



## Our next 15 years 2022 transparency report

Friends,

In 2023, Linksbridge celebrates 15 years of impact. When we established the organization in 2008, no one could have predicted we would make it this far. Most small businesses fail in their early years. An enterprise prioritizing purpose over profits faces even longer odds.

From the beginning, we set out to partner with nonprofits whose missions we could think of as our own. Our objective was simple: offer superior service—more imaginative, better informed, better executed—while charging sustainable rates that wouldn't drain resources needlessly.

If we couldn't succeed on these terms, we sincerely felt it preferable that we not succeed at all. The last thing we thought the world needed was another consulting and advisory firm committed mainly to its own interests.

**We've been fortunate to find counterparts like you.** Your passion for creating a better world through public service has given us the chance to tackle work we feel proud to be a part of.

Along the way, we've taken steps wherever possible to ensure the continuity of our uniquely purpose-driven way of working:

- In 2013, we became the first business in our category to earn Washington State designation as a social purpose corporation (SPC).
- In 2021, we launched the Linksbridge Foundation, committing at least 5% of profits to grantees fighting for intersectional justice and human rights locally and globally.

As we commemorate our fifteenth year, Linksbridge is preparing for our biggest step yet. Through the generosity and foresight of our founders, we're in the process of converting our company into an employee-owned enterprise, formally putting our business into the hands of the team that makes it thrive.

- We feel this is the most equitable way to ensure Linksbridge SPC is positioned to support our partners in the years ahead.

Moreover, under the auspices of the Linksbridge Employee Ownership Trust, we'll legally commit our company to two goals: employee well-being and social impact.

The result, we believe, will be a purpose-driven enterprise that's built to last.

**We're proud and grateful for the opportunity to serve counterparts who align their careers with their values.** Our work matters because your work matters. In the spirit of commitment to our shared goals, we've prepared an overview of our operations over the past year.

We hope you'll enjoy this summary of where we are and where we hope to go.

Sincerely,

George Durham  
Executive Director  
Linksbridge SPC

### Team compensation



Motivated teams make a bigger impact. We view competitive pay and attractive benefits as supporting—not diverting from—our mission.

**Salaries:** Since our founding, Linksbridge has prioritized pay equity and pay transparency as essential to our economic, gender, and racial justice goals. We aim for fairness, not exorbitance: the ratio between our highest and lowest salary levels is less than 3:1.

Our 2022 pay levels:

- \$73,500 for junior team members
- \$96,625 at first promotion
- \$105,000 for associates
- \$131,250 for senior associates
- \$167,500 for directors
- \$183,750 for principals
- \$210,000 for our executive director and partners

**Benefits:** All team members working at least 50% FTE earn standard but important benefits like employer-sponsored health insurance, 401(k) retirement plans with employer match, 11 paid holidays, and four weeks of paid vacation.

- Additionally, a two-month sabbatical every five years of employment helps team members refresh and focus.
- A 1:1 charitable match of up to \$3,000 each year helps team members give.
- Beginning in 2022, our employee-owners participate in a retention pool that pays a share of profits when our firm succeeds.

### Income and expenses

Profitability is our responsibility as stewards of finite resources.

**Our bottom line:** In 2022, Linksbridge made **4% net income** before tax. Our largest costs are staffing, employee benefits, and expert support (81.3% of 2022 expenses) and information and communications technology (8% of 2022 expenses).

### Truly public goods



Linksbridge provides unparalleled data, impactful insights, and creative solutions to social impact partners in Seattle and around the world.

**Free, forever:** Projects including the Global Vaccine Market Model and Linksbridge News have been freely available to vetted global health and international development actors for years. Our intent is that they remain available as long as we exist.

Moreover, we've recently made substantive additions to our repertoire of global public goods:

**MCV 5-dose:** In collaboration with Gavi, UNICEF, and WHO, Linksbridge developed resources providing data and support to countries seeking to reduce vaccine wastage and improve the coverage of their routine immunization programs.

- Our outputs included [an overview](#) of India's successful transition from 10-dose to 5-dose vials of measles-containing vaccine, a [meta-data exclamation](#) of the issue, and a country-level [assessment tool](#) (Excel download) comparing the programmatic, financial, and logistical tradeoffs.

**Health Campaigns Intelligence Hub:** Relaunched in 2022 under a new name, the cross-cutting [Campaign Hub](#) collected data on some 500 health campaigns last year.

- The campaigns reflected in the Campaign Hub spanned 97 countries, with Nigeria registering the largest number.
- The Campaign Hub features findings from [our team's study](#) on health campaign integration, drawing on a survey of campaign managers in 26 countries.

**COVAX allocation policy:** On behalf of the COVAX Joint Allocation Taskforce, Linksbridge data scientists Andy Turkolson and Erik Osland developed an algorithm responsible for allocating approximately 900 million Covid-19 vaccine doses in 2021.

- In December 2022, the [Oxford Review of Economic Policy](#) published "[Distributing a billion vaccines: COVAX successes, challenges, and opportunities](#)." Andy and Erik were co-authors.

### The Linksbridge Foundation



Since 2021, we've invested a portion of our proceeds in the Linksbridge Foundation, awarding no-strings-attached gifts to nonprofits fighting for intersectional justice and human rights locally and globally.

Our commitment to the foundation is at least 5% of annual profit.

**Gifts:** To date, the Linksbridge Foundation has invested some \$75,000 in a range of partners:

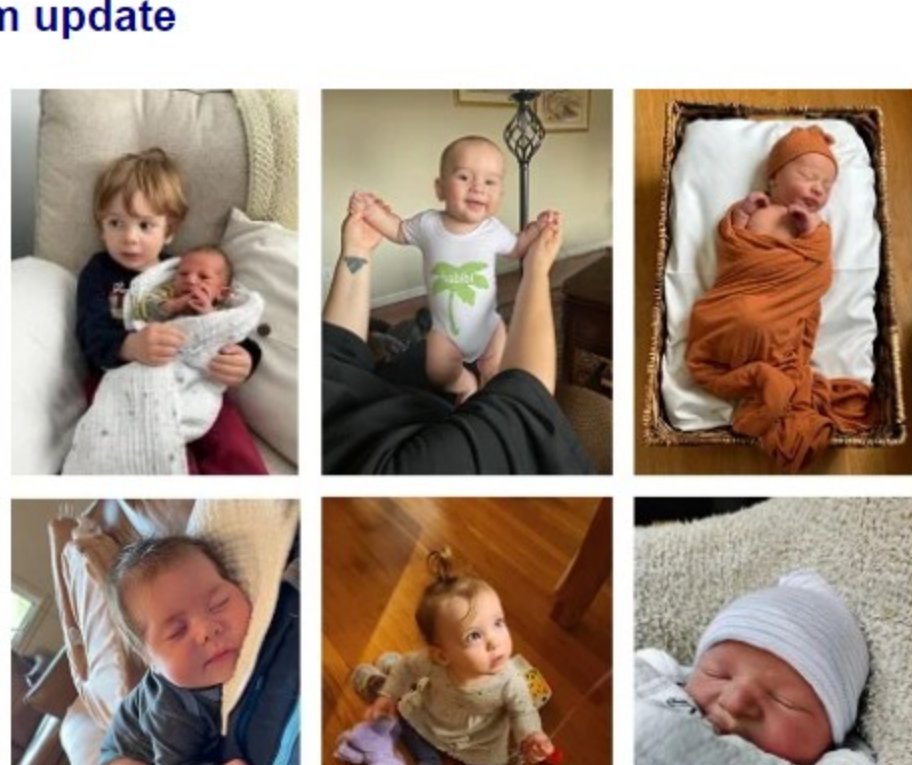
- [Algorithmic Justice League](#)
- [Densho: The Japanese American Legacy Project](#)
- [Every Woman Treaty](#)
- [Fruits of Labor](#)
- [Global Rights Advocacy](#)
- [Justness Project](#)
- [Legal Counsel for Youth and Children](#)
- [Rise Beyond the Reef](#)
- [The New Humanitarian](#)
- [OutRight Action International](#)

**Pro bono advisory services:** Through the foundation, we provide services to select organizations at no charge.

- We're currently supporting the [Women's Regional Network for Afghanistan, Pakistan, India and Sri Lanka](#) in a strategic advisory capacity as it manages its Afghanistan emergency response as well as its South Asia operations.

**Events:** The foundation makes the Linksbridge offices in Seattle available to counterparts. In 2022, we hosted or co-hosted events for [OutRight International](#), [WomenCrossDMZ](#), and [Front Line Defenders](#). If you are in need of a space for an event or community gathering, let us know.

### Team update



Linksbridge had a year of growth in 2022, with six very junior team members joining our extended family (clockwise from top left: Adin with big brother Avi, Benjamin, George, Ilyas, Isabelle, and Owen). Congratulations to the expanding group of parents on the team!

**New hires:** We welcomed Katie Gulte as a frontend development intern, Alexandra Garcia as a global health agencies research intern, and Guillermo Dominguez, who brings a demography and public policy background to his full-time role.

**Sabbaticals:** A two-month sabbatical every five years of employment is one of our signature benefits. Khatuna Giorgadze, Gina Kim, Dena Seabrook, and Yvonne Teng enjoyed hard-earned respite in 2022.

### Global and local citizenship



As conscientious citizens of an imperfect world, Linksbridge chooses to invest in justice and sustainability.

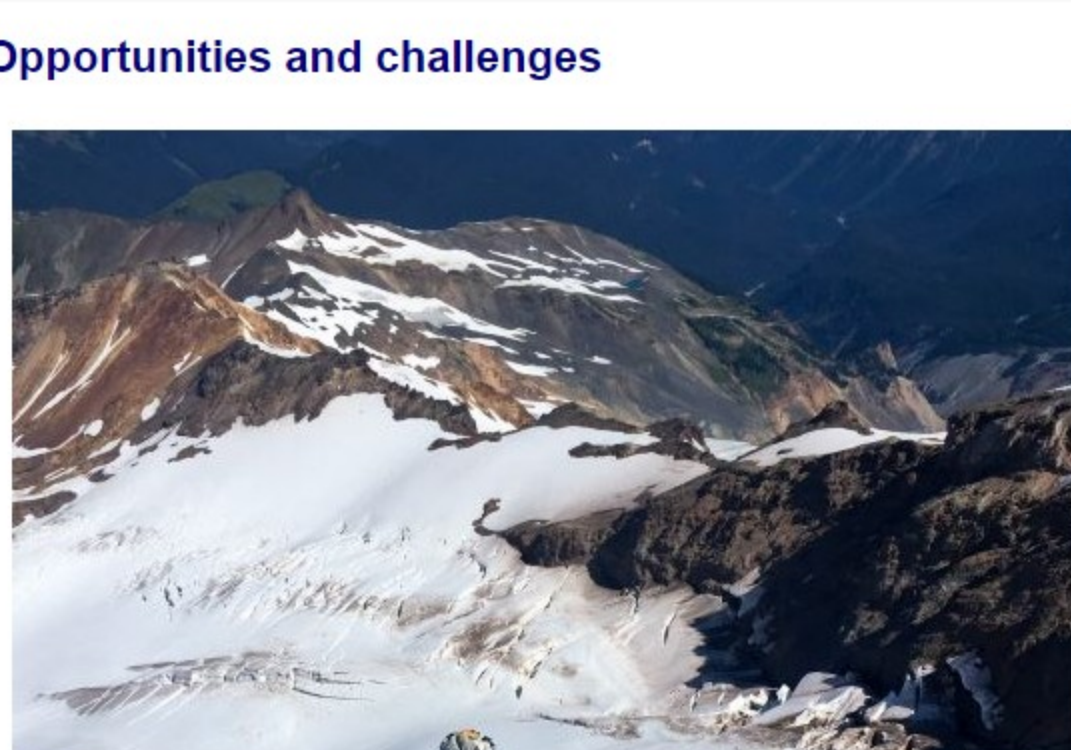
**Real Rent:** Our office in the lower Queen Anne neighborhood of Seattle is situated on the unceded ancestral land of the Duwamish people. Through the [Real Rent](#) program, we make annual payments, aligned with our King County property taxes, to the Duwamish Tribe in recognition of its historic rights.

**Carbon offsets:** While our estimated carbon footprint remains smaller than it was before the Covid-19 pandemic, we continue to purchase carbon offsets based on our 2019 emissions.

For 2022, we invested in two projects to offset 165 tons of emissions:

- ["Changou Changou Moto" cook stove project in Malawi](#)
- [Hydroelectric power project in Chile](#)

### Opportunities and challenges



If global pandemics don't end so much as fade away, the decision for any small business on how, when, and whether to roll back pandemic-era operating protocols becomes that much trickier.

**Moving past "emergency-stage" operations is a key challenge for our team.** The questions we face include:

- Our team grew considerably at the height of Covid-19. How do we best integrate new team members who've primarily known Linksbridge as a remote experience?
- How do we balance apprehension about returning to in-person meetings with counterpart needs?
- How do we continue to spark creativity, productivity, and interaction in a hybrid work environment?
- What is the most responsible approach to business travel today?

**Meanwhile, old challenges persist:** Foremost among them is improving our recruitment to better appeal to candidates whose backgrounds don't merely replicate our current team's.

**We welcome your views:** As a social purpose corporation, we see developing the right answers to hard questions as more than just an exercise.

- We invite our friends and stakeholders to reach out with their thoughts on how we can improve our business and better serve our counterparts around the world.

