure fundraising.

### OUR APPROACH

To help keep the lean team's long-term objective in mind, the Uplift team advised on best practices in project management and objective setting. Propeller helped clarify the pilot program's strategic goals by establishing core success metrics and related channels to gather and track participant and program data. We also provided change support by socializing the organization's pilot program across key stakeholders, creating a clear connection between the pilot's value to the broader organization's goals.

The data and measurement system built by Propeller now measures participants' engagement, creates needed detailed metrics and insights, and provides feedback to the nonprofit to be used for the continual improvement of this key program.

### SERVICES PROVIDED

- Data & Analytics
- Change Management Strategy
- Metrics and Reporting
- Data Strategy



Photo by Brooke Anderson | @movementphotographer



## COMMUNITY CASE STUDY

## Driving Content and Strategic Direction at Trans Lifeline

**Run by and for trans individuals, Trans Lifeline looks to connect trans people to the community support and resources needed to survive and thrive.**

As a grassroots non-profit organization, Trans Lifeline offers financial and emotional support directly to trans people via their peer support and crisis hotline and their microgrants. The organization has trained over 600 operators who have answered over 119,000 calls. Trans Lifeline has also dispersed \$1M in funds while promoting its ten core principles. Their hotline service is peer-run and available in Spanish.

### Building a scalable content strategy to amplify reach through public education.

To expand beyond its normal call-based model, Trans Lifeline built out an advocacy team aimed at empowering the public with the knowledge and resources to reduce harm in their communities. However, its two-person team experienced capacity issues and needed a sustainable process for their outreach campaigns to keep them on track.

To focus the team's energy and resources and to optimize their workflows, Propeller developed core content pillars and a system for planning and building content. We helped establish goal-setting processes and a related metrics dashboard to track success, introduced content planning templates, and emphasized best practices to improve reach and engagement across external channels.

### SERVICES PROVIDED

- Strategic Planning & Execution
- Stakeholder Engagement
- Data Visualization
- Process Improvement

5

Content pillars  
to drive messaging

3

Content planning  
templates

2

Metric tracking  
dashboards



“

Propeller's team held such structured space for us to step back from the day-to-day of our work to really identify what's most important about our work. For a community experiencing so many political attacks, this

bigger picture thinking combined with support for operationalizing it, is essential.

”

– Yana Calou

Director of Advocacy

# Our consultants are passionate about uplifting their communities.



LEARNING AND  
DEVELOPMENT MANAGER

**Omsri Bharat**

“Propeller’s emphasis on uplifting our communities deeply resonates with me and aligns with my values. The fact that Propeller has a big part of our business dedicated to helping the communities we live in was a driving factor for me to join the firm.”



CONSULTANT

**Bo An Lu**

“I am grateful for working at Propeller where the uplifting of our local communities is not merely an afterthought, but an integral part of the firm’s DNA.”



CONSULTANT

**Lisa Paine**

“What I find rewarding about working with Propeller is our focus on uplifting our communities. Early in my tenure at Propeller, I had the opportunity to help a nonprofit with its mission. Working at Propeller where I can bring expertise and skills to help other nonprofits accelerate their impact has been very fulfilling.”



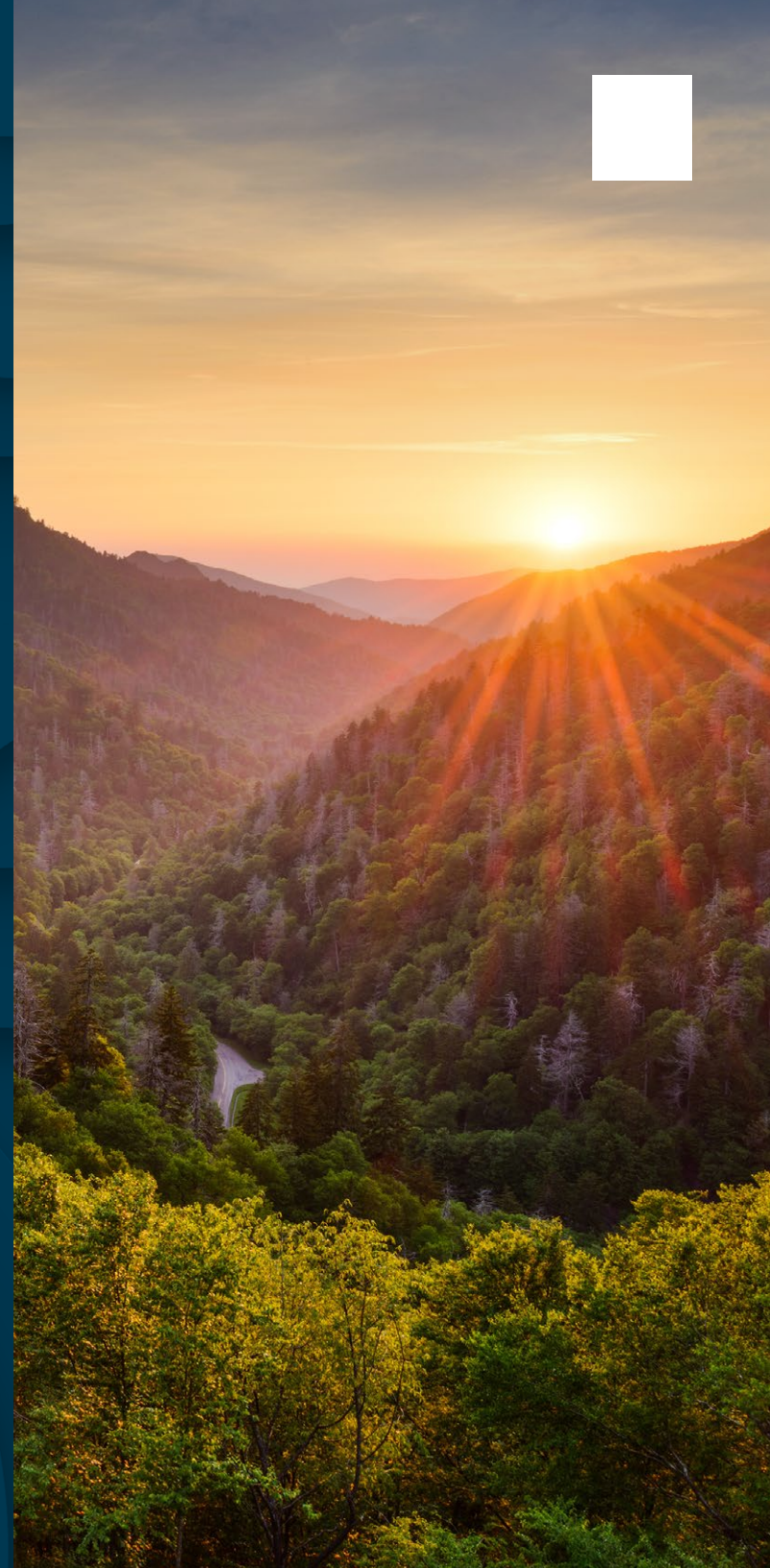
# Our Future

---

## Together, we can build a brighter future.

At Propeller, we believe that the right group of people can accomplish just about anything. As a firm, and as individuals, we are deeply passionate about growing, learning, and evolving with new challenges. The ability to adapt to change and our enthusiasm for leaning into it has been forged through a diversity of experiences. And we harness this ability in service of our clients who need a partner along the journey of change.

The result: a shared culture of ingenuity, intelligence, intuition, and expertise that enables organizations to grow, flourish, evolve, and thrive in change. It's these things that we will continue to rely on to ensure we are creating a positive impact.



# Maintaining Momentum Into the Future

## Our Priorities for the Next Two Years

To uplevel our CSR foundation and expand our impact across our beneficiaries, we will be putting momentum behind a variety of priorities, including:

- Evolving our capabilities to continue delivering meaningful change to our clients related to their growing ESG needs.
- Documenting and sharing our successes and learnings so that we can lead by example and that all may benefit from our growth.
- Building increased internal engagement and awareness on leading sustainability, HR, and ESG principles, so that our leadership and staff can make informed decisions aligned with our values.
- Continuing to reinvest in our communities via pro bono work, volunteer engagement, and direct giving.
- Continuing to invest in the systems and programs that support gender and racial equity and representation at Propeller.
- Enhancing our impact measurement, assessment, and reporting systems to better understand our impact, so that we may set clear targets that keep us accountable for building a brighter future.



### CLIENTS

Act as a strategy and execution partner in solving our clients' toughest CSR problems across people, operations, and technology.



### ENVIRONMENT

Keep our operations lean by bucking the travel consulting model and focusing on supporting clients in our local markets, traveling out of necessity, not practice.



### PEOPLE

Maintain an environment that's a "great place to work" that supports all our employees to thrive, regardless of their background.



### COMMUNITIES

Uplevel our communities by committing significant resources and energy to pro bono work, volunteer engagement, and direct giving.





# Our Leadership Team

## Accountability begins with leadership.

Propeller's leadership team is comprised of individuals from diverse backgrounds who excel in solving problems, inspiring transformation, driving change, and most importantly, prioritizing people. They are devoted to making decisions that help our business grow, our clients succeed, and our people thrive.

As a leadership team, they hold transparency and accountability as core to garnering inclusion and commitment from our employees. We do this through quarterly firm-wide meetings, monthly geography and practice meetings, and employee surveys and feedback channels.

To ensure accountability of our impact and alignment with our values, all firm initiatives are staffed with an executive sponsor from the leadership team. This also ensures initiatives, like those covered in this report, receive appropriate leader support and firm buy-in. Ultimately, we are responsible for our own future, and we take that responsibility seriously.

**The following eight core principles help us uphold that responsibility. We hope that it, along with this report, inspires you to join us to make momentum toward a brighter future.**



**Amy Weeden**  
Chief Executive Officer



**Sunil Kasturi**  
Chief Growth Officer



**Jess Brown**  
Sr. Director  
of People Strategy



**Bryan Rogers**  
Managing Director,  
San Francisco



**David Woltze**  
Managing Director,  
Silicon Valley



**Allison Torpey**  
Managing Director,  
Denver



**AJ Oberland**  
Managing Director,  
Portland



**Lauren Lightbody**  
Sr. Director



**Trace Wallace**  
Sr. Director of Brand  
and Experience



**Evan Downey**  
Sr. Director of Finance



**Molly Lebowitz**  
Sr. Director



## THE SUCCESS OF OUR FIRM IS A DIRECT RESULT OF THE PEOPLE WE EMPLOY.

As we grow our team, we continuously strive to **commit to people** and **uplift our communities** in ways that embody our principles and core values. Our commitment to people, evident in both our commitment to client relationships and our diligence in developing our team, is a foundational practice that allows us to grow while **embracing our differences**.

**Serving exceptionally** describes both how we treat our client engagements, and how we aim to craft our strategy to reduce our environmental impact. That sentiment is echoed by our commitment to always **do good work** and deliver solutions to our clients that allow our partners to reach new heights in their industries.

Other core values, like **drive forward** and **harness grit**, provide a foundation for how we will grow our CSR efforts while not sacrificing firm or employee growth or our Propeller culture. We recruit people who are **humble, but smart enough to have an ego**. This is, in part, because we believe that such intelligence and humility will be crucial in building a more equitable and sustainable future in the world of business.





A long-exposure photograph of a night sky over a mountain range. The sky is filled with numerous white, diagonal streaks representing star trails. The mountains in the foreground are dark and silhouetted against a bright orange and yellow horizon, suggesting a sunset or sunrise. The overall scene is serene and majestic.

# PROPELLER

*Make Momentum*

[WWW.PROPELLER.COM](http://WWW.PROPELLER.COM)