



RESCUE AGENCY IMPACT REPORT 2017

Rescue Agency's Sacramento Office Opened in December 2017 with a fitting mural on the wall.



CEO LETTER

December 2017

It was a great year for Rescue and an important time - amidst changing administrations and pressing public health challenges like the opioid crisis - to deepen our commitment to our mission, making healthy behaviors easier and more appealing.

Our B Corps certification was renewed in 2016 after our inaugural two year period and we were one of the lucky 10% of B Corps who were selected for an on-site audit. Thankfully, we passed! We learned a great deal from our B Corp partners who visited our San Diego office and shared behind the scenes details of how the certification process works. Each year, the certification standards become more rigorous so it was an important learning experience for us that will help us stay on the forefront of socially responsible business best practices.

As part of our B Corp certification process, we committed to becoming a Benefit Corporation within two years and I am proud to share that we've successfully completed the process. Rescue Agency Public Benefit, LLC is officially official.

Our growth trajectory has continued and not only did we land a spot on INC 5000's Fastest Growing Private Companies for 9th year in a row - hello Hall of Fame! - but we earned the highest ranking we've ever achieved at #519. We welcomed important clients including the California Department of Public Health and renewed our commitment with our largest client, the FDA's Center for Tobacco Products for another 5 years.

Inspired by our team who is passionate about making an impact on so many important issues, we created the Rescue Takes Action program in February 2017, to encourage community engagement, volunteerism and giving. In less than a year, Rescue, alongside our staff, has donated almost \$100,000 to causes important to us and spent hundreds of hours volunteering in our local community. This program has given us all a voice and a way to stay personally involved with social issues that impact public health, equality and social justice.

We continue to believe that marketing can do more than sell goods, it can create good. And, I'm excited to share some of the highlights of our year.

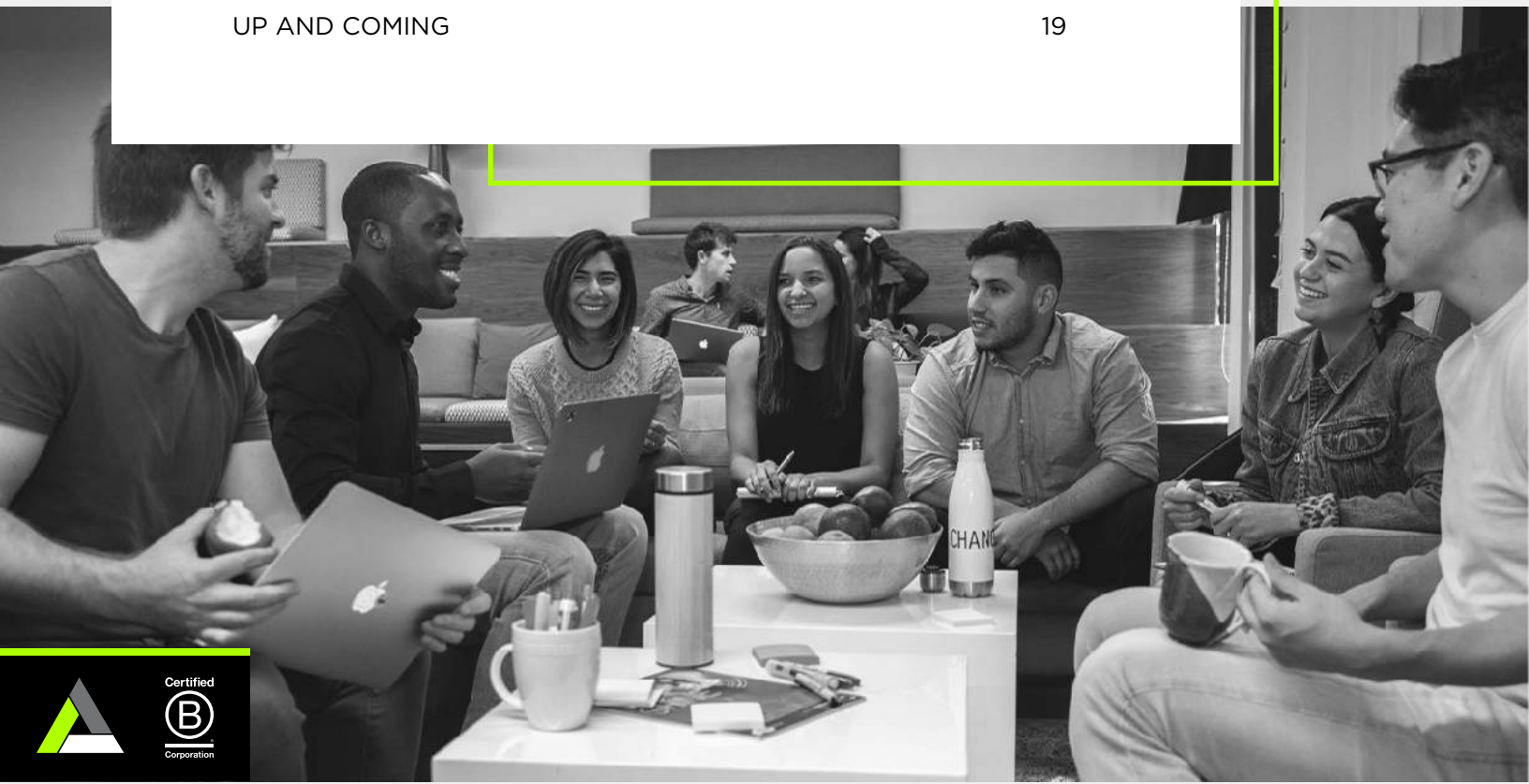


- Kristin Carroll, CEO



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ABOUT US

Rescue Agency is a behavior change marketing agency that focuses exclusively on marketing to cause positive social change. We focus on issues like reducing tobacco use among youth and adults alike, promoting fresh foods, physical activity and after-school programs within at-risk communities, and creating programs to curb binge drinking and drug use. Our mission is to make healthy behaviors easier and more appealing and we do it by combining a deep understanding of commercial advertising strategies used to sell fast food, cars, or lifestyle brands with an unparalleled knowledge of evidence based public health strategies.

Over the past year, our talented team, award-winning creative, and innovative approach to social change has broken new ground. Our team has grown to over 160 change agents nationally. We're in San Diego, CA, Washington, DC, Atlanta, GA, Los Angeles, CA, Albuquerque, NM, and our newest location in Sacramento CA as well as over 15 cities across the country where our work comes to life at the local level.

MISSION

To make healthy behaviors easier and more appealing.

VALUES

These are the values unique to Rescue that are important for our individual and collective success.

RESPONSIBLE REBELLION

We take pride in our ability to respectfully challenge the status quo to create innovative programs that work.

PASSIONATE PERSEVERANCE

We approach each day, every task, and all projects with mission driven focus, relentless spirit, and the strength to navigate all obstacles.

CULTURAL COMPETENCY

We seek to understand the foundation of distinct cultures and we track ever-changing trends so we can ignite behavior change.

A HEALTHY RESPECT FOR DATA

We make professional decisions based on validated data with the goal of positive, provable results.

2017 HIGHLIGHTS

Rescue had a busy 2017. We've renewed our contract with the FDA to continue our groundbreaking Hip Hop tobacco prevention campaign, "Fresh Empire," and our LGBT young adult campaign called "This Free Life" for 5 more years through 2021. We've continued to work with over a dozen states including Vermont, Virginia, Nevada, Minnesota, Connecticut, Louisiana, Arkansas, Oklahoma, California, New Mexico and Hawaii. And in October 2017, we began working with the California Department of Public Health (CDPH) to reinvigorate their statewide nutrition and physical activity campaign helping low-income Californians live healthier lives.

We've continued to publish our unique research findings and campaign evaluations in peer-reviewed journals like the American Journal of Public Health, as well as regularly present at scientific conferences on health promotion and behavior change. In 2018, Rescue will be conducting a first-of-its-kind adult segmentation study across the state of California to identify attitudes, beliefs, and trends among low-income populations that will inform new advertising to encourage daily healthy habits in 2019.

ANNUAL GOALS

Each year, Rescue sets company-wide goals that help our teams work together with a shared purpose.

Our 2017 company goals were to:

DEVELOP THE MOST IMPACTFUL BEHAVIOR CHANGE CAMPAIGNS FOR OUR CLIENTS

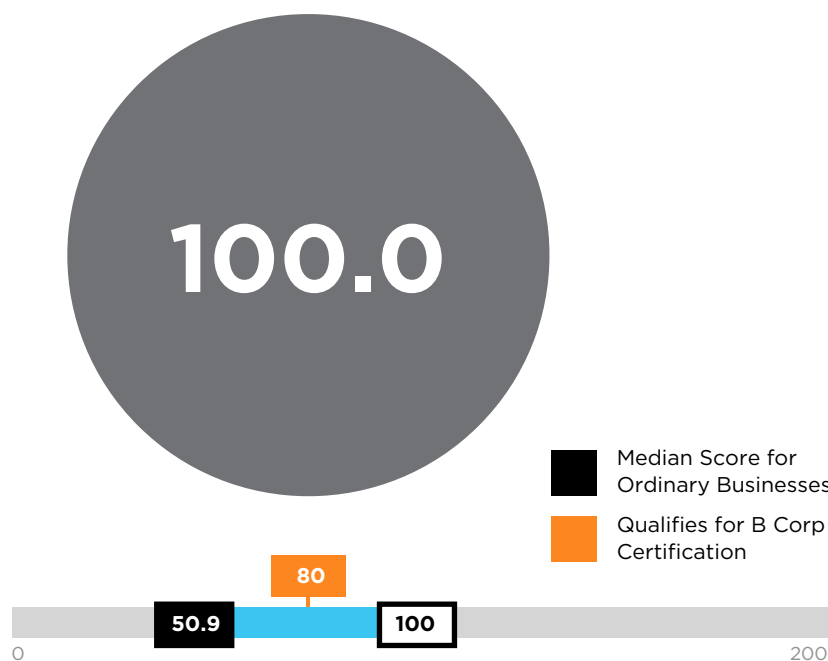
APPLY RESCUE'S LEADING BEHAVIOR CHANGE MARKETING PRINCIPLES TO MORE STRATEGIES AND BROADER HEALTH ISSUES

CONTINUE IMPROVING OUR SYSTEMS, PROCESSES AND TEAMS SO WE WORK SMARTER TOGETHER

BUILD A TEAM OF BEHAVIOR CHANGE EXPERTS BY INVESTING IN SKILL, COMMUNICATION AND TEAMWORK DEVELOPMENT

OUR B CORP STATUS

We successfully renewed our B Corp status between 2016 and 2017 and are proud to have earned a triple digit score again.



The B Impact Scores are being compared against all businesses that have completed the B Impact Assessment

IMPACT AREA SCORES

Governance	16.7
Workers	25.3
Community	19.2
Environment	10.5
Customers	28.3

OUR 2017 TRANSITION TO A BENEFIT CORPORATION

Rescue successfully completed the final steps of the legal transition towards becoming a Benefit Corporation and has fulfilled its responsibilities as a certified B Corp. The mission of our company is baked into the Operating Agreement and

All Benefit Corporations must also provide transparency and accountability on their social and environmental performance by publishing an annual benefit report, which is subject to third party assessment standards.

B CORP V.S. BENEFIT CORPORATION

WHAT IS A B CORP?

B Corps are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

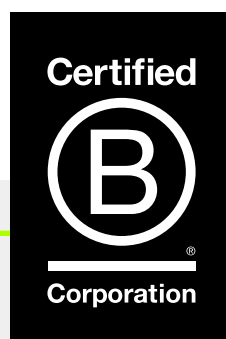
WHAT IS A BENEFIT CORPORATION?

A Benefit Corporation is a corporation with modified obligations committing it to higher standards of purpose, accountability, and transparency. Benefit corporations commit to creating public benefit and sustainable value in addition to generating profit. For more information about Benefit Corporations visit www.benefitcorp.net.

LOCAL INVOLVEMENT

Rescue continues to actively participate in the San Diego B Corps community attending meetings and speaking at industry gatherings to inform and welcome companies into the B Corps movement. Rescue has also connected with B Corps locally in Washington D.C. and will continue to support the movement in other office locations including Los Angeles and Atlanta.

We actively look to find ways to hire or partner with fellow B Corps. In 2017, all six Rescue locations began sourcing janitorial, kitchen, coffee and office supplies through Give Something Back Workplace Solutions, another local B Corp who donates almost 70% of its profits to incredible non-profits and causes throughout the country.

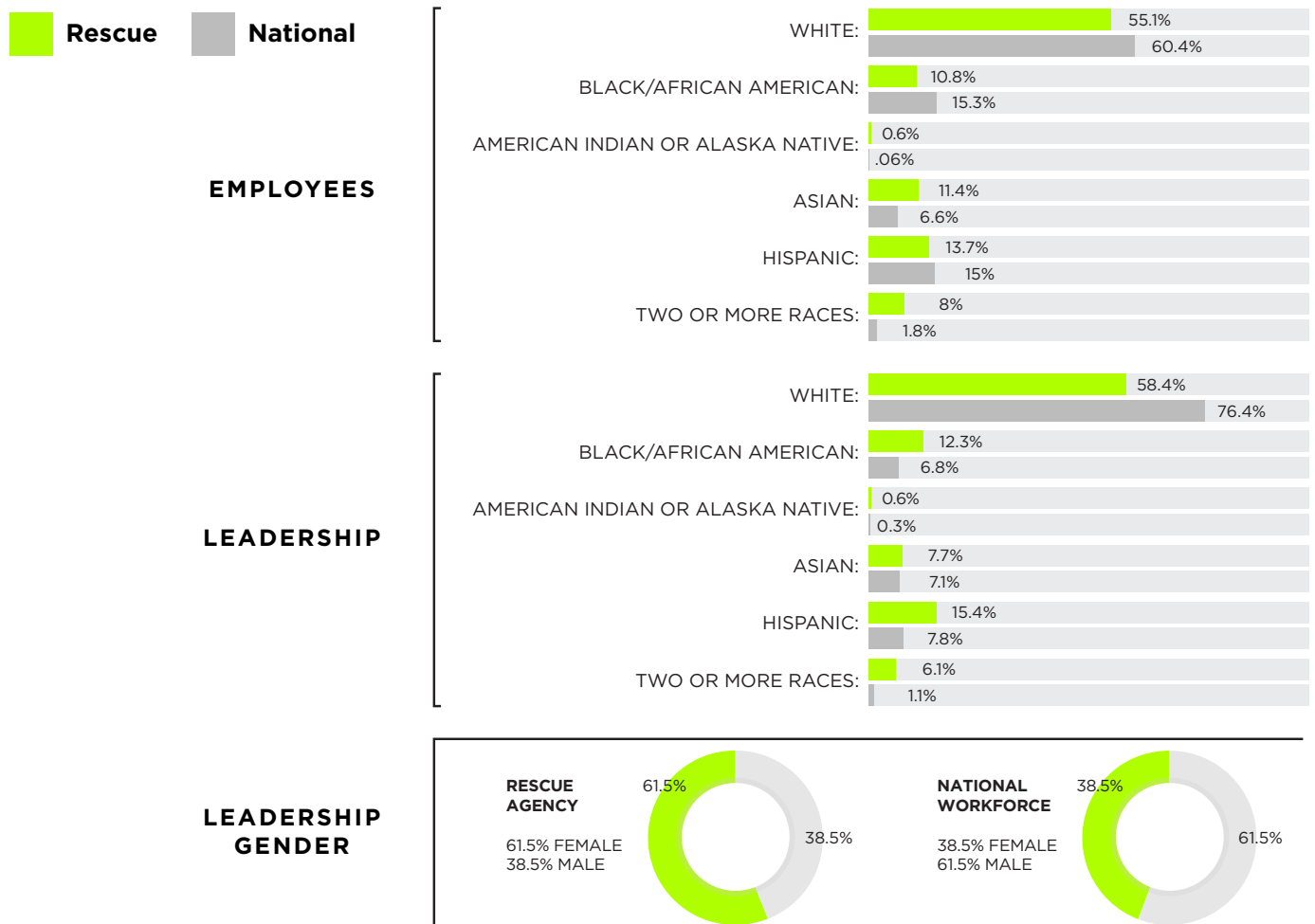


OUR TALENTED TEAM

As cultural competence is a core value at Rescue, we are always aiming to improve our understanding of different perspectives, lifestyles, and values. The diversity of our team is an important driver of our ability to understand and connect with the right audience.

We're proud that our team is more diverse than the national average and continue to prioritize hiring talented team members who represent different races, ethnicities, genders, ages, religions, and sexual orientations and those who have differences in education, personalities, skill sets, experiences, and knowledge bases.

Here is how we compare against the national average. However, we do know that diversity is not something we can achieve, but rather something we will always need to work towards.





OUR CLIENTS

Rescue works with government, education, and public health agencies at the city, county, state and federal level; foundations; and non-profit organizations seeking positive social change in their communities.

Our campaigns have targeted general market and special at-risk populations, including African American, Hispanic American, Asian American and Pacific Islander, Native American, Rural, LGBT, and low SES populations.

Arkansas Department of Health
Blue Cross Blue Shield of Minnesota
California Department of Public Health
California Department of Social Services
CDC Foundation
Central West/South West Tobacco Control Area Networks
Connecticut Department of Health
Conseil Québécois sur le Tabac et la Santé
FDA Center for Tobacco Products
Louisiana Public Health Institute
The Lung Association, Alberta
Middlesex London Health Unit
Mississippi Department of Health
New Mexico Department of Health [TUPAC]
New Zealand Health Promotion Agency
NYC Department of Youth and Community Development
Odyssey House Trust Odyssey House Trust
Oklahoma Tobacco Settlement Endowment Trust
San Diego Unified School District
Southern Nevada Health District
Tobacco-Free Nebraska
UCSF Center for Tobacco Control Research & Education
Vermont Department of Health
Virginia Foundation for Healthy Youth
Utah Department of Health

NEW CAMPAIGNS



A smoking cessation campaign working to boost enrollment in Connecticut's state-sponsored cessation resources.



A health communications campaign to reduce high-risk drinking among Vermont young adults.



A health communications campaign to educate Californians about how legalized marijuana impacts a variety of audiences.



A health communications campaign to increase awareness of risks associated with using Rx opioids when prescribed or used recreationally.



A policy change campaign to increase education about the importance to access to fresh produce

CAMPAIGN SPOTLIGHT

FRESH SPOT: FIGHTING FOOD DESERTS THROUGHOUT VIRGINIA

Even though agriculture is Virginia's largest industry, many communities still have limited or no access to grocery stores. The Fresh Spot campaign sparks grassroots support to reduce food deserts by increasing the number of grocery stores. By working on the ground in priority communities as well as online to engage a broader population of supporters, Fresh Spot increased visibility around the issue of healthy food access. The dialogue generated in communities statewide helps establish food access as an unmistakable public priority that Virginia's key decision-makers are unable to ignore.



RECOGNITION

Our primary focus is ensuring our campaigns are effective at changing the desired behaviors based on short-term campaign activity metrics and long-term evaluation studies, but we are also thrilled when our creative work is recognized publicly. Our work was recognized by the following awards:



Rescue's **This Free Life** campaign won a Grand Prize **ANA Multicultural Excellence Award** for an LGBT Campaign and was a finalist for the **Shorty Social Good** Best in Tumblr



Fresh Empire campaign was named a finalist in the **Shorty Social Good** Awards Instagram



RESEARCH SPOTLIGHT

Our growth in 2017 has taken our behavior change strategies into uncharted territories.

Here are some of the difficult questions we tackled with our clients this year.

CANNABIS

As marijuana laws are changing, how can peer crowd segmentation help create more relevant and effective marijuana education campaigns for teens?

OPIOIDS

What are the characteristics of recreational young adult opioid users? Which messages can prevent their progression to addiction?

YOUNG ADULT BINGE DRINKING

Many young adults already know about the negative health consequences of binge drinking, so how can we show young adults how to drink smarter, more safely, and within their limits?

PHYSICAL ACTIVITY

How can we increase participation in regular physical activity among low income people?

ADULT SEGMENTATION

Can segmentation based on values, interests, and attitudes help us reach adults more effectively?

SEXUAL HEALTH

How can we identify at-risk sexual minorities and the messages that motivate LGBTQ teens to engage in HIV prevention strategies?

NUTRITION EDUCATION

How can we sell health as desirable, aspirational, and accessible to the same vulnerable populations that are constantly hearing from unhealthy food marketers?

BRANDED SYSTEMS

How can social marketing brands compete with commercial marketers' sophisticated branding systems?

FOOD ACCESS

How can we create grassroots support to reduce food deserts by increasing the number of grocery stores?



Inspired by our team who is passionate about making an impact on so many important issues, we created the Rescue Takes Action program in February 2017, to encourage community engagement, volunteerism and giving. So many of our team members have been doing community work in their spare time while others donate hard-earned money to support various causes they want to help that as a company, we decided to formalize our collective commitment. With Rescue Takes Action, the agency has put a framework behind our team's efforts and is helping our team connect us directly to the various audiences we serve through our marketing campaigns.

EMPLOYEE DIRECTED GIVING

Rescue has committed to providing a 2-to-1 donation match and also supports our team by making donations to non-profits of an employee's choosing when recognized for a quarterly staff awards or milestone anniversary. Since February, Rescue and its team members have donated almost \$100,000 to over 62 charities.



LIFEAFTERHATE



ACLU

In response to the travel ban, Rescue donated to the American Civil Liberties Union to defend the rights of Muslim Americans. In response to the hateful events in Charlottesville, Rescue made a donation to Life After Hate. Rescue was a significant sponsor to the Campaign for Tobacco-Free Kids annual fundraising gala.

Here is a partial list of organizations we've collectively supported:

- ACLU
- Planned Parenthood
- HRC
- The Voices Project
- LGBT Center of San Diego
- Lambda Legal
- Junior League of Hartford
- Wikimedia
- The Sierra Club
- The Embassy of Peru
- Life Rolls On
- ActionAid
- St. Jude Children's Research Hospital
- Emily's Entourage
- Feeding San Diego
- Tragic to Magic
- Calvary Women's Services
- VCU School of Social Work
- The Washington Legal Clinic for the Homeless
- Syrian American Medical Society (SAMS)

THANKSGIVING FOOD DRIVE

In 2017, we hosted our First Annual Thanksgiving Day Food Drive collecting more than 1000 cans and almost \$1,000 in donations.



In San Diego alone, we donated 470 pounds of food that allowed the Food Bank to provide 392 meals to those in need across San Diego County.



Rescue San Diego with more than 600 cans for SD Food Bank

Our offices in Washington D.C., Los Angeles and Albuquerque beat out San Diego and brought in over 500 pounds of food combined. It was a true nationwide effort.



DC Office



LA Office



ABQ Office

VOLUNTEERING

Additionally, every team member gets 1 paid day to volunteer with a local non-profit with the intention that shared service will help us better understand the audiences we serve, bring our team together, and spark even more community involvement outside of working hours.

Our team has supported the American Heart Association, put together safe sex kits, served meals at food kitchens and helped organize LGBT Pride events.



Rescue DC assembled hundreds of safe sex kits for Real Talk DC #RTA



ATL Food Bank #RescueTakesAction



Rescue SD is helping at San Diego Pride Festival #RTA

OUR WORKPLACE

We work hard because we're passionate about what we do. This makes it especially important to support our team through benefits, professional development, and healthy perks.

BENEFITS

Rescue offers paid sick time accrued by all employees, and offers full-time employees vacation time that is accrued at a minimum rate of 10 days per year and increases with years of service. Rescue also offers all full-time employees paid bereavement leave, two weeks of paid military leave, and one week of paid new child bonding leave. Rescue offers eligible employees and their dependents Medical, Dental, Vision, Life, AD&D, and Short-Term Disability Insurance. Employees pay a small portion of the premium for their and their dependents Medical, Dental and Vision insurance. Rescue sponsors the cost of Life, AD&D, and Short-Term Disability Insurance on all eligible employees behalf.

In 2017 Rescue increased its health care benefits covering **85%** of health care premiums for all employees.

HEALTHY PERKS

Making healthy behaviors easier and more appealing is at the core of what we do for our clients and we've adopted simple things around the office to help us stay healthy as well.

- **Water** Inspired by our Rev Your Bev campaign for the Virginia Foundation for Healthy Youth, Rescue's office provide alternatives to soda and sugar sweetened beverages such as tea, seltzer water and providing fruit infused water during client meetings.
- **Weekly Fresh Fruit** A seasonal delivery of apples, pears, bananas, oranges and plums encourages healthy snacking each week. Avocados are a favorite. Our DC office hosts monthly Salad Monday potluck lunch.
- **Walk and Talk Meetings** We've just started encouraging more walk and talk meetings to get team members thinking on their feet. Our Media & Strategy Team took advantage of this during a group hike at a natural reserve in May and our Research Team did the same in July.
- **Bicycle Rides** Our San Diego office is equipped with 4 Rescue green beach cruisers. Our team can go grab lunch or pedal over to the bay for some fresh air to stimulate creative thinking. (Our goal: Use them more!)
- **RE5KUE Corporate Dash** This year, Rescue brought together Team RE5KUE, a group of 15 who went out to participate in America's Finest Corporate Dash and represent Rescue with some fierce competition, complete with our very own Kristin Carroll coming in the top 3 CEOs!



SUSTAINABILITY INITIATIVES

In 2017, we made a concerted effort to increase sustainability efforts across our offices and operations. Here are some important milestones.

- Rescue provides a responsible E-Waste program that successfully recycles 100% of any electronic waste produced by our company.
- Rescue no longer purchase electronics that require batteries and instead use solar powered or rechargeable electronic items whenever possible.
- Every Rescue Employee is given a recycling bin to increase the amount of material recycled and to encourage proper recycling methods.
- Rescue provided employees with branded reusable water bottles to encourage using less single use cups.
- Rescue purchases recyclable office, bathroom, and kitchen supplies whenever possible.

PROFESSIONAL DEVELOPMENT

POWER HOUR

IGNITE INNOVATION

This year we launched a new professional development series to promote internal learning, growth, and fun around what we do. Features the new topic every month that are designed to ignite innovation. All teams are invited to join and participate.

Here are some of the recent Power Hour Topics:

- **Magnificent Media Amplifications**
- **Perspective and Carving Your Own Path**
- **Twitter's Impact on Behavior Change**
- **The Winning Pitch**
- **360 Degree Policy Change**

In addition to company-wide professional development, many teams have created tailored peer-to-peer learning opportunities and trainings.

- **Web Team Lightning Talks & Tech Sessions:** Each member of the team will learn a new technology then create a presentation explaining what they learned or built using that technology.
- **Youth Engagement Campaign Confab:** Monthly one hour of knowledge sharing & discussion on topics relevant to our work.
- **Innovation Day:** Media & Strategies quarterly discussion of what is new and trending.
- **Research Lunch & Learns:** The team discusses new research findings and methods every 2-4 weeks.
- **Event Meetings:** Monthly event manager meet ups and mixers help local staff mingle and learn.

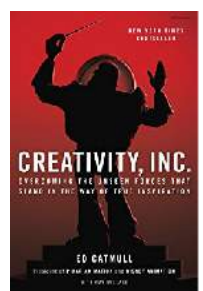
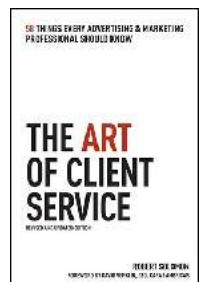
CONFERENCES AND SEMINARS:

Many team members improved their industry knowledge and skills by participating in the following marketing and public health conferences and seminars.

- Adobe Max
- American Public Health Association
- The National Conference on Tobacco or Health
- The National Conference on Health Communication, Marketing, and Media
- Government Social Media Conference
- Duarte Persuasive Presentation Course
- Future Festival Conference
- Ad:Tech
- Social Media Strategies Summit
- LGBT Week: Marketing, Advertising & New Media
- Art of Marketing Conference
- Creative Mornings
- Real Measurement, Real Results with Facebook
- Social Shake Up Conference
- A3C Conference
- Changemaker Chats
- The History & Future of HIV Seminar
- World AIDS Day Events
- New Mexico Public Health Conference

BOOK CLUB

We launched our first book club which sparked not just one but several thought provoking discussions. Many of our team members enjoyed reading *Creativity Inc.* and participating in discussions about how to foster openness, candor and break down barriers to build a more collaborative and creative culture. *The Art of Client Service* was an instant classic.



SHARED LEARNING

RETREATS

Many departments planned team learning and bonding activities.

- February - Youth Engagement Team Summit
- Spring - Fresh Empire Manager Training
- March - Client Service Retreat
- November - Fresh Empire Regional Event Manager Training

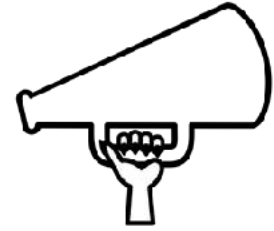
ZEN WORKPLACE PARTNERSHIP:

One-on-One Coaching:

Team members had the opportunity to work one-on-one with Zen Workplace to focus on creating clarity around goals, finding ways to seize opportunities, and discovering methods to remove barriers to success. This opportunity to receive direct coaching helped our team push themselves past their comfort zone and reach their goals faster than they would be able to on their own. This helps set our team up for success at Rescue and beyond!

The DISC Workplace Profile:

We rolled out the DISC profile assessment company wide for staff to learn strategies for working with managers, teams, and cross functionally. Zen Workplace provided training covering how we can all adapt, communicate, empower, and support each other to work efficiently and effectively as teams and as an organization.



FREE THE BID

GIVING A VOICE TO WOMEN FILMMAKERS
IN ADVERTISING FILM & TV

We pledged to #FreeTheBid! FREE THE BID is an initiative guaranteeing women directors an equal opportunity to bid on commercial jobs. FREE THE BID is a 501c3 non-profit initiative advocating on behalf of women directors for equal opportunities to bid on commercial jobs in the global advertising industry. By joining the “Free The Bid” movement, we committed to include a female director on every triple bid. When Rescue conducts a video or photo shoot exceeding \$125k, we follow a strict guideline to triple bid the project among three offerors. In an industry inundated with men, this helps to ensure female directors are given fairer access to winning work and are making waves in the production world.

In 2016, Rescue was the first FDA Center for Tobacco Products advertising agency to hire a female director to lead a production. By joining the “Free The Bid” movement in 2017, we are committing to giving more women directors the chance to win large work.

YOUTH ENGAGEMENT

Rescue's Evolvment and Y Street programs empower and coordinate youth to work towards meaningful policy change in their community addressing issues ranging from tobacco licensing policy to fresh food access, and from physical activity in schools to sugar sweetened beverage consumption.

Over the years, these programs have contributed tangible results towards encouraging smoke-free homes and cars, educating youth on the risks of flavored tobacco, and increasing commitment towards tobacco-free schools. As active participants in various campaigns in Southern Nevada, New Mexico, Virginia, Louisiana, and Colorado, youth have shown there is significant capacity to be found leveraging the time, talent and powerful voices of teens.

OVER 1,019
YOUTH
MEMBERS

67
YOUTH LEADERS

17,253 VOLUNTEER HOURS
EQUIVALENT TO \$416,487.42

*Data from Nov. 1 2016 - Nov. 1 2017

** Hourly equivalent calculated based on the National Average.

Source: <https://www.independentsector.org/resource/the-value-of-volunteer-time>

MEETING WITH KEY DECISION MAKERS

Youth meet with school boards, city councils, and other local and state government officials to share information about our campaigns and fight for issues that are important to their schools and communities.



All four of Rescue's most recent youth engagement clients programs have received Youth Advocate of the Year Awards from the Campaign for Tobacco-Free Kids.

2017 YOUTH ADVOCATE OF THE YEAR: TYRA NICOLAY



Tyra Nicolay, part of Rescue's Evolvment New Mexico program was named the 2017 West Region Youth Advocate of the Year for her leadership in the fight against tobacco. Tyra advocates for policies to reduce tobacco use among New Mexicans, particularly fellow members of the Navajo Nation. She has spoken at the State Capitol in defense of tobacco prevention funding. She is working with the Navajo Nation Council to increase the price of tobacco products on the Navajo Reservation and raise the tobacco age to 21. She has also worked with Evolvment to educate peers on hookah use and advocate for tobacco-free schools.

Tyra had the honor of introducing U.S. Surgeon General Vivek Murthy at the release of the Surgeon General's landmark report on e-cigarettes and youth. We are so proud of her leadership and visibility in the fight against youth use of e-cigarettes and other tobacco products.

Congratulations Tyra!

UP AND COMING

CREATING A MOVEMENT OF CHANGE AGENTS



2018 is set up to be an exciting time. Building on the momentum of the inaugural February 2016 event, Rescue is planning the second Agents of Change Summit to be hosted in San Diego February 10 and 11, 2018. The Summit will once again bring together leaders and luminaries from public health, media and technology to improve today's most pressing health challenges and to develop new ways to positively impact the health of communities who need it most.

#AOCS18 will build on the conversation started in 2016 by exploring new topics in behavior change including influence, networks, and the spread of information as well as how behavior change campaigns can be successful in an environment where media is splintered, content is curated, and expertise comes from a new range of sources.

Watch social media for speaker announcements and live tweeting from #AOCS18.

LOOKING TOWARDS 2018

We continue to be inspired by the B Corps movement and are entering 2018 with renewed vigor, our Benefit Corporation legal status to back-up our efforts, and excitement for the continued opportunity to use business as a force for good.





B CORPS DECLARATION OF INDEPENDENCE

WE ENVISION A GLOBAL ECONOMY THAT USES BUSINESS AS A FORCE FOR GOOD. THIS ECONOMY IS COMPRISED OF A NEW TYPE OF CORPORATION - THE B CORPORATION - WHICH IS PURPOSE-DRIVEN AND CREATES BENEFIT FOR ALL STAKEHOLDERS, NOT JUST SHAREHOLDERS. AS B CORPORATIONS AND LEADERS OF THIS EMERGING ECONOMY, WE BELIEVE: THAT WE MUST BE THE CHANGE WE SEEK IN THE WORLD. THAT ALL BUSINESS OUGHT TO BE CONDUCTED AS IF PEOPLE AND PLACE MATTERED. THAT, THROUGH THEIR PRODUCTS, PRACTICES, AND PROFITS, BUSINESSES SHOULD ASPIRE TO DO NO HARM AND BENEFIT ALL. TO DO SO REQUIRES THAT WE ACT WITH THE UNDERSTANDING THAT WE ARE EACH DEPENDENT UPON ANOTHER AND THUS RESPONSIBLE FOR EACH OTHER AND FUTURE GENERATIONS.

