



# **Diversity, Equity and Inclusion Report 2022**

---

A review of 2021 and  
our roadmap for 2022

croud

# Contents



A note from our founders .....	03
Executive summary .....	05
Where we started .....	08
Where we are now .....	09
Our global findings .....	14
What did we find out? .....	16
Our 2022 roadmap .....	29
Reflections from our global HR director .....	36



# A note from our founders

---

**2021/22 has been quite a year for Croud, not least in regards to the positive changes with regards to DE&I.**

When we set out our Diversity, Equity & Inclusion agenda a year ago we were a little nervous; concerned about where we were as a business, concerned as to what this would say about the culture of our organisation and ultimately how we would progress meaningfully.

What we came to understand very quickly was; irrespective of how challenging this may have felt or how uncomfortable the conversations that we needed to have had to be, we needed to start somewhere.

We focused on all of our underrepresented groups within the organisation and took steps to move the business forward. This started with data, metrics and analysis to ensure that we understood - at the grassroots level - where we were and the areas that required our immediate focus.

So where did we do well, and where do we need to focus on over the next 12 months?

We did well in improving the diversity of ethnicity across all areas, from the broad business to the executive team. We also did much to improve the ratio of women in leadership and management roles, with 50% of our managers being female.

Areas of focus; we can and will do more around the concentration of women in executive roles, and review the educational background of our employees, as this went backwards. We have a plan to address this, outlined at the end of this report.

Our plan for DE&I was never intended to be a phase for Croud. We want to be better, and we want to hold ourselves accountable. There are no quick-fix solutions. DE&I is not just about doing the right thing - it's about making ourselves stronger and increasing our diversity of personalities and thinking.

Overall we have improved the make-up of our business significantly. There has been significant progress in some areas - more than we had originally envisaged, and less in others - where we had hoped to see a greater improvement. However we're on our journey; we're at the beginning of year two, and we know where we must focus. We will keep pushing with the support of our teams, to make Croud the very best organisation it can be.

We have done a lot within a year and have implemented targets to hold ourselves accountable so we can do more this year.

Croud is a services business, which means it is 100% about the people within it. We are honoured to have such an incredible team within our business who bring an authenticity to our organisation every day.

**We are truly #Croudandproud.**



**Luke Smith**  
CEO & Founder



**Ben Knight**  
CSO & Founder



# Executive summary

---

Amidst the global pandemic, we have vehemently continued to drive the deliverables and the aspirational outcomes that we had committed ourselves to in our inaugural 2021 report.

We have most certainly moved forward, not only in our metrics but in our alliances, partnerships, working practices and ways of thinking. Like many organisations, we still have some way to go, but DE&I is truly becoming embedded with our business, and we will continue to hold ourselves accountable and improve year on year.



## A global summary of the key findings of our 2021 analysis are:

- 1 In relation to the general population, the **overall female representation has increased by 0.5% in 2021**, with a ratio of 51.1% female and 48.9% male. Female representation in senior leadership roles represents 45% of the senior teams in comparison to 55% male.
- 2 The **average age of a Croud employee is 31**, one year older than the 2021 average.
- 3 **Full-time employees presently represent 93.9% of the business**, a 6.2% decrease since 2021. There has been a 0.6% increase in part-time employees to 3.9%.
- 4 Overall, **2.7% of the employees identify as having a disability**, up 0.4% in 2021.
- 5 Overall, **28.2% of employees identify as ethnic minorities**, an increase of 9.4% in 2021. In the UK, this includes Black, Asian and minority ethnic groups; in the US and Australia, this demographic includes Black, Indigenous and people of colour; 76.8% identify as white and 1.6% prefer not to say. **Our executive team is 19.2% more ethnically diverse since the 2021 D&I report**. Senior leadership has seen an **increase of 8.6%** representation of those who identify as ethnic minorities.
- 6 Globally **56.5% of the global business attended a state-run or funded school** (non-selective), down 3.7% from 2021. **17.9% of all employees attended a state-run or funded school** (selective on faith, academic or other grounds), again
- 7 A total of **3.8% of employees identify as gay/lesbian**, a 0.2% decrease in 2021, and 4.2% as bisexual, with 0.4% as other. **87% of employees identify as heterosexual**, a 1% decrease in 2021.
- 8 Across the businesss, **36% of employees identify as Atheist**, decreasing 8.6% from 2021. **10.7% of Croud would class themselves as Agnostic**, increasing 6.7%.
- 9 We recognised some potential issues in the way that we assessed the concept of belonging, particularly in respect to how belonging was defined by employees, and for those who were new to the business and may have felt unable to make an informed decision based on tenure. Consequently, we have removed this measurement from the report and will update this element using data from our new employee engagement platform, **Culture Amp**, in the ensuing months.



# Where did we start?

---

**Croud's vision has remained constant as we continue to create, determine and deliver our Diversity, Equity and Inclusion agenda in 2022.**


We want every employee at Croud to feel as if they belong and that their differences are recognised, celebrated and acknowledged within our organisation.

With this in mind, it is important to remind ourselves of what it is that we are trying to achieve as a business and where we are trying to get to as an organisation:

- Training our employees to support understanding and tolerance of difference

- Developing our employees and creating opportunities for growth for everybody at all levels of our organisation
- Visible leadership representation of identified underrepresented groups
- Recruitment practices that diminish bias and provide equal opportunities for everyone
- Ensuring equitable and fair compensation for all of our employees

So where has this agenda taken us in the last twelve months?





# What have we been up to a year on?

---

We have covered a great deal of ground in delivering our agenda this year, but like many businesses who have been managing the ramifications of a global pandemic, the last two years have been challenging in respect of delivering on the promises that we set for ourselves in the first year.

Nonetheless, solid progress has been made, and we have witnessed sound progress in key areas, not only in respect of our practices but the impact that those changes have made on the demographics of our business. So what have we achieved in the last year?





## Representative employees lead working groups

We aimed to ensure that all voices were heard, and focus groups for various categories have been formed which are made up solely of employees who have a particular interest in the specific area of representative focus. The various working groups include Disability, Neurodiversity (named Infinity), Ethnic Minority (named Identity); LGBTQ (named Alphabet Soup); Mental Health and Wellbeing (named UnCrouded); Parents and Careers, Women in Leadership (named WILA), Religion, Nationality, Socioeconomic, Age - Early Careers and Age - Established Careers, and CSR.

## The use of pronouns

We understand the significance of each person's individuality and what it means to be recognised in the way that we recognise ourselves. Alongside many companies, Croud has introduced the use of pronouns to allow employees to represent themselves in the way that they most feel comfortable with, and a way for others to respect and care for their colleague's representation of self.

## Job evaluation

A critical part of the equity diagnostic is understanding the true meaning of the value of the roles within your organisation and the comparison that can be made for those roles across



the business, both locally and abroad. With this in mind, we partnered with Korn Ferry, an internal provider who has affiliated the apprenticeships to determine and create our people structure, which provides a transparent and clear way for employees to determine the levels of roles within the organisation.

## Provisional gender pay gap reporting

Prior to the implementation of the job evaluation, a provisional gender pay gap analysis was performed to provide an indicative view of potential pay disparity within the organisation. We have now implemented the formal grading structure and will publish a separate report in July detailing our findings and any measures that will be taken, if applicable.

Although we are under the mandatory submission headcount number of 250 employees in the UK, we feel that this is critical and essential to understanding what remuneration means for us as an organisation.

## Benefits and total compensation

As detailed in our 2021 report, we outlined the steps that we would be taking to ensure that Croud's compensation was not only fair and consistent, but also aligned globally throughout our organisation. Clarification as to the level of the roles within our organisation has clear and transparent analysis for the basis of the evaluation of our roles and the ability to ensure that total compensation is aligned and harmonised across our business globally. Employee benefits have been consistently implemented over the last year in order to satisfy the various working generations across our business. Total compensation calculators have also been implemented and are used to transparently show current and prospective employees the monetary value of their total compensation.

## Croud Campus

One of our proudest achievements in 2021!

In September, we launched Croud's first graduate scheme, an avenue to provide top roles and careers within our business. The graduate scheme is one of four avenues in which talent can join our organisation or experience what it's like to be part of the Croud tribe. Alongside the graduate scheme, we have launched internships, work experience and access opportunities that allow individuals to enter our organisation

at a grassroots level and grow their careers with us.

As part of the Campus, our Training and Tech teams also delivered **Croud Campus Online**, our very own on-demand learning and development platform. The platform provides learning for all employees globally, with a range of courses aligned to their job to support ongoing development and learning.




## Focus on wellbeing

Covid-19 has played a huge part in all of our lives over the last two years. It has changed the way that we live, work and interact with others.

As we return to a semblance of post-pandemic normality, Croud is committed to focusing on mental health and wellbeing. We have taken significant steps in ensuring that we continue to support our workforce. This has included the implementation of the employee assistance programmes, wellbeing apps, group coaching with the Mindgym and the implementation of our dedicated focus groups.

## Continued and sustained Diversity, Equity and Inclusion tracking and monitoring



It has been critical to ensure that we set up data collation and evaluation of the diversity within our organisation. This seems like a given, but we commenced our diversity journey a year after some basic data which was expanded to allow us to give critical qualitative insight into the demographic of the business. We had wanted a full year of tracked data to understand what we had achieved in order to build an informed and considered foundation. With this information gathering in place, we have established achievable targets to help us continue to progress in key areas.

## Mandatory diversity and inclusion training



Croud has introduced mandatory diversity and inclusion training for all of our employees. Covid-19 presented us with some immediately unique challenges. We wanted to ensure that all our employees, irrespective of where they were in the world, were able to access training and an understanding of the layered and often complicated issues around diversity and inclusion. Through the medium of Croud Campus online, Croud's online learning and development portal, we have been able to deliver this as part of the first phase of this exercise and will continue to develop training in

FY22/23.

## Maternity training



We want to continue to support the new mothers at Croud and support their return to work post-maternity leave. Consequently, Croud has introduced maternity training and coaching for our returning mothers as they return to the the workforce pre-, during and post-maternity leave.


Croud offers an enhanced maternity package across our global organisation. We want mothers and fathers to return to the business following their leave, and we believe that our offering and support infrastructure helps to facilitate this successfully.

## Supporting disabilities



We have partnered with [Enable](#), a specialist disability employment service in the UK. Croud actively encourages visibility of employment opportunities at Croud, knowing that due consideration and thought will be given to those that want to pursue a career within the organisation.

Additionally, we have advertised our job roles on disability-focused job boards to show potential employees that Croud is a place that wants to and can accommodate those who'd like to pursue a career in our organisation.



# Meet the team

---

## Why did you want to be part of your respective D&I working group?

---

I'm very passionate about supporting women in the industry, in fact, supporting women full stop. I have found allies and mentors in the business who have pushed me to be better at my job so I wanted to also be an advocate for others as well.

## What are your hopes for this group to achieve?

---

I'd like to be able to create a supportive community at Croud, not just for women but also for those who are keen to be involved as allies to support and hear out the people in the group (it's about inclusion too!). I personally liked the idea of facilitating a space for the younger folks to be able to reach out for advice or anything they needed. As it's the first time we're doing this at Croud, I'm hoping we lay some of the groundwork that others can build off of next year and elevate this group further.

## How do you think your respective group adds to Croud's culture?

---

Nearly half of us at Croud are female with about a third at the senior leadership level so it's important that we have some space for representation at all levels - I hope we can bring that. A lot of the things we have planned for the year should be thought-provoking and can inspire positive change too.



**Chandni Kothari**  
Women in Leadership Focus Group; WILA

# Meet the team

---

I joined Croud through their graduate programme in 2021, having recently graduated from university. Croud's graduate programme has been the best way in which I could have kick-started my full-time career, for a number of reasons.

One reason is that the role allows me to combine my analytical skills with my critical and creative mindset - which I struggled to find elsewhere in other graduate roles. The other is that it supports my driven mentality to succeed as quickly as possible with a clear career path and opportunities to grow.

I would recommend the programme to anyone on my network that is seeking a challenging but rewarding role, as it has infinite opportunities to grow as an individual, whilst being part of a company that is rapidly growing itself. I have been most impressed by the support which the company has offered me from the offset and will continue to offer me throughout the programme.

Not only has the guidance and training from my immediate team been invaluable to succeed and progress in my current role, pushing me to achieve higher targets and standards each week, but I have also received direction and support through mentorship sessions from people across the company. This has included regular meetings/chats with directors and board members who offer direction and support for my wider career goals. I couldn't recommend the programme enough.



**Jamie Bloomfield**  
Account Executive Croud Graduate Scheme  
part of Croud Campus



# Where are we one year on?

## Scope

The scope of the report covers all three of Croud's current geographic locations including the UK, US and Australia.

## Data quality

The metrics detailed in the report represent our employee base as of 28 February 2022.

The metrics that provide the data for this report have been obtained from our existing employee data, new starter data and Croud's diversity questionnaire. The diversity questionnaire is voluntary.

Of 309 employees 262 responded to the questionnaire.

Employee headcount does not

include any acquired businesses in the last twelve months.

Representation targets have been set against and beyond country and geographical delineation in the UK, US and Australia.

## Terminology

Croud has recently formalised its job evaluation and consequently job banding globally across the business, resulting in some changes to the terminology used in the 2021 report.

In the report, 'Executives' are referenced; this is comprised of the Executive Board and the Executive team. Last year this level was referred to as 'Senior Leadership'.

Another change which has come about due to job banding changes in

the terminology of the 2021 report, is the term ‘Leadership Team’. The new banding across Croud results in these levels of positions now being referred to as the ‘Senior Leadership Team’.

Comparisons in this report will be made using the 2022 terminology throughout the whole of this report, even when making comparisons to the 2021 report.

The new 2022 terminology of the Executive team includes Executives (comprising of the Executive Board and the Executive Team) and Senior Leadership now includes the group previously detailed as Leadership in

the 2021 report.

## Graphs

For the purposes of illustration, graphs have been rounded up for ease of reference.



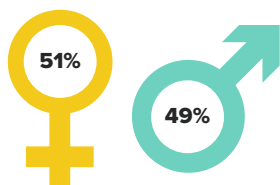


# What did we find out?

---

## Gender

### A global view



At Croud, our global employee population is 51.1% female and 48.9% male. We currently have no other gender identities within the business. This has remained similar to the 2021 report, having a slight increase of 0.5% more female representation.

Executives at the board level are 100% male, however, the executive team has an 80%/20% male to female split. Together, Executives (comprised

of both the Executive Board and Executive team) across Croud are 85% male and 15% female, having 18.3% more male executive representation in 2022.

Senior leadership positions in Croud have begun to even out across the business. 44.6% of these positions are represented by females across the business compared to 55.4% males in the same level. Female senior leadership has increased by 16% this year.

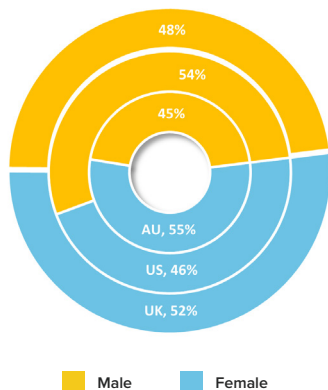
This year has seen a slight decrease in female representation across management roles in 2021, decreasing by 1.5%. The manager ratio is now 53.6% female and 46.4% male.

The remaining employee population is 54.9% female and 48.9% male.



# Croud gender around the world

## Global comparison



## National average and variance

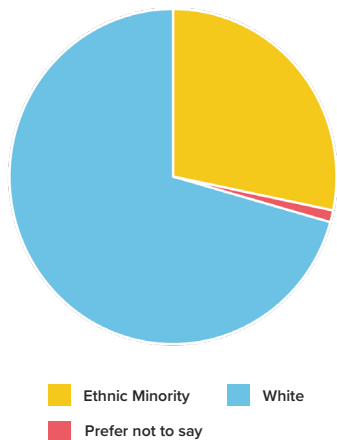
Compared to the national average for the UK, Croud’s female representation in the business has a +1% variance, being at 52% across the UK.

For the US, Croud has a negative variance of -4.5%, with a 46.3% female representation.

Finally, Australia has 54.5% female representation, +3.8% variance over the Australian national percentage.

# Ethnicity

## Global view of Croud



Globally, across all of Croud, 28.2% of the business is ethnically diverse. The remainder of the business is 70.6% white, with 1.1% preferring not to say. This is an increase of 9.4% from the 2021 report, the percentages then being 18.8% ethnically diverse, 79.5% white, and 1.7% choosing the prefer not to say option.

Executives in Croud identify as 80% white, with the remaining 20% being ethnically diverse. This is broken down into the executive board that all 100% identify as white, and the executive team has a percentage breakdown of 71.4% white, and 28.6% ethnically diverse. Executives, in total, have become 19.2% more ethnically diverse since the 2021 Diversity & Inclusion report.

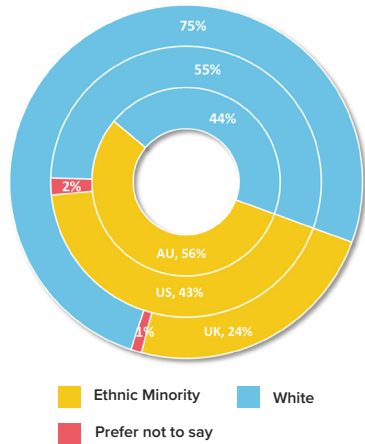
20.4% of the senior leadership team across all of Croud identify themselves as being ethnically diverse, and the remaining 79.6% identify as white. Again, ethnic diversity has increased since the last Diversity & Inclusion report, rising by 8.6%.

People managers across all of Croud identify as 20% being ethnically diverse, 78% being white, and the final 2% preferring not to say. People managers have seen an increase of 8.2% for those that identify as ethnically diverse and an increase of 2% for those that would prefer not to say.

The remainder of the employees are 64.7% white and 34% ethnically diverse, with the remaining 1.3% preferring not to say. This has seen an increase in employees that identify as ethnically diverse by 10%, a 2.3% decrease of those selecting not to say, and a decrease of those that identify as white by 11.6%.

# Croud ethnicity around the world

## Global comparison



## National average and variance

Compared to the UK national average of 14% of individuals who identify as an ethnic minority, Croud's UK business has 23.8% of the business identifying as ethnically diverse, a +9.8% variance from the national average.

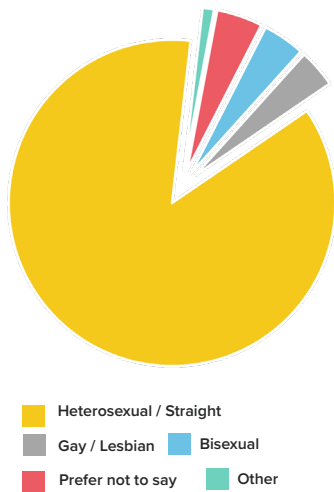
In the US, Croud has a +20.1% variance to the US national average, having 43.8% of the business identifying as ethnically diverse.

Australia has 55.6% of staff identified as ethnically diverse, +35.3% above Australia's national average.



# Sexual orientation

## Global view of Croud



The majority of Croud, 87%, class their sexual orientation as heterosexual/straight. 3.8% of Croud's global population categorise themselves as being gay/lesbian, 4.2% bisexual, 0.4% as other, and 4.6% prefer not to say. Compared to the 2021 report, Croud has seen a 1% decrease in those who identify as heterosexual and a 0.2% decrease in gay/lesbian representation. Those selecting the prefer not to say option has remained the same as last year, at 4.6%. An increase of 0.8% has been seen for those in Croud that identify as bisexual and those selecting other has increased by 0.4%.

The Executive Board at Croud identifies 100% as being heterosexual/straight, with the Executive team identifying as 85.7% heterosexual/straight and 14.3% opting for the prefer not to say option. This totals

Croud's Executives as having 90% identify as heterosexual/straight and 10% selecting prefer not to say. From last year, the prefer not to say option has had a slight increase from 8.4% and those identifying as heterosexual/straight decreased from 91.7%.

Globally, the majority (98%) of those in senior leadership positions at Croud identify themselves as heterosexual/straight. The remaining 2% identify as bisexual. The 2021 report had the 5.9% of the senior leadership team identify as gay/lesbian, while the remaining 94.1% identified as heterosexual/straight.

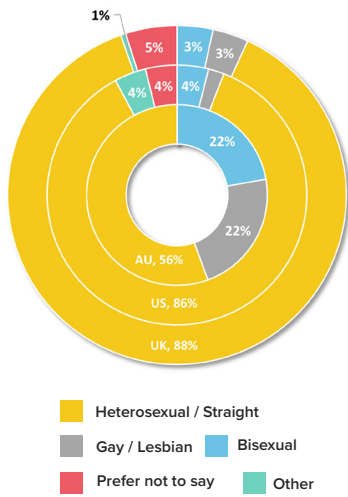
Of our manager population, 84% categorise themselves as heterosexual/straight, 2% gay/lesbian, 8% bisexual, and the final 6% prefer not to say option. This year has seen a slight decrease of 0.3% for those identifying as heterosexual and a 1.4% decrease in the gay/lesbian category. People managers identifying with the bisexual option has increased 5.7%, with the prefer not to say option also increasing by 0.3%.

The remaining employee population percentages across Croud globally are 3.9% bisexual, 5.9% gay/lesbian, 84.3% heterosexual/straight, 0.7% selecting other, and 5.2% selecting prefer not to say. The business comparison from last year shows an increase of those identifying as gay/lesbian by 2.5%, a 1.6% increase for those identifying as bisexual, and the other category being selected for the first time. This resulted in a decrease of the heterosexual/straight category

by 4.2% and also 0.5% for those selecting prefer not to say.

## Croud sexual orientation around the world

### Global comparison



### National average and variance

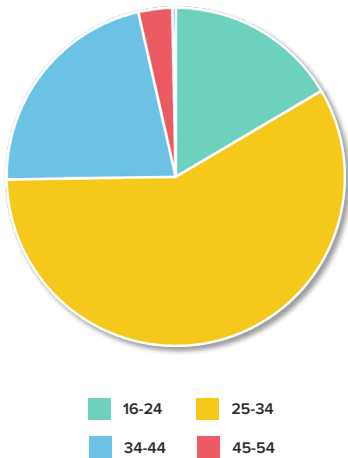
Croud's UK business has a +5.4% variance to the UK national average of that sexual orientation that isn't heterosexual, with the UK business being 7.7%.

Again, Croud's US business has a positive variance, +2.4%, compared to the national average, reporting to have 6.4% of the business identifying as gay, lesbian or bisexual.

Croud Australia has a large variance compared to the national average. In the Australian business, 44.4% of Croud's staff identify as gay, lesbian or bisexual, 41.4% above the national average.

## Age

### Global view of Croud



The majority of Croud, 58.3%, falls within the 25-34 age range. The remaining categories have less representation, 6-24 16.5%, 35-44 21.7%, 45-54 3.2%, and 55+ is 0.3%.

The Executive Board in Croud has 33.3% of the population within the 35-44 age bracket, the remaining 66.7% within the 45-54 bracket. The executive team has 60% aged within 35-44 and 40% in the 45-54 age range. Amongst the Executive group, 53.8% fall into the 35-44 age range, with the remaining 46.2% in the 45-54 range. Compared to last year, the executives didn't have any representatives from the 25-34 age range, resulting in an increase of 4.5% to the 45-54 age group and a 12.1 increase for the 35-44 group.

Globally the senior leadership team comprises 1.8% in the 16-24 age range, 41.1% in the 25-34 range, 55.4% in the 35-44 range, and 1.8% in the 45-54 range. Compared to the 2021 report, the senior leadership team now has representation in the 16-24 and 45-54 categories. An increase of 7.8% was seen for the 35-44 range, whilst an 11.3% decrease was seen in the 25-34 range.

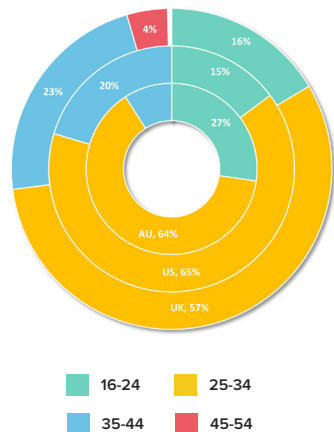
73.2% of Croud's people managers are in the 25-34 age range. 3.6% of people managers fall within the 16-24 range, 19.6% in the 35-44 range, and the remaining 3.6% in the 45-54 range. Similar to 2021, the 25-34 age range held the majority of the managers, however, this has decreased to 9.4%. Also decreasing in 2022 is the 45-54 ages, by 0.7%. All the other age ranges increased, 0.7% for 16-24 and 9.5% for 35-44.

Finally, the remaining employee population again has the majority of the workforce, 63%, falling within the 25-34 bracket. 16-24 is the next largest bracket at 26.1%, then 35-44 at 9.8%, 45-54 at 0.5%, and finally 0.5% at 55+. Compared to the 2021 report, Croud now has employees in this category within the 55+ age range. Decreases have happened in the 25-34 age range by 4% and within the 45-54 range by 2.3%. The 35-44 bracket has increased by 0.6%.

The average age of a Croud employee is 31, one year older than the 2021 average.

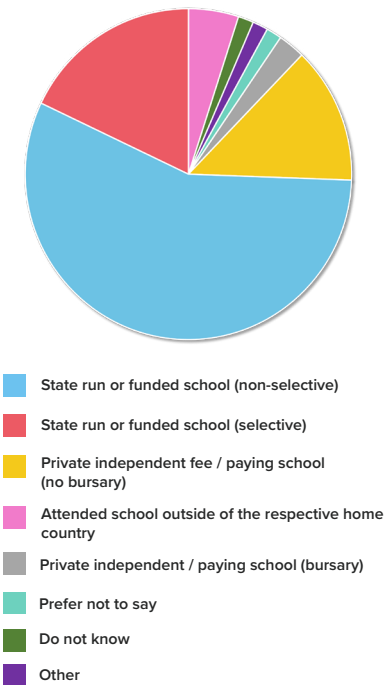
## Croud age around the world

### Global comparison



## Education

### Global view of Croud



Again for the 2022 report, we wanted to understand social mobility within our business by using the same methods applied in the 2021 report. We looked at the type of secondary schools which our employees attended, and the highest level of qualification from their parents.

The majority of Croud, 56.5% of the global business, attended a state-run or funded school (non-selective) - this had dropped 3.7% from 2021. 17.9% of all employees went to a state-run or funded school (selective on faith, academic or other grounds), again decreasing by 2.6%.

Employees that went to private independent/fee-paying school (no bursary) is the next highest category within Croud at 13.4% of the global population, an increase of 3.7% from last year's report. Those that went to private independent/fee-paying schools (with a bursary) are 2.7%, a minor 0.4% decrease from 2021.

5% of Croud's global population attended a school outside of their respective home country, increasing 1.6% this year. The option, other, was selected by 1.5% of Croud's staff, a slight increase of 0.4%. Do not know was selected 1.5% of the time, the first time we have seen this option selected, and prefer not to say was also selected 1.5% of the time, decreasing 1.3% this year.

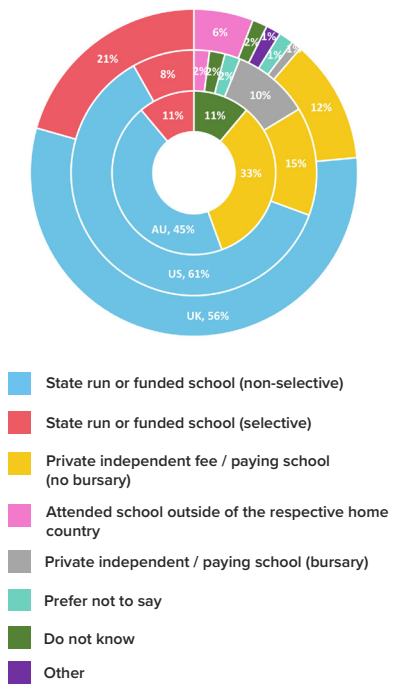
For the second part of understanding social mobility in Croud, 55.3% of all employees have at least one parent with a degree-level qualification, 4.7%

more than last year's report. 31.7% of employees reported that a parent had qualifications below degree level, a slight decrease this year by 3.5%. Employees that have parents with no formal qualifications is 6.9%, a 3.3% decrease.

The remaining options for parents' highest qualifications are as follows, the option other was selected by 0.8% of global employees, the first time this option has been selected. Do not know was selected by 1.1%, a 0.5% increase. Finally, 4.2% of the global headcount would prefer not to say, a 0.6% increase.

## Croud education around the world

Global comparison



# Disability

## Global view of Croud



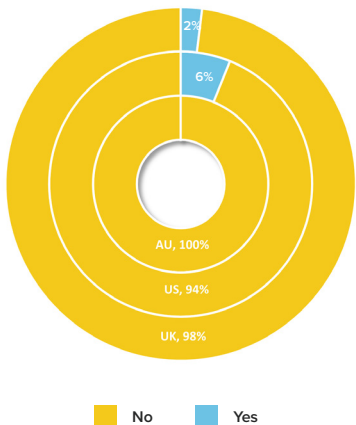
Across the global workforce, 2.7% of the workforce identify as having a disability, and the remaining 97.3% do not have a disability. Those that do class themselves as having a disability have risen 0.4% this year.

4% of all managers in Croud identify as having a disability and 3.3% of employees in other roles. More people in the people manager roles now identify as having a disability, increasing by 2.4%. The remaining employee population has seen a slight decrease of 0.1% in 2022.

100% of the executive and senior leadership team do not have a disability.

# Croud disability around the world

## Global comparison



## National average and variance

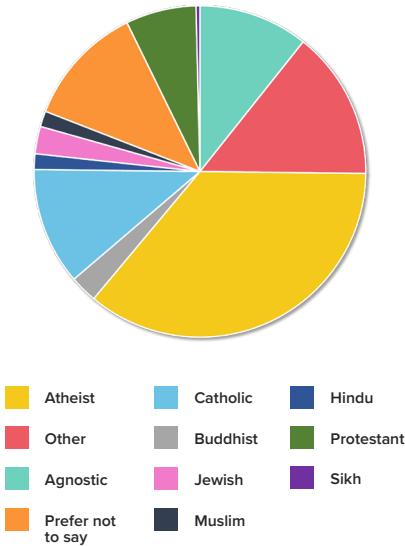
When compared to the national average, 2% of Croud's UK employees identify as having a disability, giving a -16% variance. The percentage of UK employees having a disability has decreased by 0.7% when compared to last year.

The US business has 6.1% of its workforce identified as having a disability, rising from 0% last year. Compared to the US average, Croud can see a -6.5% variance.

Finally, Australia has no disabled representation in the business, the same as last year. This gives a -18% variance compared to the Australian national average.

# Religion

## Global view of Croud



Croud hosts a breadth of different religious faiths and beliefs globally. The majority of the business is Atheist at 36%, decreasing 8.6% from 2021. 10.7% of Croud would class themselves as Agnostic, increasing 6.7%.

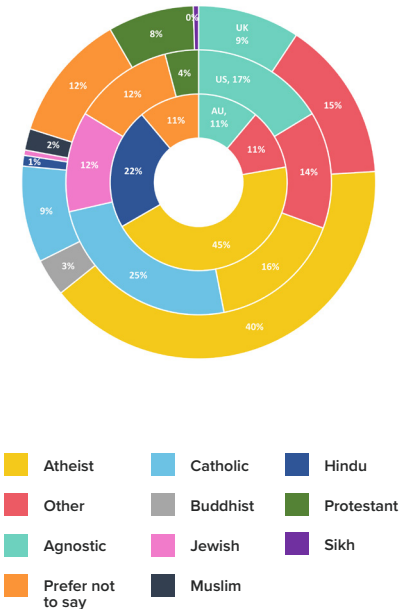
2.7% of the business identifies as being Buddhist, a slight decrease of 0.1% in 2022. 11.5% of the business aligns with the Catholic religion which is an increase of 0.8% globally. Employees that are Protestant form 6.9% of the business, decreasing in 2022 by 1.6%. Those in Croud of the Hindu faith and Muslim are both 1.5% of the global population, a slight decrease of 0.2% this year for those that are Hindu, but a 0.4% increase for those identifying as Muslim. 2.7% of

the business identifies as Jewish, 1.1% higher than last year. The final faith identified in Croud is those that align as Sikh, 0.4% of the global population, a 0.2% decrease from last year.

14.6% of the business identifies with any other religion or belief, decreasing by 0.9% for the 2022 report. The final option selected preferred not to say, this year having a 1.3% increase from 2021 to account for 11.5% of the business.

## Croud religion around the world

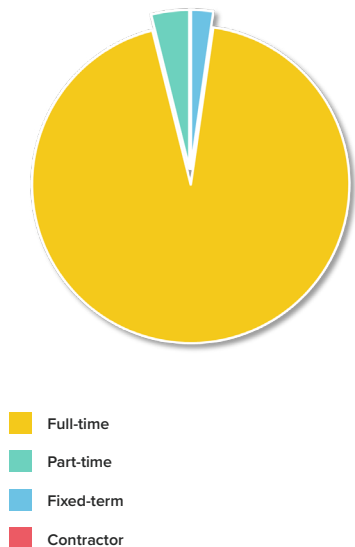
### Global comparison





# Croud employment status around the world

## Global view of Croud



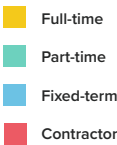
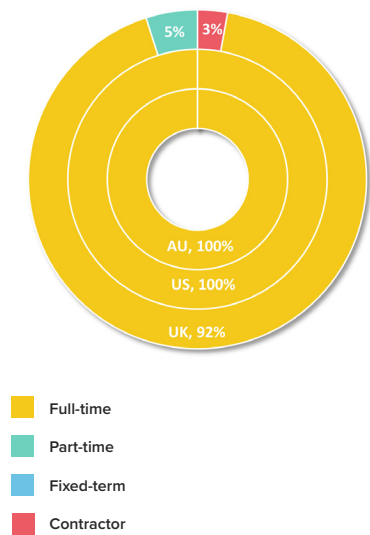
Full-time employees make up the bulk of Croud’s global workforce at 93.9%. This is a 6.2% decrease from the 2021 report. There has been a slight increase of 0.6% of part-time employees, 3.9% and 2.3% on fixed-term contracts, a 1.8% increase.

100% of the executives work full time, the same percentage from 2021. Within the senior leadership teams among Croud, 8.9% are part-time, increasing by 0.2%. People managers in Croud are 3.6% part-time and 3.6% fixed-term employees. This is the first time seeing fixed-term representation and a 1.6% increase in part-time employee representation. Finally, the other types of roles are built up from 2.7% fixed term and 2.7% part-

time. Again, the same as the people managers, this is the first time for fixed-term representation and a 1.7% for part-time.

# Croud employment status around the world

## Global comparison

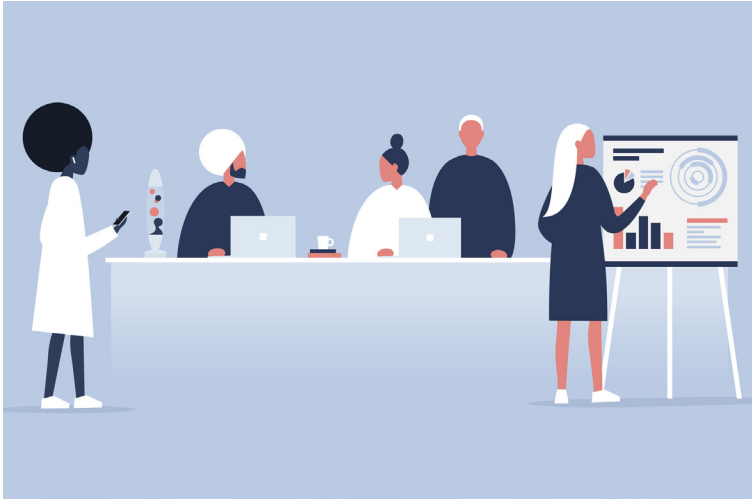


# Belonging

Last year, we included a section on belonging, trying to identify how our employees felt about working for Croud and the culture of our business. Upon reflection, we found that this metric could have a lot more detail and more attention given to the importance Croud sets on its culture.

This has resulted in a change in how this section will be managed. Going

forward, the belonging section of this report will be released as a separate addendum. The data used in this addendum will be collected via our new employee engagement platform, Culture Amp, and this will provide a more in-depth review of the belonging category. Culture Amp will be coming to Croud in May, so expect the addendum in July.



# Meet the team

---

## Why did you want to be part of your respective D&I working group?

---

Throughout my professional life, I have been met with some challenges as a member of the LGBTQ+ community. I've also been met with a lot of love and support. I felt that being part of this group would allow us to share our experiences, find comfort and familiarity in each other, and give opportunities for learning and teaching. There is so much value in having a brave space to share, and this group was a great opportunity to do just that. It's also so much fun!

## What are your hopes for this group to achieve?

---

I hope this group offers a space for people to grow and learn. I hope we can bring fun and educational events to people outside of the group as well, and show the resilience of this particular community. Together we have already begun cultivating the foundations of a solid working group that has longevity and continues to evolve.

## How do you think your respective group adds to Croud's culture?

---

The LGBTQ+ community knows how to have fun and be creative. I hope this brings a new level of acceptance to the Croud culture and allows our allies to find diversity within themselves. I also believe this working group has elements of all other D&I groups, so hopefully, there is room for cross-group collaboration in the future!



**Toni-Marie Landy**  
LGBT Focus Group; Alphabet Soup

# Meet the team

---

## Why did you want to be part of Culture Club?

---

Having worked at Croud since our headcount was sub 50, the culture of the company has played a huge role in my continued happiness at Croud. We've managed to retain our small company feel whilst growing to over 350 employees, and to be part of the Culture Club team that makes that happen is something I'm really proud of.

## What are your hopes for this group to achieve?

---

I hope the Culture Club can continue to maintain Croud's fun, inspiring and open culture as we continue to grow into the hundreds and even thousands. By bringing people together in unique ways that get us all talking, learning and laughing.

## How do you think your respective group adds to Croud's culture?

---

Culture Club leads the way in defining Croud's culture. By hosting all company events, no matter how big or small each adds to the welcoming, family culture of Croud.



Emma Hunt  
Culture Club



# Our roadmap for FY22/23

---

**We have made incredible strides in the last twelve months, amidst a pandemic and an unprecedented change in the way that we work.**

Over the next financial year, we will continue to build on the agenda and plan to keep the roadmap focused. We will go back and review all outstanding actions from our first report and see if they still apply or warrant course correct strategic activity.

On this basis, we have revisited some outstanding actions that we had planned to execute last year and have included additional points for us to implement this year.

## **Female leadership programmes**

---

This year we have launched our maternity training programmes to support mothers back into work post-maternity leave. Last year, we had planned to launch our women in leadership programmes but took the decision to delay to ensure our people infrastructure was robustly set up to ensure fairness and parity throughout the organisation. This year will be centred around the launch of our women in a leadership programme, Fortis. The aim of the programme will be to support mid-level to senior females within our organisation to move into the more senior roles throughout the business.

## Publication of the gender pay gap

In the first year of our Diversity and Inclusion agenda, we took a provisional assessment of gender pay at Croud. We were mindful that roles within our organisation had not yet been fully evaluated to fully understand their size and shape in comparison to other roles within the organisation. The global job evaluation is now complete. An analysis exercise, based on clarity of the role bandings, will be carried out in July and the findings published.

## COOP

As previously mentioned in this report, one of our partners helping to bring diverse talent into our business in the US is COOP. Since we began working with COOP in July of 2021, there have been five entry-level roles placed within our US business, an initiative that has delivered strong and diverse talent within our business. On this basis, we will formally be launching an ongoing partnership with COOP, not only to support the attraction of high calibre entry-level talent into our organisation, but to continue to play a socially responsible role in the communities in which we operate.

## Inclusive writing tool

As is always the intention, we want to ensure that all candidates feel that they want to join and that we, as a business, have not unintentionally or inadvertently precluded them from

doing so. With this in mind, we want to ensure that Croud is a business that people see, feel and believe is inclusive of all types of people. Therefore in the creation of our job descriptions, all advertisements are inclusive and encourage representation within our business. Thus, this year we will be assessing all of our job descriptions through an inclusive writing tool that identifies every instance of gender bias or racially exclusive language that may deter potential candidates from applying based on an underlying basis.

## Diversity dashboard

In our first year on this agenda, we had originally planned to monitor ourselves in line with a diversity scorecard. Much debate was given to the creation of the scorecard and the associated targets based upon the first year of the Diversity, Equity, and Inclusion agenda. In the absence of the fundamentals such as clear parity of roles, it was agreed that the baseline firstly had to be established, which we have now done. In absence of the scorecard, we proceeded to make notable progress in underrepresented areas across our business and this has been felt. Consequently, we have developed the Croud dashboard to help us track our progress for the year.

## Stonewall and orientation

We have been partnering with Stonewall for just over a year and making ongoing progress in our

organisation. We have been working closely and have regular check-ins with our dedicated account manager who has helped facilitate the development of the LGBTQ+ working group 'Alphabet Soup', supported us in progressive place creation updates and connected us with similar organisations to help develop and discuss ideas that may be right for our organisation. This year we hope to take part in Stonewall's global workplace index, a ranking list of British employers compiled annually by the charity and training provider Stonewall.



## **Croud Access provides another route to entry alongside our graduate, apprenticeship and internship programmes on Croud Campus**

It is important to Croud that anyone with a passion and interest in digital marketing has the ability to enter the organisation and the digital marketing profession, without barriers or discernment based on where an individual has been educated or the level of qualification they have achieved. Our sole objective is to attract the best and most diverse

talent to our business. With this in mind, we have created another route to entry into our business called Croud Access. This route allows individuals to enter the organisation in an entry-level role without the requirement of committing to a formal apprenticeship programme, thereby enabling individuals to develop in the role until such time that they wish to pursue further qualifications.

## **Management development programmes**

As is critical in any organisation, the development of the organisation's leadership is essential. It also remains essential that managers, or aspiring managers, are able to harness both the right technical skills as well as the emotional intelligence capability and relevant soft skills to manage a growing and more diverse workforce.

With this in mind, Croud will be launching a three-step management development training programme which will be a requirement for all managers within the Croud group of businesses.

## **Culture Amp**

It's essential that we stay as connected to our employees as possible. We realise that as the business continues to evolve we must ensure that we can quickly and proactively understand our employee

demographic and respond to the changing needs of these groups in real-time. With this in mind, as a business, we need to be more agile and expedite requests for feedback, deliver analysis and produce action plans that allow us to take meaningful action in a succinct timeframe.

Therefore we will be licensing the employee engagement tool Culture Amp. The platform is supported by psychology and data science which provides a wealth of employee insights, on-demand analysis and benchmarks to better understand how we are performing against other organisations.

## **Mind**

Mental health and wellbeing have been a key focus for our organisation over the last twelve months. In addition to the wellbeing initiatives that we have already put in place over the last year, we continue to want to better understand our workforce and ensure that we are putting all of the necessary improvements in place to support this. So this year we will be participating in Mind's Workplace Wellbeing Index. The index will give us an opportunity to communicate to better understand where we are doing well and how we can improve, providing us with a benchmark of policy and practice.

## **Creative Equals**

Last year we commenced an evaluative exercise with Creative Equals, a global consultancy that uses a data-based approach to support organisations in the development of their equality agenda.

Due to the pandemic, we monetarily paused our assessment in these areas but remained a high priority for the organisation.

With Creative Equal's support, we will continue to review our policies and approach to ensure that we not only meet a high standard by way of our strategy and policies, but also support senior business leaders in reflecting on and redefining the way in which we look at diversity, equity and inclusion within our industry.

## **Levelling up the Croud Group**

This year at Croud we completed our first two acquisitions with VERB Brands and Impakt Advisors, both amazing businesses with vibrant and exciting cultures that reflect the values and culture of the Croud ethos. As we continue our acquisition journey, we plan to ensure that equity, diversity and inclusion are represented through each of the businesses within our group in the same way that it has been driven and demonstrated at Croud. Culture and diversity are at the core of our organisation and we intend to maintain these standards as we continue to grow.



## And finally

We have made some excellent developments in the first year of our diversity, equity and inclusion roadmap. We are some way from where we were but there's a long way to go to get to where we would like to be as an organisation. We remain committed to delivering the areas of focus outlined in this report, with a view that we will continue to make substantial headway in the year ahead as we continue to ensure all of our employees feel seen, respected and valued.



# Meet the team

## Why did you want to be part of your respective D&I working group?

I have a huge interest in neurodiversity and building positive and inclusive experiences for neurodiverse people to thrive. I've had experience working with children who are neurodivergent, including children with autism, ADHD, dyslexia, and dyscalculia. I know that more can be done to support children who grow into adults as neurodivergents and enter workplaces that are largely set up for the neurotypical individual. I wanted to be part of this group to lead a network that both acknowledges and embraces neurodiversity in the workplace.

## What are your hopes for this group to achieve?

I would like any initiatives put forward by this group to reflect an understanding that not everybody works in the same or typical way. People naturally think about things differently and may excel in certain areas, while struggling in others. My hope for this group would be to acknowledge the variations in the ways individuals think and promote a positive environment to embrace these differences. Having a neurodiverse workforce can bring a multitude of strengths to the business, whilst also increasing awareness of neurological differences. I would hope to raise awareness so everyone in the business has an understanding of what neurodiversity is, and a responsibility to promote a positive and inclusive workplace for neurodivergence.

## How do you think your respective group adds to Croud's culture?

One of the key parts of Croud's culture is a focus on employee wellbeing. I think Infinity, the Neurodiversity working group, will add to the importance of putting staff wellbeing at the heart of Croud's culture by introducing more initiatives that will make a positive impact on current and future staff, and showcasing that a neurodiverse workforce has many strengths, as long as the workplace promotes and supports it.



Alice Coleman  
Neurodiversity Focus Group; Infinity

# Meet the team

## Why do you want to lead this group?

As a mother of three, I have experience being a full-time mum, a part-time working mum, and now a full-time working mum, trying to achieve the work/life balance. I understand how daunting it can be to take a break from your career to have children, and equally how difficult returning to work can be. I hope I can provide support and advice, and be a good role model to others.

## What are your hopes for this group to achieve?

I want other parents and carers to meet each other and make some strong internal connections. We have so many new joiners. I think this would be a great way for people to meet some like-minded people. My hope would be to build a community of people that can provide advice and support to others going through the same experiences, a group of people to reach out to if someone is struggling, someone to sit with at lunch, or just a friendly face in the office.

One of my main aims is to provide all parents and carers returning back to the office after a break, with a buddy from our group to make them feel supported and welcomed back. This experience can be overwhelming to anyone who has had to take a break to care for someone. Providing them with a structured and supported re-introduction to Croud could help reduce the anxiety when returning.

## How do you think your respective group adds to Croud's culture?

A huge part of the population at Croud is a parent and carer. Bringing the group together will help develop new relationships and strengthen existing ones, which will only add to Crouds culture. We aim to arrange events to include part-time workers and events that have been planned with plenty of notice to make sure everyone with dependents can join too. There's nothing like a group of parents and carers loose on a carefree night out to build the culture of the business.



**Joanna Martin**  
Parents and Carers Working Group



# Reflections from our global HR director

---

## What a year!

It has certainly been both challenging and insightful on many fronts. But none moreso than ensuring that we remain tethered to our roadmap on diversity, equity and inclusion. Some areas of the roadmap have been more stretching than others but this leads me to conclude that the most important thing to bear in mind is that this is a marathon, not a sprint. The change was never going to happen instantaneously; we had to commit and make the necessary strides to make a difference in our equity, diversity and inclusion programmes with a view that we may not excel immediately, but would indeed gain ground.

It is easy to want to start with the cosmetics; the speakers, the awareness days and some may argue in the foreground, the platitude acknowledgements. My focus in the first instance has always been the dispassionate data, MI in relation to pay, representation in leadership roles that can affect change, objective evaluation of job roles, equitable compensation, the danger of engaging in disinformation, representation within our leadership teams and having a seat at the table.

Like most HR teams, the unequivocal focus of the last twelve months has been the management of our workforce in the wake of an unimaginable global pandemic, which still very much remains part of our everyday lives. Again, like most organisations, this halted or postponed much-anticipated plans in their DE&I roadmap; ours most certainly curtailed to meet the demands of managing

the pandemic. But we have persevered with our purpose to underpin our intention in our first year of this agenda, and although not as seismic as we may have wished for, we have progressed.

Our agenda is challenging, perhaps even more so than I had originally anticipated, but diversity, equity and inclusion have started to become woven into every fibre of our organisation's D&A and for that reason, we continue on. I hear our leaders, teams and our business having uncomfortable conversations about where we really are on this trajectory and the proactive steps that we are making to address this. It is natural to look at other organisations and assess yourself against their barometer. But in reality, this is about how much further your organisation has moved the dial forward or not, and although incremental, we have advanced and will continue to do so.

A huge acknowledgement and thank you to the Croud HR & Training team, our steering committees and working groups who continue to drive the agenda forward and help ensure that we make Croud a place for everyone.



**Sarah Neblett-Lindo**  
Global HR Director

**#croudandproud**



# About Croud



**Croud is a global, full-service, digital marketing partner for some of the world's leading brands.**

Through the seamless connection of data, technology and creativity, Croud develops strategies for sustainable growth that drive immediate business impact.

Croud builds deep partnerships with clients thanks to its unique model, using its 'Croud Control' platform to harness a global network of 2,400 digital experts, delivering holding company scale with the precision of a specialist.

Founded in 2011, Croud is proud to partner with clients such as Vans, IWG, AXA IM, and The North Face - leading media strategy, performance marketing and digital experiences.

[www.croud.com](http://www.croud.com)

## Get in touch:



[www.croud.com](http://www.croud.com)

[info@croud.com](mailto:info@croud.com)

02080177723

**croud**