

# Croud's 2024 DEI report: Unlocking our diverse potential

A look back at 2023/24  
and our roadmap for 2024/25



## A message from Croud's Founder & Global CEO: Luke Smith



Diversity remains central to Croud's business, strategy and leadership focus. We strive to build a diverse and inclusive place for all, irrespective of our differences.

Croud's culture celebrates difference, inspires authenticity, and values integrity. This makes our business more relevant, our ideas more innovative and our work more meaningful. We know this because over the past few months we have evaluated and reset our vision and values. Our goal was simple: to shape a progressive and inclusive workplace. Our culture is set in the backdrop of our new vision to 'unlock potential' and builds on the foundations of our cultural ambition to 'elevate everyone.'

In addition, we have continued to grow both organically and through acquisitions. This includes Atlanta-based digital agency Vert Digital and analytics specialist Metageni, pushing us to recently welcome our 600th employee, globally. This growth brings diversity of talent and thought, and the opportunity and imperative to double down on our DEI efforts.

**We feel confident that, by design, Croud's culture is now set up with DEI initiatives at its heart.**





A key component of that culture are our Croud Communities, our employee representative groups. Over the past 12 months, we have had great momentum behind these, as they scale and engage our people. Each Croud community has an Executive sponsor, and I'm proud to play that role for UnTapped, Croud's neurodiversity community.

Last year we attached tangible goals to our DEI programme for the first time. We made specific commitments to monitor and improve our representation across key groups. We committed to gender and ethnicity representation targets across the business, including at senior levels. I wanted to share progress against these goals.

## 01 We have hit our 50% target for Female Senior Leaders

I am delighted that we have already exceeded this with our global Senior Leadership team at 52% (up from 49%). At Executive team level we have seen an increase from 20% to 33%. I'm committed and very happy to see us moving in the right direction. I recognise that there is further work to do over the coming years.

## 02 We significantly closed the gap in ethnically diverse Senior Leadership

We committed to increasing ethnically diverse representation to 23% at the most senior levels. I am delighted that we have achieved this at both Board level (now 25%), and Executive team level, where we are close to this at 22.2%. Our People Managers are also at 25.3%, up from 12.9% in the year prior. However, our Senior Leadership is tracking at 13.7%, only increasing two points – this is an area that requires focus.

Despite the strides we have made, we recognise there is a lot more to be done. We want to drive progress, enhance the quality of experience for all our people, and come together to deliver great outcomes for our clients.

This report outlines what we have achieved in the last 12 months, and our focus over the next year. We also highlight the shape of diversity at Croud to help us design our approach to DEI and build a truly diverse and inclusive place to work so we can help our people to unlock their potential.

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# Introduction

At Croud our vision is to unlock potential for our people, our clients and our communities. This sits at the heart of our approach to DEI. We recognise every individual brings their own flair, style and approach to work, and the more variety of thought and experience, the stronger the client, business and people outcomes.

Unlocking potential also means doing the right thing to drive societal development and progress. Our ambition is to create an inclusive environment that nurtures and welcomes all talent into a safe and open workplace, where everyone can thrive.

We conduct the DEI survey to provide us with a clear overview on how we are tracking against this ambition. We also set key targets in 2023 to ensure we hold ourselves accountable to our commitments.

## Why conduct a DEI survey?

Croud are committed to creating a fair, equitable and inclusive work environment where everyone feels welcome. Our DEI survey is founded on the principle of taking a snapshot of our organisation at a moment in time, to identify its rich diversity mix and address where gaps exist and why, with measurable plans to resolve them.

We believe diversity of thought, beliefs and cultures drives innovation, collaboration and ultimately better outcomes.

## How did we conduct our survey?

Our global workforce, incorporating all team members globally across Croud and Born Social, were invited to respond to our DEI survey during May 2024. The data included people employed by Croud prior to March 2024 to ensure they had suitable tenure with the agency. We conducted the survey across our three key markets including the UK, US and Middle East & North Africa. The survey was organised into six key areas of diversity that are industry standard and important to Croud. This comprised gender, ethnicity, sexual orientation, age, education and disability. Employees were invited to confidentially answer a set of questions relating to their own identity. The survey ran off a restricted platform to guarantee anonymity, data security and confidentiality.

The survey data has been collated and analysed with key themes and insight identified to shape our DEI Approach in 2024/25. Where relevant we have evaluated our data against prior years, industry benchmarks (IPA in the UK) and latest Census data for the UK and US.



# Top-line summary

Our 2023/24 survey saw 500 employees provide valuable input. This means we have close to 90% response rate from those who were with Croud and Born Social prior to 31st March 2024. This is up on 2022/23 where we had 470 responses. These rates ensure the data is statistically significant.

We take this high response rate as a call to action from our people asking that their voices be heard, their data be counted and change be actioned.

## Gender

Women make up **56.2%** of our workforce, reflecting both balance and progress. We are proud that we track slightly ahead of the industry in our female representation. This figure has increased from 50.8% last year.

## Ethnicity

**23.8%** of our workforce identify as ethnically diverse and from non-white backgrounds; this reflects our commitment to foster inclusivity as our business scales. This figure has marginally increased from 22.6% last year.

## Sexual orientation

**9.8%** of our team identify as LGBTQIA+, reflecting Croud's approach to welcoming everyone and establishing internal communities. This figure is consistent with last year.

## Disability

**3%** of our team\* disclosed disabilities through our survey, with 28.4% preferring not to respond, which highlights an opportunity for us to further support people with disabilities through our working practice. This figure is consistent with 2023.

## Age

We saw increased representation across all age categories from 25 years upwards, with a slight decline in representation in the 16-24 year old category. With up-and-coming talent promoted to the Exec team, we saw the addition of the 25-34 age category at 22.2%. Previously Exec members had all sat above the 35+ age group.

## Education

**10.1%** of our team do not have a degree-level education, reflecting our growing focus on social mobility, equity and driving societal change. This is the first time we have surveyed on this point so we have no historical data.

\*Disability data relates to UK business only, as we are unable to collect this data in the US

# Part 1: Key initiatives in 2023/24

Each of our Croud Communities represent a unique focus group, with their own mission. Collectively they contribute to creating a more inclusive culture. We are proud of the progress these groups have made, and of their shared impact.

We are also pleased to partner with key experts to drive forward our inclusive policies from specialist recruitment providers, to helping our disabled communities.

We designed our **Croud programmes** to cover inclusive practices, equity initiatives and fair policy & process:

## 01 Inclusive practices

### Becoming a Disability Confident Employer



Last year, Croud became a Disability Confident Employer, joining a wide range of employers committed to providing more opportunities and better work environments for individuals with disabilities – including taking action to improve how we recruit, retain and develop disabled people. Croud moved from Level 1 (Disability Confident Committed) to Level 2 (Disability Confident Employer), and is now working towards Level 3.

### Mentoring

We expanded our UK mentoring programme to include UK, US and MENA across the six-month programme. The programme was open to all individuals regardless of level, with our senior team as mentors. We had 28 mentors working with 53 mentees.

The programme is set to expand to the Born Social team and will run again this year with a new cohort. We will open spaces up to Croud Community members first, to ensure our under-represented groups can opt into this programme first.

## 02 Equity initiatives

### Professional development & performance management

We recognise that continuous learning is crucial to foster an inclusive culture, and offer every employee access to training, mentorship, and professional development. We aim to focus on development opportunities for under-represented groups across our global business. This includes training on fostering an inclusive culture for our leaders.

In 2024, we also launched our global people leadership platform Lattice. This platform is used to ensure unbiased performance evaluation processes across our global organisation. Regular leadership training and performance calibration sessions are held to ensure consistency in People Leadership and that a commitment to DEI is a core focus.

## 03 Fair policies & processes

At Croud we have thorough policies and processes in place to help promote DEI, including recruitment, promotion, training, and employee experience. These are regularly reviewed and updated to ensure they remain relevant and effective. In conjunction with our Croud communities, we have been able to drive important policy change. Recent examples include:

01 Ensuring an inclusive environment with our **Trans Inclusion Policy**

02 Introducing our **Menstrual Health approach**

03 Removing gender stereotypes with our **Primary & Secondary Caregiver Policies**

04 Introducing a **Menopause Policy** in partnership with our WILA (Women in Leadership & Allies) community

05 Developing **guidance for managing someone who is neurodiverse**

06 Updating our **Premature Birth and Neonatal Care Policy** in conjunction with our Parents & Carers community

“Guidance on managing neurodiverse people is crucial to foster an inclusive workplace where diverse talents are not only recognised and supported, but celebrated too! Having the guidance resource so easily accessible is a fab way to publicise new research, new tools, innovative support strategies, and workshop takeaways across the whole business. Sharing this with our UnTapped community was a great way to showcase our dedication to understanding and celebrating everyone’s individual neuro spiciness.”



**Sophie Coope-Moss**  
UnTapped Community Lead

“The invaluable feedback from our Parents & Carers community played a crucial role in shaping our policies. Their insights and feedback directly contributed to the successful revision and improvement of our Premature Birth and Neonatal Care policy. Policy change such as this underscores Croud’s commitment to supporting all employees through significant life events, ensuring a more inclusive and caring workplace.”



**Rachel Ellen**  
Parents & Carers Community Lead



## Growing our Croud Communities

Last year saw the relaunch of our DEI Steering Committee, made up from the leads of all Croud Communities. Our newly formed communities offer spaces for individuals to come together, share concerns and opportunities to help unlock their potential.

With this peer-led approach, there is a wealth of experience, networks, and difference in opinions that helps mould Croud into a company that everyone feels a part of. We continue to empower those that volunteer with our DEI initiatives to steer the direction we drive our business, having seen the real benefits that come from this approach.

### Alphabet Soup (LGBTQ+)

Alphabet Soup is committed to creating a workplace that supports all members of Croud's LGBTQIA+ community, ensuring safe spaces where members can be their authentic selves, advocating for understanding and allyship, and promoting visibility by amplifying the voices of LGBTQ+ team members.

“We're excited by the momentum and participation from Pride Month this year, which really showed everyone's desire to be involved in community initiatives. As we continue to grow, we are exploring more ways to ensure inclusive policies exist, to create a designated space for shared experiences, and to work with the wider business to improve allyship through education.”



**Toni-Marie Landy**  
Co-Lead – Alphabet Soup Community

### CSR

Croud's CSR community exists to implement and expand initiatives across Croud's global business that bring a positive social and environmental impact to our colleagues, our clients, our local communities and the wider world.

“We're very excited by the prospect of being able to offer a way to purchase media in a much more carbon-efficient way directly to our clients, as both a way to assist them in reaching their sustainability goals, and continuing to drive Croud's own sustainability ambitions forward.”



**Harry Owens**  
Co-Lead – CSR Community

### embRACE

embRACE's mission is to positively influence how we acquire, retain and promote racially and ethnically diverse talent at Croud. By challenging assumptions, sharing experiences, and educating community members and the wider business on the main causes of inequality, they aim to create an equitable environment for people of all backgrounds.

“I'm really proud of the internship program we've been able to launch, which has already begun to create opportunities for underrepresented groups. 'Ignite' marks a significant step forward in our commitment to fostering a more diverse and inclusive workplace; however there is still plenty of work to do to ensure representation at the most senior levels within our business and to engage and educate everyone on the importance of DEI initiatives.”



**Chloe Mendonça**  
Co-Lead – embRACE Community

## Parents & Carers

Our Parents & Carers community aims to empower parents and carers by providing them with the resources, support, and flexibility needed to balance their caregiving responsibilities with their professional aspirations.

“Being a working parent or carer can be tough, adding extra layers of stress and consideration to our busy day-to-day. Establishing this community in its most recent guise has been incredibly rewarding, seeing people come together with ideas, offering not only day-to-day support and advice, but also contributing fantastic ideas and driving initiatives that result in real positive and inclusive change.”



**Rachel Ellen**  
Co-Lead – Parents & Carers Community

## UnCrouded

Croud’s mental health and wellbeing community UnCrouded is focused on valuing and supporting all and any member of the business on their mental health journey. They strive to increase awareness of mental health within the organisation, decrease stigma, and ensure that we have tangible support available to our employees.

“I am currently working on my own mental health journey (as we all are) and feel deeply passionate about reducing the stigma that comes with discussing this in a workplace! It is really important to me that we ensure our workplace is set up to promote wellbeing, offer tangible support and ensure employees feel psychologically safe.”



**Sophie Perks**  
Co-Lead – UnCrouded Community

## UnTapped (Neurodiversity)

Croud’s Neurodiversity Community, UnTapped, aims to foster an inclusive and supportive environment where every individual, regardless of their neurodivergent traits, can thrive.

“As with many others, my own journey into neurodiversity has been a steep learning curve, and not one I could have done on my own. I feel passionately about creating an environment where everyone feels supported, and can learn from each other. I hope that with the help of the UnTapped community we can empower everyone to celebrate and embrace their own uniqueness.”



**Alex Smith**  
Co-Lead – UnTapped Community

## Women in Leadership & Allies (WILA)

The WILA community aims to support women at Croud and in our communities to unlock their full potential, creating a space for female leaders and aspiring leaders, as well as allies, to come together to share, learn, and drive positive change.

“I am incredibly proud to be the executive sponsor of the WILA community. We’ve now grown to a group of over 120 women and allies, with monthly sessions covering everything from managing Gen Z, to commercial negotiation skills, to how to be a better ally. Over my time with WILA I’ve seen so many success stories; promotions, role changes, maternity leaves, new careers. It’s an absolute privilege to be part of the professional journey of everyone involved.”



**Sophie Wooller**  
Executive Sponsor – WILA

# Croud community highlights 2023/24

Just a selection of the fantastic events and initiatives driven by Croud's communities over the last 12 months.



Sept. '23

### Carefully selected suppliers

Croud's communities are instrumental in ensuring we work with suppliers that align with our values and priorities, including minority-owned, local, and/or environmentally-friendly suppliers

Oct. '23

### WILA skills training

Our WILA community has hosted a range of practical training sessions for members, including a popular session on How to read a P&L

Nov. '23



### Neurodiversity Day

For Neurodiversity Day, UnTapped hosted a series of presentations, management training, and 121s, with fantastic engagement across the business

Dec. '23

### Trans inclusion policy launch

Our LGBTQ+ community, Alphabet Soup, worked closely with our People team to define and launch a trans inclusion policy for Croud

2024



Apr. '24

### Kids @ Croud Easter party

Our Parents & Carers community spearheaded a Kids @ Croud initiative, with Easter parties bringing chocolate, crafts and soft play adventure to our offices

Mar. '24

### Neurodiversity resources hub launch

Our UnTapped community developed a central resources hub, providing training and materials to ensure a neurodiverse-friendly work environment

Feb. '24

### Introduction of menopause policy

Croud's communities work closely with our People team to drive policy change, such as our WILA community being instrumental in introducing a menopause policy

Jan. '24

### Mental health first aider training

Our UnCrouded community leads in training mental health first aiders throughout the year to ensure we have adequate support for all employees



May '24

### Mental Health Awareness Week

UnCrouded led several initiatives to mark the week, including sessions on breath work, training on how to build healthy habits, and walking lunches to align with the 'movement' theme

Jun. '24



### Pride Month fundraising

Alphabet Soup hosted a range of fundraising events for Pride Month 2024, including a basket raffle and bake sale, which raised over \$800 for the Ali Forney Center, an LGBT Youth Shelter in New York

Jul. '24

### Driving sustainability in Croud's media buying

Croud's CSR community leads on discussions with partners that allow Croud to accurately measure the environmental impact of campaigns, as well as offering carbon-neutral options for purchasing media

Aug. '24

### Launching Croud's Ignite internship scheme

We welcomed two interns to our London office for a six-month placement as part of Ignite, our inaugural paid internship scheme designed to open up work experience opportunities for under-represented talent



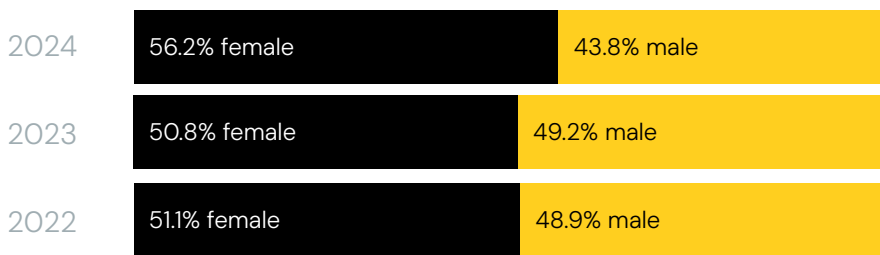
# Part 2: Key challenges and insights

This report highlighted the following priority themes:

## Gender

### 01 Great strides in female representation across the business:

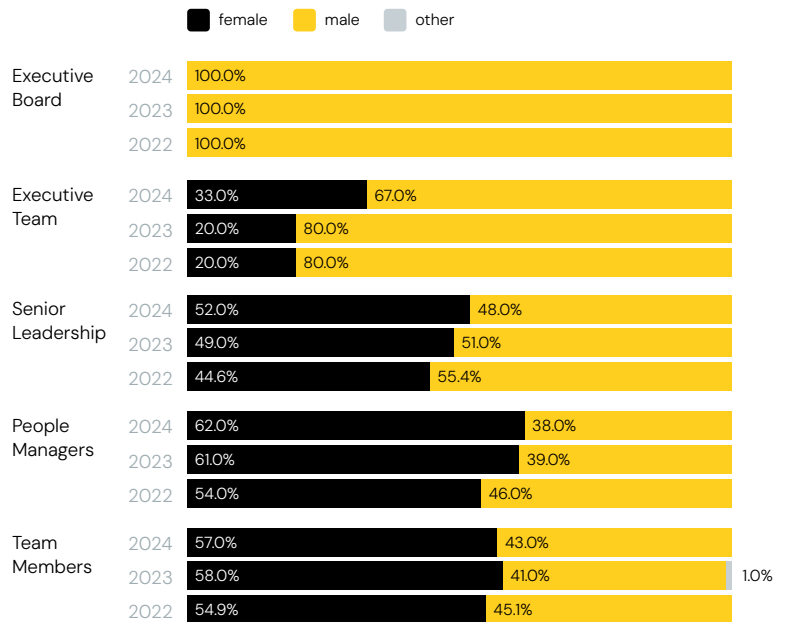
Our gender split is performing slightly ahead of the IPA data, with Croud having 56.2% female vs IPA data of 54.7%. We have also seen Croud’s female leadership population increase over the past three years.



These stats are based on records from 500 respondents in 2024, 470 respondents in 2023, and 309 respondents in 2022 at Croud globally.

### 02 Female representation is strong, but declines with seniority:

At people manager level we have 62% female population, this drops to 52% for senior leadership team (which remains ahead of our 50% target). However, once we move on to the Exec level this drops to 33% (though an increase from 20% on 2023). There are no females at Board level. In addition to this we have seen a slight increase in attrition of Senior female Leadership from 4% in 22/23 to 6.93% in 23/24.



These stats are based on records from 500 respondents at Croud.

#### ACTION



We need to capitalise on the pipeline of female talent within the business and implement programmes to mentor, develop and promote this talent. We need to showcase senior female role models and embed flexible working practices.

**Ethnicity**

**01 Ethnic diversity is slightly ahead of prior year and aligned to industry data**

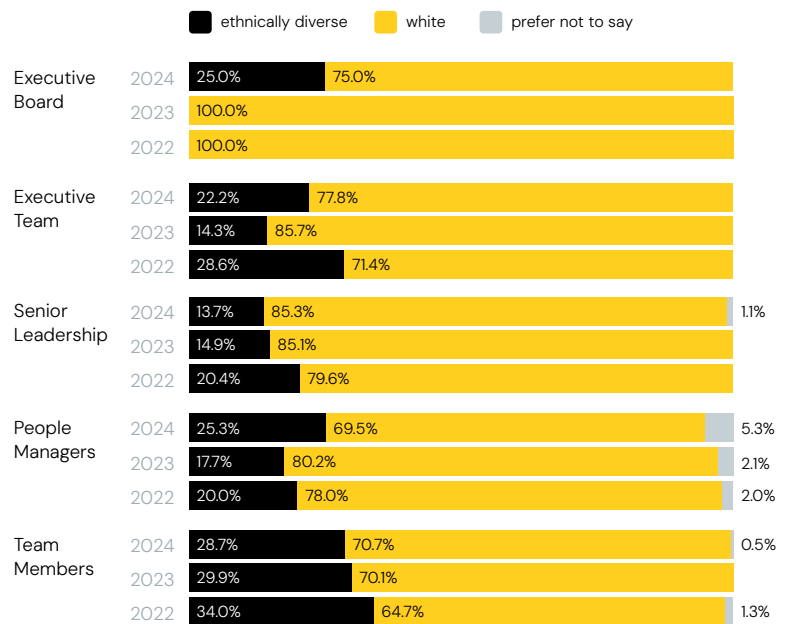
**from IPA:** aligned to industry standards and our own targets, 23.8% of our workforce identify as ethnically diverse, a small increase on prior year (22.6%). This tracks largely in line with IPA data of 23.3% of employees. For the UK we score 22.1% which is 8% ahead of UK Census data. For the US we score higher at 37.7% which is 14% higher than US Census data.



These stats are based on records from 390 respondents in 2024, 327 respondents in 2023, and 262 respondents in 2022 at Croud globally.

**02 Ethnic representation is good for People Managers, but declines rapidly for Croud's Senior Leadership team:**

Croud's ethnic diversity for team members tracks slightly higher at 28.7% – a slight decrease from 2023 where it was 29.9%. It remains high for People Managers at 25.3%, but similarly to female representation, this then drops for Senior Leadership to 13.7%, which is below Croud's target and slightly falls behind of 2023's 14.9%. It does see a jump again for Executive team of 22.2%.



These stats are based on records from 390 respondents in 2024, 327 respondents in 2023, and 262 respondents in 2022 at Croud globally.

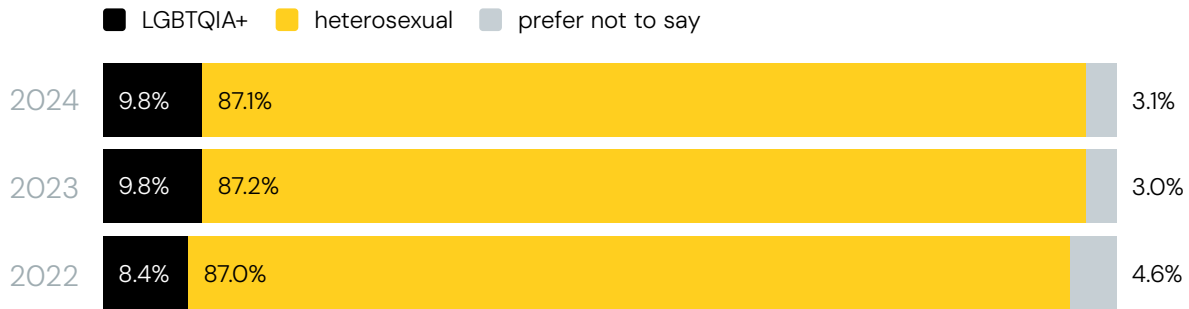
**ACTION**



We need to understand and address talent attraction and retention issues amongst our ethnically diverse population. Creating an environment of allyship to help unlock potential for those from a non-white background, to drive equity and progress, including working with external partners to do so.

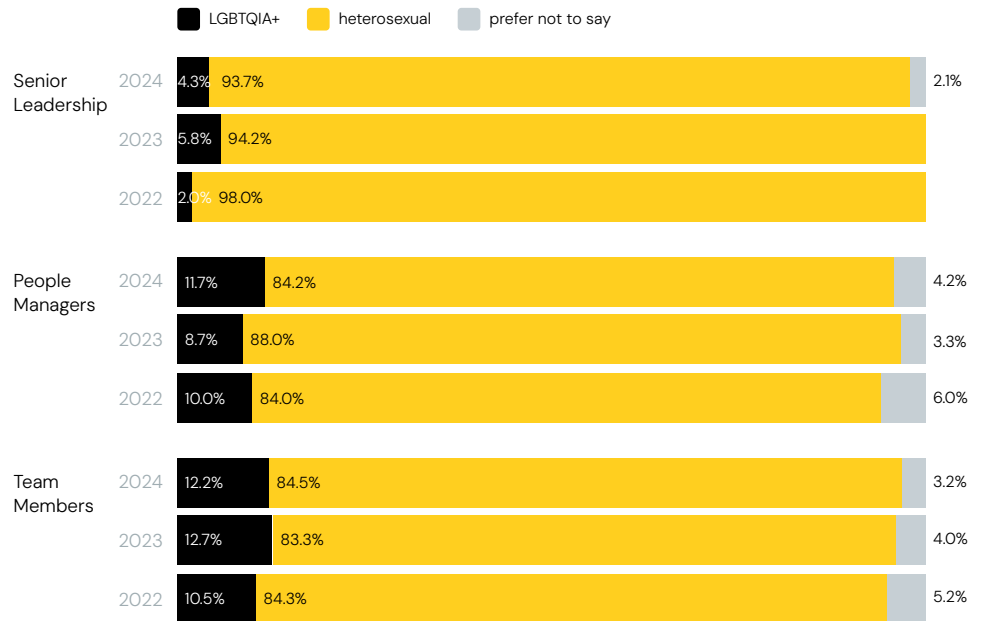
**Sexual orientation**

**01 Croud maintained above-average levels of representation from LGBTQIA+ employees:** Croud is tracking above both Census data for the UK and US with LGBTQIA+ identification. In the UK 9.3% of employees identify as LGBTQIA+ vs 2.3% in UK Census and in the US 12.3% of Croud employees identify versus 4% of US Census data.



These stats are based on records from 389 respondents in 2024, 320 respondents in 2023, and 262 respondents in 2022 at Croud globally.

**02 LGBTQIA+ representation is lower at leadership levels:** Croud is tracking well for inclusivity around sexual orientation, with work to do to drive representation at more senior levels with a good proportion of people managers at 11.7%, this drops to 4.3% at Senior Leadership.



These stats are based on records from 389 respondents in 2024, 320 respondents in 2023, and 262 respondents in 2022 at Croud globally.

**ACTION**

Croud must continue to create a thriving environment for the LGBTQIA+ communities and work with our People Managers on how we unlock their potential, to create more senior leader roles.

## Part 3: DEI Approach 2024/25



### A message from Croud's Chief People Officer: **Dani Jordan**

Having sat with the team and pored over Croud's diversity data, what became apparent is Croud is passionate about doing the right thing, our new vision & values will help drive meaningful change, and there is a lot more work to be done. I joined Croud in May when the survey was live, and we are making some immediate changes to enhance this ambition.

#### DEI embedded within our People Strategy

Firstly, we have prioritised DEI through our People Strategy. We did not want it to be a separate initiative, but something that thread through the whole approach. This was to ensure we drive inclusive leadership, we unlock allyship through development plans, and we build an HRIS to ensure we can accurately capture data and report progress. We also plan to bring in a dedicated DEI Manager to Croud's People team moving forward. All while we build an inclusive culture which unlocks our people's potential and elevates everyone.

While this can be activated through the People team, the whole Executive team and business needs to feel ownership and accountability to key elements. As a result Exec members are invited to sponsor our Croud Communities and encouraged to be active participants. We also ensure there is investment for these Community initiatives to make a difference. We plan to roll out inclusive training for our leadership this year.

### Unlocking Potential drives inclusivity

Our 'unlock potential' vision is providing a platform to celebrate diversity and showcase our breadth of talent. The 'Unlock Potential' Series is designed to showcase diverse industry role models to share their stories of overcoming challenges, building resilience and of unlocking potential to drive change, innovate and build better outcomes.

### Elevate our Heroes

Our showcase programme of 'elevating our heroes' is designed to pass the baton onto others within the business who are unlocking potential with diversity of thought and experience, including a specific focus on celebrating the successes of our diverse talent.

### Prioritising mentoring for our diverse Croud Communities

Our mentorship programme was successful in 2023. It will be reviewed this year to prioritise all under-represented groups across Croud US, Croud EMEA and Born Social so we can strive to elevate, promote and grow under-represented talent into future leaders. To facilitate this, places on our mentorship scheme will firstly be opened up to members of our Croud Communities, to ensure those from under-represented groups are able to opt in and be matched with a mentor, before remaining places are opened up to others.

### Unite Croud & Born Social Communities

As we start to breathe life into our new values, being 'in it together' stands out. Born Social talent will unite with Croud Communities and evolve together. For Croud, we will leverage Born Social's Consciously Contribute Inclusion, Diversity & Representation committee who are dedicated to making advertising more representative. 50% of this team report one or more diverse characteristics. This means 50% of the team are allies, supporting, championing and driving change with empathy. Croud and Born Social communities are formed from passionate volunteers across the business. Collaborating and merging these will ensure we can drive stronger input and greater progress.

### Clear, simple plan with Executive team buy-in

Finally, creating a simple, clear and focused approach and plan that is backed by our Exec and leadership, and reviewed with this group on a quarterly basis, will help us to drive the changes. We won't sit back and wait, we want to lead the charge together and help to make Croud a more welcoming and comfortable home for all our talent to thrive and unlock their potential.



## Our key principles

To respond to the key themes we have identified within our survey and to support the evolution of our culture to Elevate Everyone and unlock potential for our people, clients and societies, we have identified the following four key principles to this work:

**01 Transparency & accountability to data:**

We will keep evolving and enhancing our DEI survey to ensure rich and accurate data that enables us to drive meaningful change. Listening and responding to our people, our industry and our society with generosity.

**02 Continuous learning & improvement to make a difference:** We will equip all our leaders and people to be allies for our under-represented communities and look at ways to enhance our industry while doing so.

**03 Progress supported by KPIs to drive action:**

We do not believe that DEI should be driven by targets, it should be driven by empathy, allyship and a quest for change, and supported by metrics and targets to ensure accountability, and that we do what we say.

**04 Partnerships to bring best practice:**

We recognise we can't do this all alone, so we will leverage partners who can help to progress this agenda, from recruiters, to disability experts to L&D opportunities.



# Our key pillars

There are four key pillars that drive our actions:

## 01 *Our leadership*

### **Increasing representation:**

Through an inclusive talent mobility, acquisition and retention approach, working with best practice partners such as DIVERSE, and providing more senior role models from under-represented groups.

## 02 *Our allyship*

### **Employee-led initiatives:**

Employee Representative Groups (Croud communities) with support, investment and sponsorship from the top of Croud.

## 03 *Our ways of operating*

### **Inclusive policies & processes:**

Implementing inclusive policies and practices which are consistently reviewed and subject to local market statutory evolution.

## 04 *Our culture*

### **Culture of DEI driving sense of belonging:**

Nurturing our culture to elevate talented people.

These will be delivered through the following key initiatives in Q3/Q4 2024:



## 01

### **Education & Allyship programme**

with Conscious Equity & Inclusion training for all our employees and SLT workshops for our top leadership team.

## 02

### **Reorganisation of our DEI Steering Committee**

to drive more impact across all our Croud Communities and to roll out our Mentoring Programme 2.0 taking an intersectional approach across all aspects of DEI.

## 03

### **Training and development for our People team**

to lead in identification and establishment of inclusive policies and processes in key areas including talent acquisition and retention. This would be done in partnership with Fearless Futures, industry leading experts in nurturing Inclusive workplaces.

## 04

### **Launching the Unlock Potential Series**

sharing stories from a breadth of industry leaders who have unlocked their potential.

We will continue to regularly seek feedback and listen to the voices of our people to ensure we are driving progress and delivering outcomes.

## Our key metrics

We will set the following metrics to keep us accountable while we drive progress:

- Push beyond 50% female representation, including at Executive and **Senior Leadership team** levels, within three years
- Exceed 25% **ethnic minority** representation across the global business, including at **Executive team level**, within three years
- Exceed 5% **LGBTQIA+** representation at **Senior Leadership team** level within three years



## In conclusion

We recognise there is more progress to make, more challenges to confront, and more opportunity to embrace. We remain committed to this agenda. We believe the clear principles, focused pillars, specific action plans and key metrics will drive our ambition forward.

Ultimately, to create a safe, inclusive workplace that represents our society, and elevates all our people to unlock their potential with Croud.

“

Croud is committed to valuing diversity and seeks to provide all employees with the opportunity for employment, career and personal development on the basis of ability, qualifications and suitability for the work as well as their potential to be developed into the job.

We believe that people from different backgrounds can bring fresh ideas, thinking and approaches which make the way work is undertaken more effective and efficient.”

– Croud's Diversity Policy



# Appendix: Defining DEI

- a. Diversity – Ways in which we differ from one another across all personal characteristics and backgrounds. Some are visible, others invisible.
- b. Equity – Acknowledges that advantages and barriers exist. Commits to treat people based on individual need so everyone has access to the same opportunities.
- c. Inclusion – Creates a positive environment that recognises, values and leverages the diversity of others. Provides opportunities for all to realise their potential.
- d. Discrimination – The act of treating someone unfairly because of one or more of their protected characteristics, as defined by the Equality Act 2010.
- e. Allyship – An ally is someone who uses their own privilege, or ‘tailwinds’, to challenge systems and processes that offer opportunities only to a fortunate few. Allies seek new processes, systems and behaviours that are rooted in equality.



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