

2022

*impact*  
REPORT

**TiER1IMPACT**

BETTER WORK · BETTER WORLD

# OUR PURPOSE & IMPACT

# TIER 1 CELEBRATES 20 YEARS

This year we celebrate our 20th year as TiER1 Performance. Through these 20 years we've been blessed to impact and be impacted by many people: employees past and present, clients, our communities, partners, suppliers, mentors, and friends. It really is through the people we serve and the relationships that come from them that we receive our greatest reward.

When we started in 2002, we set out to build a different type of organization. We envisioned an organization built on high performance and high trust, one that created space for people to do what they were great at doing, unencumbered by bureaucratic policies or hierarchical structures.

We envisioned a place that had a positive impact on the lives of those we were fortunate enough to meet. We also envisioned a place where people brought the entirety of who they were to work to co-create a different kind of environment: one where people were driven by challenging work and humble enough to care about each other first. While all of that was aspirational—and building it was perhaps easier said than done—the commitment to that vision was worthwhile.

## **We've discovered purpose, passions, and friendships**

We discovered strengths and things that needed improvement. More than anything, we discovered a lot about people. We learned about the potential in people and about the intersection of people and work.

We discovered how people love to be challenged but also need to be supported; how important trust is; how badly people want to serve in their work—to serve others and to serve each other; and how important it is to be a part of something and to be included. We discovered financial success is essential but also generally uninspiring, and we discovered that healthy organizations can scale.

Along the way, we were fortunate to be recognized by many: Inc. magazine named us one of the 5000 fastest growing companies in the United States 15 years in a row. They also named us a nationally recognized best workplace. We became an employee-owned company and a certified B Corporation. We've been named "Best for the World" by B Labs in the worker category since 2019. And we were awarded countless regional awards recognizing us as one of the best places to work.

## **We've proved that "healthy" and "high performance" are not in conflict with each other**

Rather, they create a tension that supports each other. A healthy organization sees the good in people; provides the transparency and security that lead to trust; is financially and psychologically strong; and cares about the well-being of its people. Much like high-performing athletes rely on health to perform at their best, truly high-performing organizations must be built on healthy cultures—the two are mutually reinforcing.

When organizations perform at a high level, they provide an impactful service to others, both outside and within their organizations. They create value through innovation, quality, and efficiency. They provide challenging opportunities for employees to grow—financially, professionally, and personally. They reinvest resources to stimulate new ideas and realize new potential.

I've come to believe that the central, most important asset of every healthy and high-performing organization is trust. Organizations simply can't have enough of it. And it is not something that is easy to come by. Trust begets trust; to create it, organizations—and leaders—have to start by showing unwavering trust in others.

When I reflect on our path, I think that all of TiER1's success is rooted in the only real asset we had at the beginning—the trust we had in people. When we trust people and create space for them to come together, amazing things happen. We've been blessed with 20 years of them.

**THANK YOU ALL  
FOR BEING PART  
OF THAT JOURNEY!**

**Greg Harmeyer  
Co-Founder and CEO**



# OUR ASPIRATIONS:

## WHY DO WE MATTER? WHAT WILL WE BE KNOWN FOR?

We aspire to build healthy, high-performing organizations, realizing the potential of ourselves and the people we serve. Through our themes of **service, growth, leadership, and inspiration**, we create a space for each of us to make an impact on our future.

Through service, we aspire to be a high-trust, people-centered consultancy that puts people at the center of our work. We seek to be a catalyst for community that can spark relationships, forge networks, strengthen teams, and inspire movements.

We aspire to be an adaptive organization with a scalable system for growth. Growth creates the necessary space for us to realize our potential. We aim to be a platform for individuals and organizations seeking to realize their fullest potential through work. We'll nurture individual passions and infuse energy by helping each individual bring their aspirations into focus.

Through leadership, we aspire to be a supportive home for embracing the challenge of growth. We recognize the opportunities that meaningful, challenging work creates for us as professionals and leaders. We seek to be a destination employer for aspirational leaders. We will invest in and commit to the growth of the whole person, building skills of collaboration, influence, and self-awareness on a foundation of psychological safety, love, and trust.

We aspire to be a global thought and activation leader that inspires organizations. We will have the skill, global experience, and cultural humility to consult and create meaningful solutions across time zones, languages, and cultures. We aim to be a beacon of insight and inspiration. The world will look to us for better ways of working through our experimentation and collaboration efforts.



# T1 BY THE *numbers*

**2022 WAS A YEAR UNLIKE ANY OTHER**

**\$64.8 MILLION IN REVENUE**

## **1 COMPANY**

Founded in 2002. Became a 100% employee-owned organization in 2016.

## **325+ PEOPLE**

Performance experience designers, learning experts, change strategists, visual articulators, storytellers, techies, business-savvy consultants, virtual facilitators, UX designers, research scientists, and more.

## **500+ CLIENTS**

Companies that believe in fueling performance with knowledge; culture with communication; change with adoption; technology with experience design; and creative with impact.

## **MANY INDUSTRIES**

Life Sciences, Government, Transportation, Consumer Packaged Goods, Healthcare, Retail, Manufacturing, Financial Services, Technology, Hospitality, Telecommunications & Mass Media, Energy & Natural Resources, Insurance, Professional Services, Agriculture, Non Profit, Chemical, and more.

## **VARIED AREAS OF IMPACT**

Business Transformation, Culture Articulation & Alignment, Customer/Patient Experience, Employee Engagement, Knowledge Management, Leadership Development, Onboarding & Training, Organizational Alignment, Sales Force Effectiveness, Strategic Change & Communications, System Implementation & Adoption, and more.

## **EMPLOYEE-OWNED**

## **CERTIFIED B CORP™**

# OUR CLIENTS TIER 1

*“Personally, as an agency/consulting veteran, I have observed a real magic in the way your team collaborates with each other and with us. We are currently working on a high-visibility brand project and I have been so incredibly inspired by the approach and the creative execution. It is great work represented by passionate individuals.”*

*– Global VP, Sales Enablement*

*“I can’t think of a better team of individuals, in all my years of working, to do a better job.”*

*– COO*

*“Thank you for ALL your hard work – such a RICH and meaningful design session! We are fortunate to have access to your expertise.”*

*– Director of Patient Experience*

*“TiER1 has been part of critical projects for us and has over-delivered in the areas of thought leadership, project management, strategic problem solving and learning/training knowledge. We heard that your team was ‘agile,’ ‘transparent’ and ‘expert’ in the way they approached the work. All true. But I think the most complimentary feedback was that our team wants to work with TiER1 because we trust that they are invested in our goals.”*

*– Global Director, Product Curriculum*

# OUR CLIENTS TIER 1

*“A huge THANK YOU for your time spent with my teams this week! You always make the presentation and facilitation look so easy and natural. Few understand HOW MUCH work, time, dedication, and PASSION it takes behind the scenes to make it look that easy. THANK YOU.”*

*– General Manager, Pilot Learning*

*“We feel special, they see us for who we are as people and as a company but more than anything, they don’t just make a plan, they allowed us to dream our wildest dreams of what we wanted to be... and then started making them reality.”*

*– VP of Talent*

*“My team has enjoyed the TiER1 leadership and partnership. We are really happy with the collaboration we are seeing and engagement. Kudos was received back from the Global Comms Team!”*

*– VP of Enterprise Services*

*“I cannot thank you enough for introducing me to TiER1. They have been an incredible partner. I have worked with all of the big consulting firms in my past, and none hold a flame to the quality of TiER1. I am fully confident that they are exactly what we need to transform our organization.”*

*– CHRO*

# 2022 AWARDS & EXTERNAL VISIBILITY



- B Lab's Best for the World: Worker Category
- Brandon Hall Group Awards: Bronze in Best Advance in Competency and Skill Development
- Brandon Hall Group Awards: Silver in Best Strategy for a Corporate Learning University
- Cincinnati Business Courier Greater Cincinnati Best Places to Work Finalist
- Inc. Power Partner Award
- Inc. Best in Business 2022 Mental Health Advocacy
- Training Industry Top 20 Company Custom Content Development

## WE LIKE TO WORK HERE: BEST PLACES TO WORK FINALIST

This year, TiER1 was among 77 finalists for the Cincinnati Business Courier's Best Places to Work Award. The annual program celebrates organizations in Greater Cincinnati that rate high in workforce satisfaction.

To determine the list, employees at each of the businesses were surveyed and their responses were ranked by an independent third party, Quantum Workplace. TiER1 ranked in the largest size business category, 200 or more employees. Members of our team joined the awards celebration, where we were recognized on Sept. 13 at TQL Stadium.





**CONTINUED** *growth*

# XPLANE JOINS THE TIER1 IMPACT FAMILY

In September of 2022, TIER1 Impact announced the acquisition of XPLANE, a global design consultancy that helps large organizations clarify, communicate, and activate their vision. Headquartered in Portland, Oregon, XPLANE operates as a wholly owned subsidiary of TIER1 Impact and sister company to TIER1 Performance.

“XPLANE’s expertise in strategy activation, visual thinking, and human-centered design has helped to accelerate change and transformation for more than 150 Fortune 500 clients and our valued government and not-for-profit partners,” shares Aric Wood, XPLANE CEO. “We know we are poised for growth and even greater impact for our clients. Our partnership with TIER1 Impact will provide the systems and structures to support that, while expanding the depth and breadth of ways we can support our customers.”

Aric Wood, CEO of XPLANE, will continue to lead the organization in that capacity, while joining TIER1 Impact as Chief Strategy Officer. The XPLANE team has served clients as diverse as AstraZeneca, Carhartt, Harvard University, and the World Bank to accelerate change in their organizations through vision and strategy articulation; employee engagement and culture change; service design; training and development tools; and strategy activation. Like TIER1 Performance, XPLANE is also a Certified B Corporation and a “Great Place to Work.”

“We’ve admired the work and approach of XPLANE for a long time,” notes Greg Harmeyer, CEO of TIER1 Impact. “We believe there is a significant opportunity to enhance both XPLANE and TIER1 Performance services by learning from each other, sharing resources, and collectively investing in systems for growth. Together we will work to create healthy, high-performing organizations for our clients.”

**WE’RE THRILLED TO HAVE  
THEM JOIN THE TEAM!**



**XPLANE®**

# NEW TIER1ERS

In 2022, we gained 66 new TiER1ers—in addition to the XPLANE team—to help us broaden our impact. These hires are from across the United States, representing Dallas, Atlanta, Minneapolis/St. Paul, Boston, Portland, and more.

Here's a handful of our new TiER1ers to give you a sense of the breadth of their presence and expertise. We know we're biased, but if you get a chance to meet them, they're awesome!



**David Whitley**  
Boston (Change)



**Chris Schindler**  
Minneapolis-St. Paul (Learning)



**Jason Young**  
Atlanta (Learning)



**Boz Shabazz**  
Atlanta (Client Development)



**Emanuel Lewis**  
Cincinnati (Technology)



**Shaun Slattery**  
Chicago (Change)



**Greg Luckock**  
Texas (Solution Strategy)



**Eric Crandell**  
Atlanta (Technology)



**Leah Jackson**  
Pittsburgh (Communications)



**Kayla Hunnicutt**  
Indianapolis (Learning)



**Grace Saunders**  
Cincinnati (Creative design)



**Kelly Huller**  
Atlanta (Technology)

# CHEESE & CHEERS TO THE TEAM IN MINNEAPOLIS-ST. PAUL

**WE CELEBRATED TIER1'S EXPANSION IN THE MINNEAPOLIS-ST. PAUL REGION WITH LOCAL BUSINESS AND COMMUNITY LEADERS.**

Our clients, all 350+ of them, are at the center of everything we do. We build relationships with the long term in mind through trust, authenticity, and creating exponential value for every client we serve. While our teams are geographically distributed and our work is virtually enabled, we value being where our clients are to foster those relationships and support the broader community.

To celebrate the growth of TiER1's team and our expanded presence in Minneapolis-St. Paul, TiER1 hosted a summer social event at The Glass House with catering by Nosh and Gather, a woman-owned business. Attendees included leaders from Best Buy, Cargill, City of Minneapolis, Ecolab, General Mills, Medtronic, The Toro Company, and 3M. Together we enjoyed connecting over good food and sharing "recipes for success" for bringing out the best in people.



# PING PONGING INTO BOSTON

## WE ALSO HAVE A GROWING TEAM IN THE BOSTON REGION.

In June, we hosted our launch event at SPIN Boston where we connected with clients and prospects for a great night of connection, insights, and—you guessed it—ping pong!

The lively panel discussion, facilitated by Greg Harmeyer, featured:

- Brian Cotter, Senior VP of Global Sales Engineering at Seismic
- Rachel Kaprielian, Global Government Relations & Public Policy at McDonald's
- Peter J. Koutoujian, Sheriff of Middlesex County, Massachusetts.

This phenomenal line-up discussed issues impacting talent: how to improve the employee experience through acknowledging employees' value and creating belonging; opportunities in talent acquisition and development; and employee mental health. The evening wrapped with a ping pong exhibition game from professional ping pong players, with guests and TiER1ers alike joining in. Thanks for a great time, Boston—we look forward to many more good times ahead!



# TIER1 PERFORMANCE INSTITUTE

Launched in 2020, TiER1 Performance Institute is our learning and design lab that provides resources, education, and experiences that enable leaders to create better workplaces and build healthy, high-performing teams.

Throughout 2022, we hosted 6 workshops including three in-person workshops held at EXLEARN. We offered a variety of virtual half-day to multi-day experiences. We also launched a new monthly email series called Professional Development in Your Inbox. (We love shortening things to acronyms so you can join us in calling it PDIYI, for an acronym that rolls off the tongue!) That aside, the series has been quite a hit. Every month, subscribers receive a toolkit and resources that provide everything to host a 60-minute, team-focused professional development experience—and it's all free.

# TiER1

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## PERFORMANCE INSTITUTE



CLICK OR SCAN TO TO VIEW OUR WORKSHOP OFFERINGS  
AND SIGN UP FOR THE PDIYI SUBSCRIPTION SERIES

# LEARNING TRENDS 2022

This was our Learning Trends Report's seventh year in existence. Given the accelerating trends in our industry, we decided to completely redesign this year's diagnostic survey. We expanded and updated our questions and options.

At the end of 2021, the survey was sent out. With 377 responses from people around the world and from a wide variety of industries, this year's team of authors crafted a 100-page report:

- Walter Warwick, PhD
- Will Phillips
- Will Thalheimer, PhD
- Zac Ryland

Key insights were that, as learning and performance professionals, we have experienced the single largest upheaval in our field in the last few years through behavior change, new learning technologies, and more. The results are highlighted in our report and webinar.



CLICK OR SCAN TO VIEW THE 2022 LEARNING TRENDS: INFORMING STRATEGIES FOR SUCCESS REPORT AND WEBINAR

# EXLEARN

We were thrilled to host EXLEARN back in person for the first time since 2019. It was held in Cincinnati at the Great American Ball Park. Attendees from across the U.S. participated in the two-day experience with a third day of optional workshops. EXLEARN 2022 focused on the whole human and how human-centered, organization-oriented performance design can help employees build skills, increase adaptability, develop deeper relationships, and ultimately, reach their full potential.

We had amazing speakers from Braintrust, CDW, Cloverleaf, Kroger, The KhafreWard Corporation, Centered Soul Consulting, and XPLANE. Siri Lindley, a world-champion triathlete, high performance coach, and cancer survivor, spoke on the power of mindset and overcoming fear with resilience.

Woven throughout were a range of interactive learning experiences from batting cages and dance to charcuterie boards and coffee (not necessarily in those combinations!). Attendees were also welcomed into TIER1 headquarters in Covington for in-person TIER1 Performance Institute workshops. These were interactive workshops on leadership practices to increase team security and trust, performance-focused learner surveys, and getting started with performance experience design.

# EXLEARN 22

TIER1 PERFORMANCE INSTITUTE

EXPERIENCE DESIGN FOR THE WHOLE HUMAN



## EXCELLENCE IN LEARNING & PERFORMANCE AWARDS

We were also honored to recognize and learn from our Excellence in Learning and Performance Award recipients.

In 2021, we started the Excellence in Learning and Performance Awards to recognize leaders of color who have led innovation, built momentum, or overcome barriers resulting in healthier, higher-performing organizations. Our 2022 distinguished honorees are:



**ANKIT SHAH (HE/HIM)**

Supervisor,  
Talent Development for the  
Organizational Development &  
People Analytics Department  
Columbus State Community College



**BREANNA JACKSON  
(SHE/HER)**

Learning and Development  
Program Manager  
Washington County



**HEATHER LEE  
(SHE/HER)**

People and Organization  
Business Partner  
Sony Pictures Entertainment



**TAMEKA J. HARRIS  
(SHE/HER)**

Managing Director,  
Learning Program Design  
IDSUCCESS Design Studio

2021 recipients Trayonna Floyd Hales, Director, Talent & Performance at Warner Bros. Discovery, and David Jackson III (also known as DJ3), Director of Talent Pathways and Learning at HealthPoint, joined us to share insights from their work and leadership.



CLICK OR SCAN TO LEARN MORE ABOUT  
THE 2022 AWARD WINNERS AND FINALISTS

**EXLEARN TESTIMONIALS:**

**"I TRULY ENJOYED THE EXLEARN CONFERENCE. WITHOUT A DOUBT, IT WAS THE MOST IMPACTFUL LEARNING CONFERENCE I HAVE EVER ATTENDED AND WALKED AWAY INSPIRED AND WITH VERY PRACTICAL INSIGHTS."**

**"THIS IS THE MOST EMOTIONALLY INTELLIGENT CONFERENCE I'VE EVER BEEN TO."**

**"THE CONTENT IS TOP-NOTCH. THE PEOPLE HERE ARE REALLY HIGH CALIBER. THE CONNECTIONS I HAVE MADE ARE REALLY GREAT!"**

**"THE ENTIRE CONFERENCE WAS THOUGHTFULLY MANAGED AND DELIVERED. I ALWAYS AM IMPRESSED BY THE TIER1 TEAM AND HOW CONSISTENTLY EXCELLENT EVERYONE I WORK WITH IS."**

**"WHEN WILL THIS BE NEXT YEAR? I WANT TO BLOCK MY CALENDAR. I'VE FOUND MY CONFERENCE."**

# IMPACT & CULTURE

2022 BROUGHT A YEAR OF CONNECTION WITH  
OUR CLIENTS, COWORKERS, AND COMMUNITY.

# HEALTHY CULTURES

A healthy culture is one that is both challenging and restorative; trusting and compassionate; people-centered and growth-oriented. It is committed to excellence and to the creation of value for all stakeholders. The Healthy Cultures page provides resources that we use and share with other organizations to build employee connections, strengthen engagement, increase retention, and improve overall organizational performance.

These organizations should embrace characteristics of trust and transparency, connection, inclusion, and engagement, well-being and mental health, and employee experience. These elements are imperative to maintaining a healthy, high-performing culture.

In addition, we have made many resources available for free including our Coffee Talk employee connection app, 35 Employee Moments that Matter tool, Start the Conversation on mental health tool kit, and more.

In our 20 years at TiER1 we've been honored to be recognized as one of Inc.'s national Best Workplaces, a B Lab-ranked Best for the World company, and as a Best Place to Work in multiple cities numerous times. In addition, we've been on the Inc. 5000 list for 15 consecutive years. We attribute a lot of this to our culture.

Culture is a passion area for us. Great cultures are built on trust and transparency, a drive for high performance, and compassion and support for your people and for others. To support other organizations on their culture journeys, we are sharing some of the tools we used as well as some of the insights and perspectives that led to them.

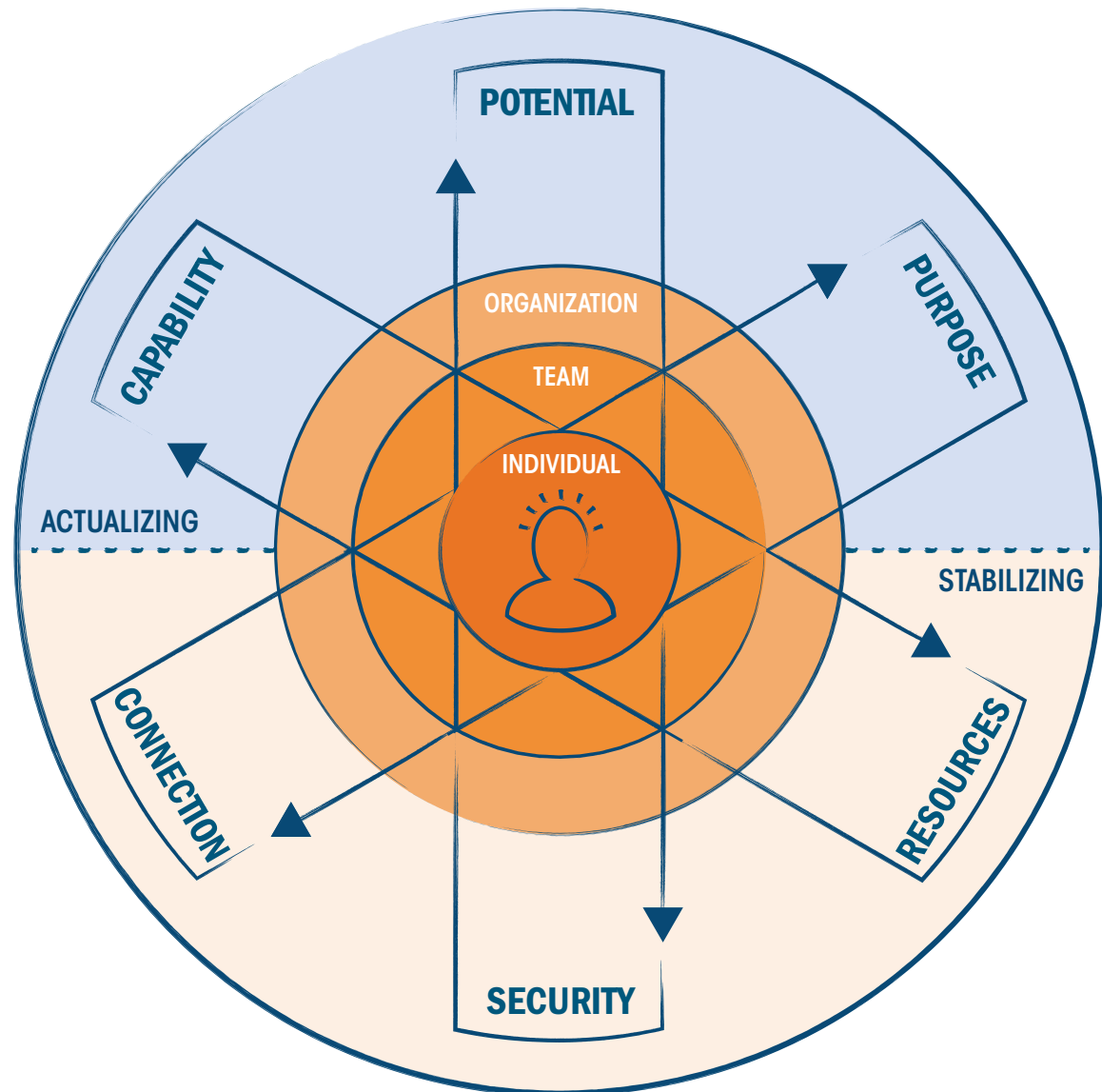


**CLICK OR SCAN TO XPLORE AND DOWNLOAD THE RESOURCES**

# TIER 1'S THRIVE INDEX

TIER1's THRIVE Index is an organizational assessment that helps leaders identify bright spots and areas where further investment can help foster a healthier, higher performing organization. Assessing your organization relative to six core needs that drive organizational health can help you identify strengths, determine opportunity areas, and prioritize strategies and actions that will help improve your organization and teams' health and performance. The six core needs are potential, purpose, capability, resources, security, and connection. Healthy, high-performing organizations are constantly attuned to and balancing these core needs.

The THRIVE Index includes a 12-minute survey administered to employees, key document review, interviews and observations, and a recommendation of strategies and actions for improving organization health and high performance. Leaders can use these results to pinpoint their organization's strengths and opportunity areas; inform strategy alignment, leadership development, role clarification, talent and career management, strategic communications, organizational design, and training and development; and evaluate the impact of strategies and actions on the organization's health and performance.



# B CORPORATION



A B Corporation is a for-profit company that is certified by the nonprofit B Lab based on rigorous standards of social and environmental performance, accountability, and transparency.

TiER1 was recertified as a B Corporation in 2022. Through the B Impact assessment, we earned an overall score of 113.7. The median score is 50.9 for all businesses who have taken the assessment. A minimum score of 80 is required to qualify for B Corp Certification. In 2018, TiER1's overall B Impact score was 96.5. In 2022, TiER1 placed for Best for the World: Workers, which are organizations that rank in the top 5% due to their exemplary employee-friendly practices, such as ownership opportunities, job flexibility, and fair-chance hiring policies. Being an employee-owned organization, along with TiER1's value for employees' health and safety, wellness, career development, and engagement and satisfaction all contribute to TiER1's overall recertification.

## CERTIFIED B CORP ORGANIZATIONS

**We're in good company with more than 6,000 other Certified B Corporations including:**

- Counter Culture Coffee
- Solmate Socks
- Bird Eyeware
- Danone
- TOMS
- Burton North America
- Mother Kombucha
- Nespresso Global
- Maker's Mark Distillery
- Legacy Vacation Resorts
- Radio Flyer Inc
- Jeni's Splendid Ice Creams
- Torani



# START THE CONVERSATION

Start the Conversation began in 2015 as a way for TiER1 to apply our collective talents to reduce the stigma associated with talking about mental illness. It has grown into a tool kit that we offer free of charge to any organization interested in using it with their team. Normalizing conversations on mental health allows employers to support employees and encourage them to seek treatment when needed.

Since its launch, Start the Conversation has been recognized by the CDC as a workplace mental health success story and as a model case study by the American Psychiatric Association Center for Workplace Mental Health.

Multiple TiER1ers have presented on Mental Health and Start the Conversation at conferences and meetings, including at the Society for Human Resources Management Inclusion 2022 Conference, WE Lead Cincinnati Chamber, University of Cincinnati's Goering Center, and more throughout 2022

In December 2022, TiER1 was named to Inc. Magazine's Best in Business Award list in recognition for our Mental Health Advocacy. In the words of Inc., "The missions these role model companies pursue lift them above the rest." We're honored to continue investing in making an impact on workforce mental health.

*"Start the Conversation has been an incredible tool for our team. The program provided a safe and comfortable space for each of us to grow not only our awareness of mental health but also to let us know that we are not alone. Having colleagues share stories and experiences helped break down the stigma surrounding mental health... By encouraging participation in Start the Conversation, the university made it clear that employee wellbeing is a priority and improved mental health is worth our time and effort."*

*- Megan LaDow, Northern Kentucky University Advisory Programs*



**CLICK OR SCAN TO LEARN MORE ABOUT START THE CONVERSATION AND REQUEST THE FREE TOOL KIT**

# THE SCURRY

After a two-year hiatus due to COVID-19, our annual Scurry event returned in 2022. It was a record-breaking year for the event, which raised \$58,670 for the Lindner Center of HOPE, Children's Home of Northern Kentucky, and the Adapt for Life program at Cincinnati Children's Hospital Medical Center. The three-hour team competition featured trivia, local history, physical challenges, and lots of laughter. Some of the challenge stops included Flying Axes, Covington Yard, Smoke Justis, Hotel Covington, Goebel Park, and more! Following the competition, we hosted a block party with food, music and family friendly activities.

Mental illness is a serious public health issue in Greater Cincinnati and across the nation with 1 in 5 people experiencing a mental health condition each year. Since its launch in 2010, The Scurry has raised more than \$300,000 for local mental health initiatives.



The EMI Research team, “Best Efforts,” claimed the Super Scurriers award as the team that raised the most money for the event’s beneficiaries.



Racking up the most points during the team competition, the Cloverleaf team claimed first place to win the Supreme Scurriers award.



The Spirit of Scurry award went to New Riff Distilling’s team “Riff Raff” for their incredible team comradery and participation.

# IDEA

## HERE'S WHAT IDEA MEANS AT TIER1:

### **INCLUSIVITY is a mindset.**

It comprises the practices and policies that guide us to include an individual or people with awareness of who may otherwise be excluded or marginalized. Someone with an inclusive mindset behaves in a way that embraces and welcomes the diversity of others, allowing people to bring their whole selves to work, which directly impacts performance.

### **DIVERSITY is a fact of personal identity.**

It is the ways we are all similar and different, including visible and invisible characteristics. When we embrace, recognize, and value diversity we are also recognizing this at the individual level. There is no room for discrimination.

### **EQUITY recognizes gaps and inequities to close.**

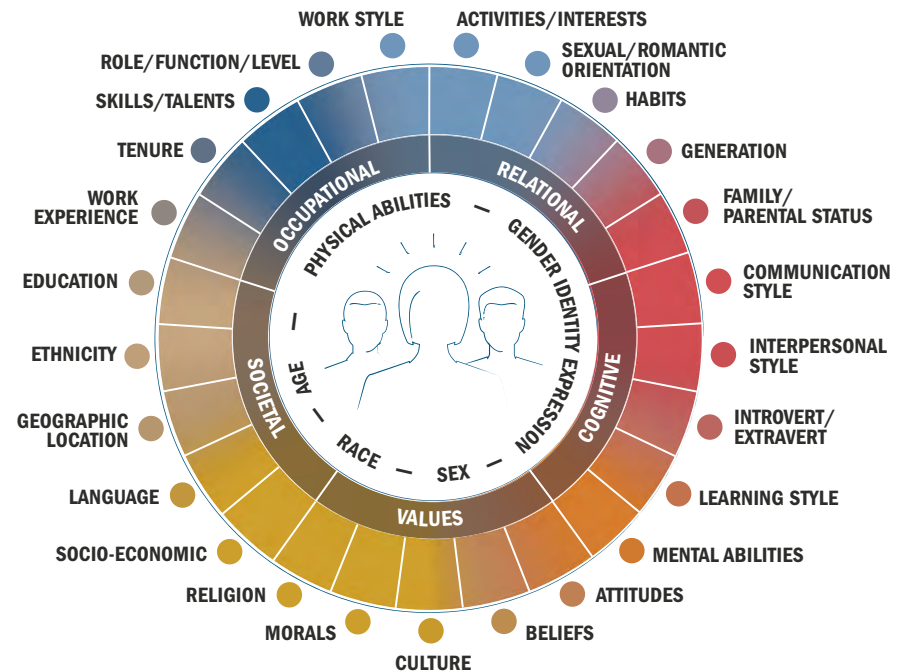
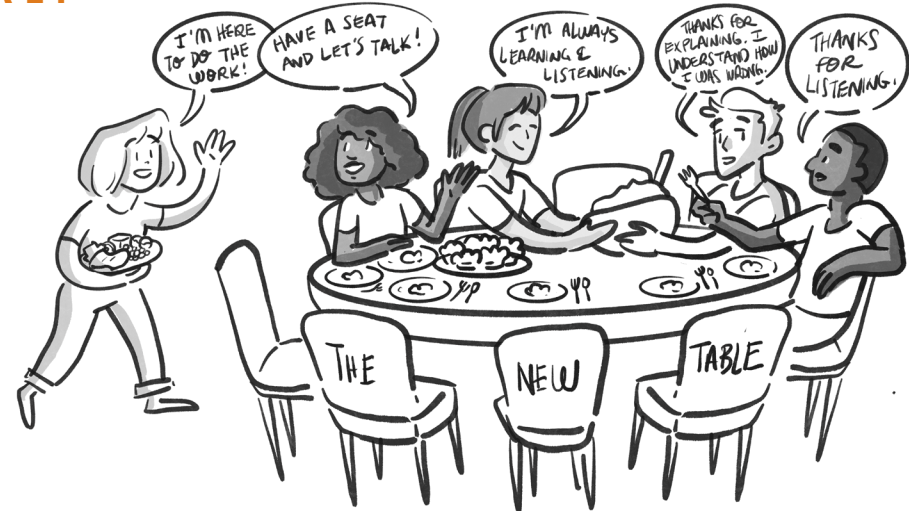
We recognize that some individuals or groups are disadvantaged due to an unequal starting place and are therefore underrepresented or marginalized within a field, industry, workplace, or community. This requires us to examine internal and external systems to create opportunities, reduce barriers to entry, and provide support to help level the playing field. We are using business as a source for good.

### **ACCESSIBILITY is about access and support for all.**

Everyone should have the ability to access environments, events, services, and experiences with or without disability; therefore, we must focus on proactive design and care versus reactive fixes.

### **DIMENSIONS OF DIVERSITY: Diversity is more than things you can see physically. The varying dimensions of diversity are much deeper and more complex than that.**

At TIER1 we need to factor in the parts of IDEA while understanding we're focusing on areas of opportunity so we can maximize on innovation, closing disparity gaps, engagement, and ensuring we're creating a sense of belonging.



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## TiER1 PERFORMANCE CONTINUES TO BE PART OF THE #IndyRacialEquityPledge

TiER1 Performance continues to be part of the Indianapolis initiative to address racial inequity through the #IndyRacialEquityPledge. Led by our Indianapolis team, TiER1 vows to challenge behaviors and mindsets through a long-term commitment to learning. TiER1's Indy Racial Equity Pledge includes three concrete commitments: support Black and African-American-led community organizations and initiatives that focus on mental health; invest in Black-owned businesses; and launch college internship and scholarship programming to increase racial diversity. Our Inclusivity,

Diversity, Equity, and Accessibility (IDEA) team will regularly assess our cultural and strategic practices to ensure we are aligned to and progressing toward these commitments.

The Indy Racial Equity Pledge started in October 2020 by a coalition of corporate and civic organizations as a commitment to advancing racial equity in Indianapolis and neighboring communities. Each pledging organization reports on the progress of their commitments to be held accountable.



**CLICK OR SCAN TO LEARN MORE ABOUT THE INDY RACIAL EQUITY PLEDGE**

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**TiER1 has committed to three pledges:**

**1**

### **SUPPORT BLACK- AND AFRICAN-AMERICAN-LED COMMUNITY ORGANIZATIONS AND INITIATIVES THAT FOCUS ON MENTAL HEALTH AND WELLNESS.**

- We sponsored a team and raised \$2,120 for Dayspring Center as part of the Walk for Dreams event.
- We supported Exodus Refugee group with a large collection drive of clothing and household items.
- We continue to support Irvington Counseling Center through our Social Impact Grant, hosting their team for continued strategy activation brainstorming sessions. We also supported the search for and hiring of their summer intern, who helped Irvington Counseling Center with their BIPOC wellness fund and LGBTQIA+ support services.

**2**

### **INVEST FOCUSED, PRIORITY SPENDING WITH BLACK-OWNED BUSINESSES.**

- We spent \$6,900 in support of BIPOC Indianapolis businesses, which is 50% of our total Indianapolis regional spend (and more than double the spend from 2021).
- We hosted a successful Client Open House in September at our new Indianapolis location in the Ft. Ben area for more than 50 guests. All food and dessert vendors were local BIPOC, women-owned businesses. Our T-shirt and printing partners were BIPOC businesses, and we raffled off a “Hoosier Pride” gift basket of items from local BIPOC and women-owned businesses. We also promoted these businesses during the event and on social media for several weeks leading up to the event as part of our Back Home Again TiER1 Indy Event and Marketing Campaign.

# 3

## LAUNCH COLLEGE INTERNSHIP AND SCHOLARSHIP PROGRAMMING TO INCREASE RACIAL DIVERSITY.

- We continue to strengthen our campus partnership with DePauw University. In February, five members of our Indianapolis team visited DePauw to speak on “A Day in the Life of a Consultant” for the larger student body with an intentional marketing effort to BIPOC students and student groups. We also met with students at a special reception at the university’s Center for Diversity and Inclusion to promote our internships and BIPOC scholarship. We returned to DePauw in the fall for a career fair and hosted a similar reception at the DEI Center. We received an increase in BIPOC student intern and early career hire applications as a result. We have just begun our campus champion program at Indiana University’s School of Informatics, on their Bloomington campus and hope to expand our BIPOC student reach there as well.
- We partner with other universities and even De Paul Christo Rey High School to help further students’ work experiences.
- In February, TiER1ers Karen Lankisch and Myles Edwards hosted a table at UC’s Business Fellows program, where they met many talented students.



**CLICK OR SCAN FOR MORE INFORMATION ABOUT  
OUR DIVERSITY SCHOLARSHIP**

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**WE HOPE YOU’LL STAY CONNECTED AS WE SHARE OUR  
PROGRESS REGARDING OUR PLEDGE GOALS AND EXPAND  
EFFORTS IN OTHER REGIONS.**

# WE OUR INTERNS

*“Being an intern at TiER1 has helped me jumpstart my career in instructional design. Having a sponsor who cared about my success gave me the ability to learn about the industry while being supported every step of the way. Everyone was so willing to answer questions and offer valuable feedback as well.”*

*– Jackie Amato, Learning Intern*

*“I have been an intern at TiER1 for six months now and have loved every bit of it. I have learned so much, from project managing events to best practices in authoring a magazine article. I have grown significantly in my leadership, communication, and overall work ethic, and I owe that solely to this incredible organization. Every day I am inspired by my intelligent and creative colleagues, who push me to succeed and be my best.”*

*– Lexi Carr, Marketing and Account Management Intern*

*“I’ve learned that change requires people to make sense of a really complicated, messy situation and to ensure that the people impacted feel seen and heard. As a change intern, I’ve worked on projects at all parts of the change process from strategy to stakeholder analysis to training. The concepts I’ve learned in school have come to life and I feel more prepared to start my career as a consultant.”*

*– Hannah Blume, Change Intern*

*“TiER1 has pushed me to become a more confident designer. Having a sponsor who pushed me to take on challenges and wanted to see me succeed helped my professional growth. The environment that TiER1 has created is one that I am not scared to make mistakes in, but one in which I am supported to learn in.”*

*– Taylor Hsu-King, Creative Intern*

# THOUGHT LEADERSHIP

TIER1ers shared ideas and thought leadership through 48 external presentations in 2022.

Topics included:

LEARNING EVALUATION

JOY AT WORK

ACCOUNTABILITY

ECCCHO PROTOCOL AND TRAINING

HAPPINESS AT WORK

PERFORMANCE EXPERIENCE DESIGN

TRAINING MENTAL HEALTH

EMPLOYEE OWNERSHIP

LEARNING EVALUATION

HEALTHY CULTURES

WORKPLACE CONNECTIVITY

PATIENT EXPERIENCE

PERFORMANCE DESIGN THINKING

DIGITAL TRANSFORMATION

CHANGE MANAGEMENT HEALTHCARE

DIGITAL EMPLOYEE EXPERIENCE

GOVERNMENT LEARNER SURVEYS

ENTERPRISE LEARNING PLATFORMS

SUSTAINABILITY SECURE TEAMS

MOMENTS THAT MATTER

PERFORMANCE BLIND SPOTS

...and more! presented by these awesome TIERers 

- Ali Danforth
- Andy Erickson
- Angie Sebok
- Barb Boyne
- Brad Kneeven
- Brian “Beam” Maue
- Camilla Knott
- Christa Nimmer
- Debbie Curl-Nagy
- Dustin Shell
- Gary Whitney
- Greg Harmeyer
- Heather Holleran
- Jackie Luchsinger
- Jessica Whalen
- Jim Everidge
- Joe Jahnigen
- John Lex
- Kendell Lett
- Kristin Hewett
- Laura Hoppa
- Leanne Batchelder
- Leia McKinnon
- Marc Gacy
- Meg Switala
- Noah Kreischer
- Rachel Brecht
- Rafe Mattingly
- Richard Corder
- Ryan Meyer
- Sarah Ehrnschwender
- Sharon Boller
- Steve Owens
- Tasha Deitschman
- Terence Andre
- Will Thalheimer
- Zac Ryland

## LIFE SCIENCES TRAINERS & EDUCATORS

TiER1 sponsored LTEN's annual conference, which brought together more than 1,000 life sciences trainers and educators to San Antonio, Texas. LTEN 2022 featured numerous networking opportunities, more than 100 workshops and learning labs, and memorable keynote speakers. TiER1 hosted a booth in the Learning Village Exhibit Hall where more than 70 top training partners and solution providers shared new technology and L&D solutions. We also had a great group of speakers at the event who shared their L&D solutions through learning labs and workshops. TiER1ers Kendell Lett and Leanne Batchelder presented their learning lab, "The Importance of Piloting your Learning Program: Lessons Learned from the Trenches!" In partnership with our client, Eli Lilly and Company, TiER1ers Heather Holleran and Ali Danforth presented their workshop, "Adapting to the Unprecedented: Eli Lilly and COVID-19."

TiER1 also sponsored a networking mixer for LTEN in Boston; this was a terrific opportunity for our team to network and make new connections within Boston and the life sciences industry. Rafe Mattingly was invited to kick off the event and introduce TiER1 and our services to attendees.

TiER1er Leanne Batchelder published her feature article, "8 Elements for a Successful Product Launch Training Journey," in the Spring 2022 Issue of *LTEN Focus on Training* magazine. In the feature, Leanne highlights eight critical elements when preparing an organization for a product launch. Three of these elements include defining a vision, conducting an audience analysis, and identifying instructional goals.

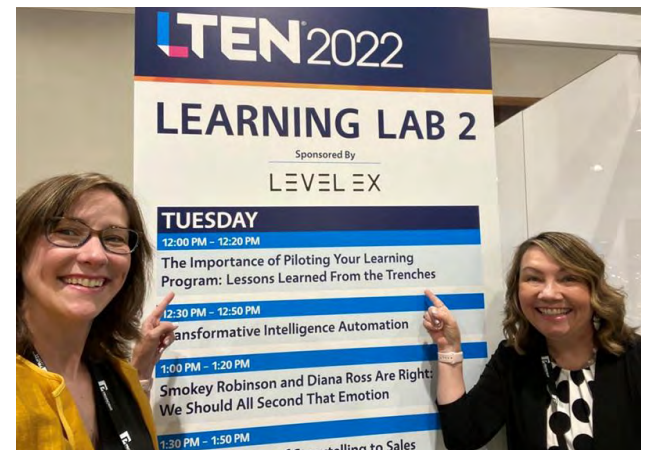


**CLICK OR SCAN TO READ THE FEATURE TO LEARN ALL EIGHT ELEMENTS FOR A SUCCESSFUL PRODUCT LAUNCH**

TiER1er Steve Owens published his article, "Choosing the Right Learning Platform," in the Winter 2022 Issue of *LTEN Focus on Training* magazine. In the article, Steve highlights which learning platforms can best support the employee experience while also adding measurable value to the business. These learning platforms include learning management systems (LMS), learning experience platforms (LXP), and integrated learning systems (ILS).



**CLICK OR SCAN TO DISCOVER MORE ABOUT LEARNING PLATFORMS**



## 2022 CONSCIOUS CAPITALISM TALENT SUMMIT

Nearly 100 business leaders across Greater Cincinnati attended the 2022 Talent Summit sponsored by the Cincinnati Chapter of Conscious Capitalism. The half-day event was held at the Summit Hotel on Friday, August 19, with the theme **Conscious Practices for Greater Impact**.

The event featured leading voices in the conscious business community and opportunities to learn about the practices that help recruit, retain, engage, and support top talent in the area—including organizational structures, talent pipeline, and designing culture. Attendees were informed about the practices that can positively impact the employee experience in a meaningful way.

Rob Connelly, CEO & Chairman of Henny Penny, which designs, develops, and manufactures premium foodservice equipment for well-known restaurant chains, spoke about the attributes that have kept the employee-owned company thriving for more than 65 years. The company has operated in a growth mindset since its founding.

“It might sound corny, but our people come first,” even before customers. He added, “We haven’t had a layoff in 65 years.”

Following the keynote was a panel discussion facilitated by Tanya Kleindienst; key topics of discussion included team security, trust, and leading with love in the workplace. TiER1er Dustin Shell, who spoke on the panel, explained how love can show up in the workplace during coworker interactions by answering two questions: Are you there for me? Do I matter to you?

The panel kicked off a series of small-group breakout sessions, where participants chose from various topics for a deeper dive. Discussions included ways to integrate DE&I (diversity, equity, and inclusion) into the workplace fabric, and centering healthy growth around increasing the positive impact of the company and creating opportunities for employee advancement.

The afternoon ended with a happy hour for panelists, moderators, and participants to mix and mingle. It was a great afternoon, and participants walked away with information they could take back to their companies.

We extend a heartfelt thanks the moderators and panelists who brought these discussions to life, along with the lively engagement from the audience.

Event organizers included TiER1’s Sarah Ehrnschwender, Greg Harmeyer, and Brad Knueven, as well as external partners Rob Cybulski, Christina Hofer, Tanya Kleindienst, Michael Kroeger, and Ken Lewis.



# US CORNERSTONE CONVERGENCE 2022

TiER1 sponsored US Cornerstone Convergence 2022 in October. Cornerstone Convergence is a three-day conference full of networking, community building, and an agenda of dynamic keynote speakers on the main stage, plus more than 75 breakout sessions with Cornerstone customers, product experts, and industry thought leaders. TiER1’s enterprise platforms team had strong representation at the event with 11 attendees throughout the week. TiER1 co-sponsored the welcome reception, sponsored a booth, and hosted a 45-minute breakout session. TiER1ers Jim Everidge and Steve Owens co-presented with Greg Wilton, Director, Enterprise Learning at Edward Jones. Their session was, “Planning and Implementing EdCast for the Enterprise at Edward Jones.” Our attendees enjoyed the conference and made many new connections while deepening existing ones.



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## ATD

To bring insights and best practices to more people, we've partnered with ATD to publish the following articles by TiER1er and guest thought leaders. These thought leaders included Dustin Shell, David Jackson III, Trayonna Floyd Hales, Laura Hoppa, Ryan Meyer, and Meg Switala.

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Dustin Shell's article on redefining employee onboarding provides three factors to help organizations lower turnover rates: consistent brand experience, speed to competency, and employee engagement. Employee onboarding helps orient new hires into their role but is also an emotional journey.



**CLICK OR SCAN TO READ  
DUSTIN'S ARTICLE**

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David Jackson III's article on learning and applying learning at HealthPoint provides four principles that guided the team's thinking for what could be for HealthPoint University: remember the why, put yourself in the frame of the audience, make an authentic experience, and own your purpose.



**CLICK OR SCAN TO READ  
DAVID'S ARTICLE**

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Trayonna Floyd Hales' article on preparing frontline managers to support employees during the COVID-19 pandemic involved creating a virtual program to drive business results through experiences, connection, personalization, and adaptability.



**CLICK OR SCAN TO READ  
TRAYONNA'S ARTICLE**

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Ryan Meyer and Laura Hoppa co-wrote an article on the digital employee experience (DEX) and these four approaches to form productive relationships between people and technology: create agile cross-functional teams, align to a common definition, put people at the heart of system design, and design for the moments that matter.



**CLICK OR SCAN TO READ  
RYAN'S ARTICLE**

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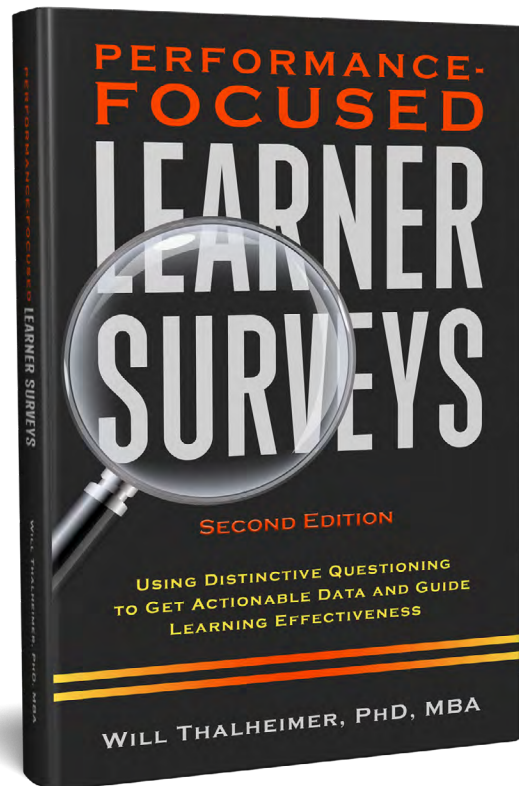
Meg Switala's article on healthy cultures gives tips for areas that every organization can embrace to build and sustain a healthy, high-performing culture: trust and transparency; connection, inclusion, and engagement; well-being and mental health; and employee experience.



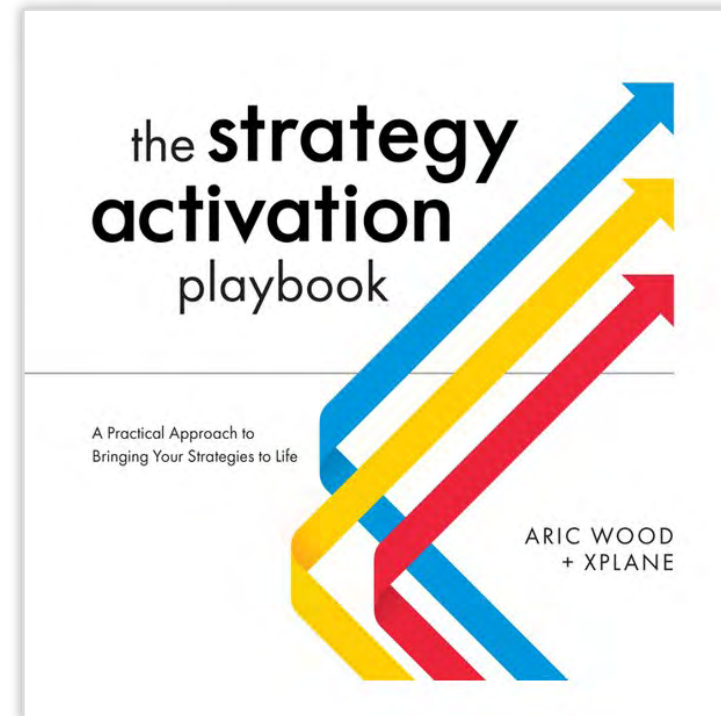
**CLICK OR SCAN TO READ  
MEG'S ARTICLE**

## BOOKS PUBLISHED BY AUTHORS FROM TIER1 AND SISTER COMPANY XPLANE

TIER1 Principal Will Thalheimer and XPLANE CEO Aric Wood both wrote well-received books in 2022.



Will, PhD, MBA, published the second edition of *Performance-Focused Learner Surveys: Using Distinctive Questioning to Get Actionable Data and Guide Learning Effectiveness* in February. *Performance-Focused Learner Surveys* provides a research-inspired approach to surveying learners, gathering meaningful data, and reporting results with clarity. Based on years of practical experience, this second edition expands on the original. It shows how to achieve three goals in evaluation, including measuring learning effectiveness, producing actionable results, and sending messages that nudge action.



Aric published *The Strategy Activation Playbook: A Practical Approach to Bringing Your Strategies to Life* in September. Filled with practical tools, exercises, and methods to help you align teams and empower individuals to move forward toward a common goal, the book is a comprehensive guide to communicating a strategy in such a way that everyone understands it, sees how it benefits them, and becomes willing to take the journey; equipping employees with tools and training that enable new ways of working; and embedding a strategy as “the new way of work” that everyone can embrace.

## INTERNATIONAL WOMEN'S DAY 2022

For the fourth year, TiER1 hosted the International Women's Day Panel, in partnership with the Conscious Capitalism Cincinnati Chapter, to celebrate women's achievements and increase visibility while gaining insights on how to address inequality. The theme was #BreaktheBias, and featured panelists included Myah Moore Irick (SVP & Private Wealth Manager at Irick Group-Merrill Private Wealth Management), Cara Pratt (Senior Vice President at Kroger Precision Marketing), Christine Raetsch (Chief People Officer at Duolingo), and Stephanie Smith (SVP, Chief Inclusion & Diversity Officer at Fifth Third Bank).

The panelists shared how they've learned from or addressed gender bias, practices that help women overcome barriers to leadership positions, and tips for intentionally celebrating women's achievements. They also explored what a future without the description of "woman" in front of the word "leader" would look like. The panel's dialogue concluded with an engaging Q&A session with the audience.



**CLICK OR SCAN TO VIEW THE WEBINAR  
ON OUR YOUTUBE CHANNEL**

# THE LEARNING & PERFORMANCE ISSUE OF PERFORMANCE MATTERS

The Learning & Performance Issue of our Performance Matters magazine was written to spark ideas for one's team as they evolve in the learning and performance field and explore how to design better performance experiences. The world of learning and performance is moving beyond a focus on training and development to a deeper integration within business to fuel growth and drive impact. This is a powerful shift for learning and performance professionals: going from “content is king” to “context is king”; from instructional designer to experience designer; from a driver of learning outcomes to a driver of performance outcomes.

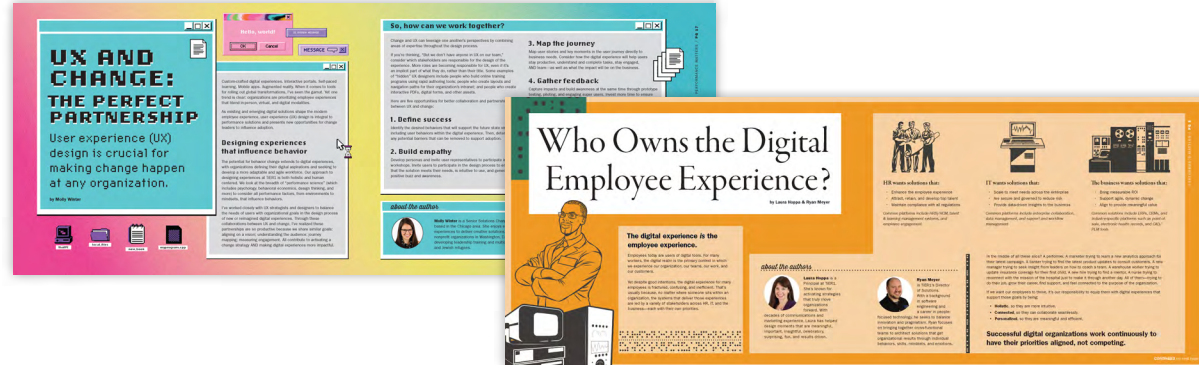
The Learning & Performance Issue covers the learning and performance field, performance experience design (PXD), Assurant's LearnAnywhere onboarding program, learning in DE&I, and more.



CLICK OR SCAN TO READ THE MAGAZINE ONLINE

# WHO OWNS THE DIGITAL EMPLOYEE EXPERIENCE?

In 2022, The Digital Experiences Issue of our Performance Matters magazine was published. This magazine was designed to share relevant stories and insights on digital employee experiences. With complex working ecosystems including distributed teams and time zones, real-time collaboration, multiple communication channels, and automated processes, technology is required for organizations to reach their full potential. To leverage the power of technology to unlock the potential of people, we must put people at the center of technology. By designing digital ecosystems and experiences that are focused on the performer, we can deliver meaningful moments that change mindsets and impact behaviors.



CLICK OR SCAN TO LEARN MORE ABOUT THE DIGITAL EXPERIENCES ISSUE, VIEW IT ONLINE OR REQUEST A PHYSICAL COPY

In December 2022, TiER1ers Ryan Meyer and Jessica Whalen presented “Who Owns the Digital Employee Experience?”, which was based on four tenants to support the digital employee experience: create agile cross-functional teams, align to a common definition, put people at the heart of the system design, and design for the moments that matter. The digital employee experience requires alignment across multiple functions and leaders and leveraging the digital ecosystem to enable the use of technology to deliver experiences, change mindsets, impact behaviors, and drive results.



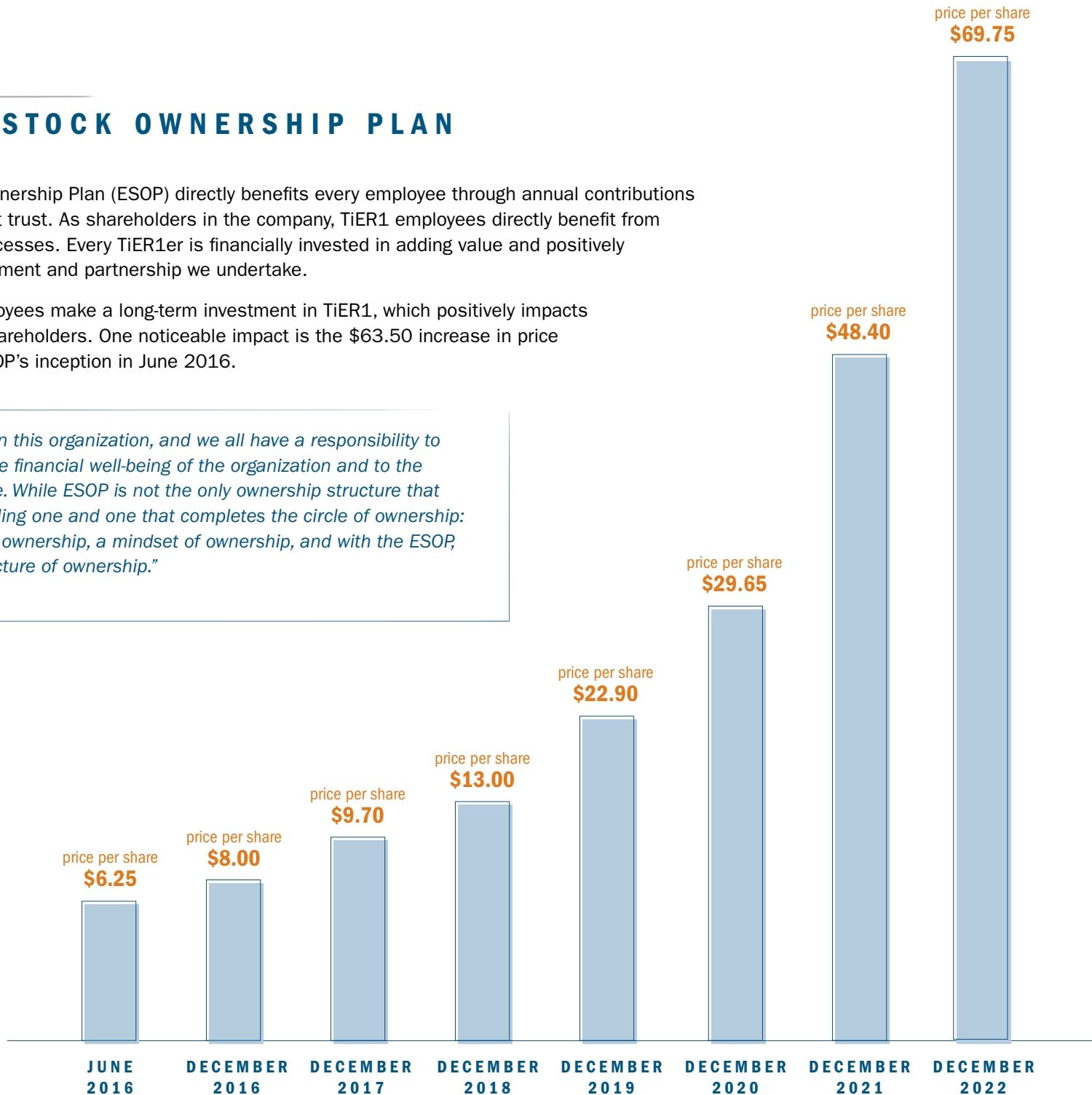
CLICK OR SCAN TO VIEW RYAN AND JESSICA'S PRESENTATION

# ESOP: EMPLOYEE STOCK OWNERSHIP PLAN

The Employee Stock Ownership Plan (ESOP) directly benefits every employee through annual contributions to a qualified retirement trust. As shareholders in the company, TiER1 employees directly benefit from TiER1's growth and successes. Every TiER1er is financially invested in adding value and positively impacting every engagement and partnership we undertake.

Through our ESOP, employees make a long-term investment in TiER1, which positively impacts the company and its shareholders. One noticeable impact is the \$63.50 increase in price per share since the ESOP's inception in June 2016.

*"We are all partners in this organization, and we all have a responsibility to each other and to the financial well-being of the organization and to the impact that we make. While ESOP is not the only ownership structure that works, it is a compelling one and one that completes the circle of ownership: we have a culture of ownership, a mindset of ownership, and with the ESOP, we have a legal structure of ownership."*  
- Greg Harmeyer



# Celebrating 20 YEARS

Q3 MARKED THE  
BEGINNING OF OUR  
20TH ANNIVERSARY  
CELEBRATIONS.

# TIER1 PERFORMANCE



Cincinnati celebrated with regional clients at Rotolo.



Pittsburgh celebrated with regional clients at a Pittsburgh Pirates baseball game.



Chicago celebrated with regional clients at a Chicago Cubs baseball game.

# INDY OPEN HOUSE

TIER1 Performance's Indianapolis office held a client open house themed "Back Home Again" on September 14. We welcomed more than 55 people to our office, including 20-plus potential clients and partners. The event featured 10 Innovation Labs that showcased TIER1's projects, capabilities, and impactful work ethic.

To support the TIER1's participation in the Indy Racial Equity Pledge, we purchased food and supplies from several BIPOC businesses for this event, including Tea's Me Café, Marsha's Desserts, CIBO Catering, and Market Direct Inc.

To increase brand awareness, drive engagement with TIER1 accounts, and encourage user-generated content, we implemented a social media campaign for the event. On Instagram and LinkedIn, we leveraged a custom hashtag, highlighted local and BIPOC businesses featured, and provided previews of the Innovation Labs.



# TIER1 TAKES ON LAS VEGAS FOR ITS ANNUAL ALL-COMPANY MEETING!

Every fall the entire company comes together for an experience that is as much a celebration as it is a meeting. For TiER1's 20th anniversary, we gathered in Las Vegas, where TiER1ers took time off work to connect with one another and build relationships.

From group meals and happy hours to golfing and visiting the Hoover Dam, TiER1ers had an unforgettable time with each other. We enjoyed hearing stories about TiER1's 20-year history and sharing our vision for the next 20 years.

TiER1ers especially loved breaking it down on the dance floor during our celebratory gala, and we even had a surprise visit from a dozen Elvis impersonators.

To conclude our time together, each TiER1er selected a Vegas charity to support and we were able to donate a collective \$10,000 to the American Red Cross, Harvison House, Boys & Girls Clubs of Southern Nevada, and the Las Vegas Valley Humane Society.



# TIER 1 GiVE

TIER1's Service Board supports team and individual community service projects throughout the year. Members of the GiVE Board coordinate group projects every quarter for TIER1ers in different regions. TIER1ers are also encouraged to participate in individual service projects in their communities.

Every full-time employee is eligible for 16 hours of Service Time Off (STO). STO allows employees to take paid time off to participate in service efforts anywhere in the world, giving TIER1ers an opportunity to give back in the ways that are most meaningful to them.

## Here are some GiVE highlights from 2022:

Due to COVID, there were fewer blood drives, a decline in donors, and staffing challenges. American Red Cross declared its first nationwide blood crisis, which promoted TIER1ers to step up and donate 93 pints in 2022, ultimately helping save 279 lives. TIER1ers continue to donate blood regularly to further the Red Cross's mission of saving lives.



During Pride month, employees set a goal to raise \$1,000 for The Trevor Project with TiER1 matching \$1,000. The organization's mission is to end suicide among lesbian, gay, bisexual, transgender, queer, and questioning young people. We exceeded our goal, raising a little more than \$3,000 for this cause.

Through our annual EXLEARN conference, we donated \$9,125 to the Brighton Center. This money was raised based on attendees' gamification points earned throughout the two-day conference. The Brighton Center is an organization in Northern Kentucky that partners with families and individuals to help them reach self-sufficiency and financial stability through education, employment, family support services, and leadership.

Throughout the year, TiER1ers also donated to many causes, from coat and food drives to disaster relief and Cincinnati's Sweet Cheeks Diaper Bank.



## SOCIAL IMPACT PROJECTS

At TiER1, service is core to our mission of improving organizations through the performance of people to build a better world. Our communities are a key stakeholder for us and making a positive impact on them has been a part of our goal from the day we were founded. Over the years, we've found that one of the most significant impacts we can make is through contributing our talents. That's why we're committed to increasing the number of social impact projects we take on every year.

Social impact projects bring the vast array of TiER1's talents and skills to social service and non-profit organizations in the regions in which we work. Projects best suited for our services are those that allow these organizations—or the people they serve—to fully realize their potential and do their best work. This could look like a volunteer engagement strategy, a workforce training solution, or change and communication strategies and deliverables. The possibilities for partnership are vast.

To subsidize these projects, TiER1 offers application-based grants to match funds provided from the organization toward the project.

**Here is a testimonial from one of our social impact projects:**



*Cancer Bridges is a non-profit agency located in the Strip District of Pittsburgh, Pennsylvania, that provides free programs and services to those impacted by a cancer diagnosis, including someone who has been diagnosed, friends and family members that support someone who has cancer, those who have lost someone to cancer, or those who are experiencing anticipatory grief.*

*In September 2021, we merged two agencies together—Our clubhouse and Cancer Caring Center—to make Cancer Bridges. Through COVID and with all of the intricacies that come along*

*with merging two organizations, there was not a lot of time or opportunity to bring the two staffs together and really work as one cohesive team.*

*So we engaged TiER1. TiER1 provided pre-workshop work, communication support, and an in-person workshop, during which we talked about where we have been, where we want to go, and how we're going to do that. TiER1 has since provided support following that workshop to make sure that staff members continue to work with each other to build all those things that we are*

*hoping to do so we can really support the cancer community and bring our best authentic selves to the office.*

*Since we had the workshop, we have already accomplished so much. We're definitely operating as one organization and I'm seeing more teamwork, trust, and collaboration, and the impact has been stellar. I'm really thankful for all of you—thank you so much!*

*– Stephanie Ciranni,  
Executive Director of Cancer Bridges*

**Other organizations included:**



*enabling* HEALTHY,  
HIGH-PERFORMING BUSINESS  
THROUGH PURPOSE-DRIVEN,  
PEOPLE-CENTRIC PROFESSIONAL  
SERVICES FIRMS

**TIER1IMPACT**

— BETTER WORK · BETTER WORLD —

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**2022 IMPACT REPORT**

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