



Croud's diversity report

A look back at 2020 and
our roadmap for 2021

croud



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A message from our founders

2020 was a challenging year for many businesses, including our own.

Although the last twelve months have been difficult we have successfully navigated this new terrain thanks to the resilience and dedication of the people within our organisation. Our employees will always be the number one priority in our business.

That said, Croud is not as diverse as it should be in many areas, and we will change that. 2020 was also a year that shone a light on this, we have certainly learned a lot about diversity that I previously hadn't considered.

A diverse business and culture is essential. It is better for creativity and better for broadening our perspective - both of which are critical in us doing great things for our clients. Equally as critical as our employees feeling that they belong and are part of our business.

This does mean holding a mirror up to ourselves and accepting we might not always be comfortable with what we see. We'll have difficult conversations with ourselves and take proactive measures to deliver change within our business.

This is not tokenism and because of that it won't be a quick fix. It'll be a journey we make over the coming years. We've already begun that journey, and our diversity in all areas has already improved over the past couple of years. But, there is a long way to go.

In this report, we're sharing our data, and we'll use this to hold ourselves accountable on a regular basis. We have launched multiple initiatives around attracting and retaining talent that will form the foundations of our D&I programme.

We want to attract the best and brightest people to our business, irrespective of who they are or their background. Full stop. With this in mind we will start this journey as we mean to go on; informed, invested with a clear strategy, and committed to deliver material change within our business.

We are Croud and proud.



Luke Smith;
CEO & Founder



Ben Knight;
Chief Strategy Officer
& Founder





Executive summary



Since July 2020, Croud have embarked on the start of our diversity and inclusion journey.

As an organisation we understood that it was essential that we commence by understanding the composition of our organisation, through interrogation of the key areas that make up the diversity landscape.

Therefore, in Croud's inaugural diversity and inclusion report, we have initially focused on these key areas; gender, ethnicity, sexual orientation, age, education, age, religion, disability and employment status. We also captured responses in relation to a sense of belonging and a feeling of inclusivity.

As part of our analysis of these areas, we have further examined representation at an organisational level to better understand the makeup of our business. We have specifically looked at the composition of those in Senior Leadership, Leadership, People Management and general employee population roles.

The report focuses on the global business landscape, with an illustrative view by geography.

Key findings of the analysis are:



Croud has an almost equal male to female representation across the business at **50.5% male** and **49.5% female**.



33.7% female at a Senior Leadership level versus **66.3% male**.



18.8% of employees identify with the BAME (British, Black, Asian and Minority Ethnic) or BIPOC (Black, Indigenous and people of color) category, with **79.5%** identifying as White and **1.7%** who prefer not to say.



4.0% of our employees associate themselves with being gay and or lesbian. In addition, **3.4%** identify as being bisexual with **88%** categorising themselves as heterosexual and **4.6%** preferring not to say.



The average age of our employees is **30**.



Globally **2.3%** of employees identify as having a disability.



60.2% of our employees were educated at non-selective state run or funded secondary schools, with **50.6%** confirmed that at least one parent had obtained a degree level qualification.



Universally, **44.9%** of employees categorise themselves as Atheist, followed by **15.3%** who categorise as having another religion or belief.



Globally **95.7%** of all Croud employees are employed on a full time basis in comparison to **4.3%** of our employees who categorise as part time workers.



Globally **69.3%** of employees feel an overall sense of belonging.

Culture contributions

How would you describe the culture at Croud?

Croud is way ahead of its time when it comes to culture. Having worked in other big start-ups, Croud has been amazing in ensuring that their employees are being heard, whilst providing a fun environment to work. They prioritise giving back to the community, and most importantly, look after their employees' wellbeing by offering various channels of support. From epic parties to body and mind sessions, Croud has kept everyone's spirits high, even through the most difficult of the times of this generation.

What do you like (the most) about the business?

How Croud invests in their employees. From career progression to bonuses, Croud has given me the support needed for my personal and professional development, and rewards me for my hard work. Also, it really makes me happy to know that there is no exclusion at Croud. Regardless of nationality, sexuality, faith, or gender, everyone is equal and has the same opportunities.



Braian De Paula
Croudie Operation Manager



Where we are at now

Since August of 2020, our key achievements to date have been revising our diversity tracking and monitoring processes, launching a diversity scorecard and steering committee, and implementing recruitment practices, alliances and partnerships.

Revised diversity tracking and monitoring

Top-level employee data has always been captured. However, with a view to succinctly and transparently capture key metrics which deliver insight into our employee demographic, this data set has now been expanded.

Diversity scorecard

To allow us to continuously hold ourselves accountable in respect of the progress being made in respect of the progress being made in key identified areas, we will begin to track, monitor and report on diversity metrics. To ensure accountability and ongoing interrogation of our diversity and inclusion methods and practices,

these updates will be shared with our Board and wider business for ongoing discussion.

Steering Committee

A Diversity and Inclusion Steering Committee (SteerCo) has been established with a collective of employees geographically dispersed across our organisation. The focus of the SteerCo is to provide input and feedback around the initiatives of the D&I strategy in conjunction with championing the diversity agenda across our business.



Recruitment practices

To ensure a fair and consistent approach to the assessment of all prospective candidates, a Recruitment and Selection policy and process has been communicated to the wider business. The recruitment policy outlines the best practice recruitment methods to ensure parity of candidate experience, and to remove bias from the application process.

Alliances & partnerships

In recent months, we have begun to collate, analyse and understand the diversity challenges within our organisation. Simultaneously, we have also begun to engage in various alliances and partnerships with third-party providers. These partnerships have been carefully sourced and selected to enable us to support the business in our diversity agenda. Partnerships include those with the Black Young Professionals Network (BYP), Creative Equals and Korn Ferry.

Career development framework

We have developed a career development framework that focuses on aligning the career architecture within our organisation and building capability within our business. We want to ensure every employee is assessed fairly and impartially based on the common understanding of what is expected of them in their role, and to provide clear, transparent and consistent career pathways for all of our employees.

Benefits review

As an organisation we want to appeal not only to our existing employees but also to our potential candidates. Employees' needs change throughout the lifecycle of their employment, so we want to ensure that we appeal to candidates at every stage of their careers. We have therefore reviewed our employee benefits offering.

Culture contributions

How would you describe the culture at Croud?

I would describe the culture at Croud as collaborative. We definitely view ourselves as one team working toward a common goal. We all strive to do our best and help each other along the way.

What do you like (the most) about the business?

My favorite thing about Croud is how accessible everyone is. Whether it be Luke our CEO or Kris the US MD, I don't feel uncomfortable pulling anyone for a chat or voicing my opinion. Everyone is encouraged to contribute to the conversation and valued equally, whether it be your first day or if you're a tenured team member.



Thomas Esposito
Biddable Account Manager



Our vision

It's simple.

We want every employee to feel that they belong, and that their differences are recognised, celebrated and acknowledged within our business.

Difference matters to our business, and the people that contribute to that difference are essential in making the culture of Croud the dynamic and innovative agency that it is.

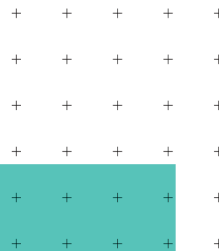
Therefore our aim remains to cultivate an inclusive culture; allowing our employees to thrive whilst being their authentic selves, and allow Croud to build a workforce that represents our clients, partners and stakeholders.

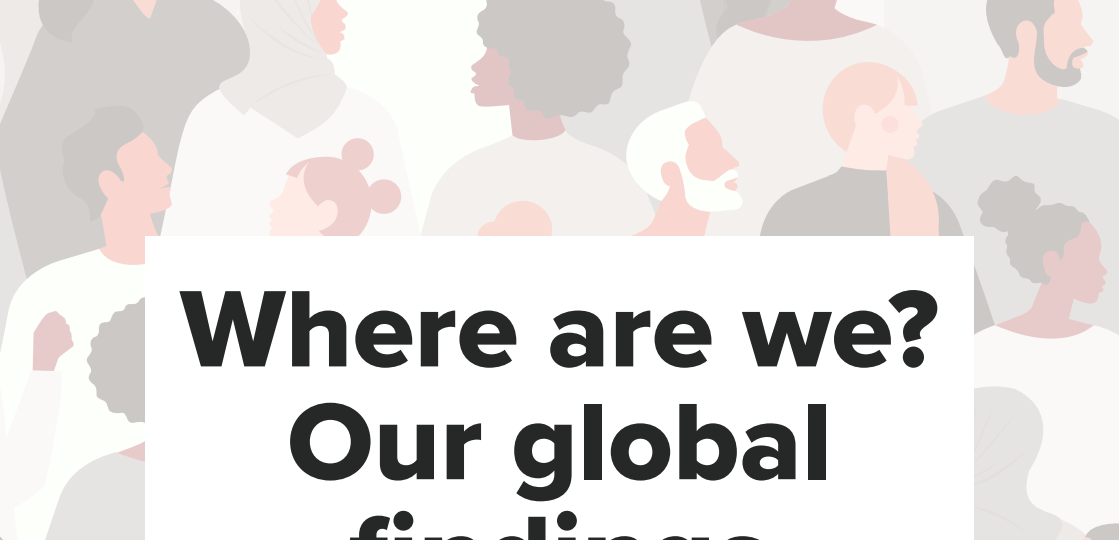
Our Diversity & Inclusion charter undertakes to deliver:

- Training our employees to support understanding and tolerance of difference.
- Developing our employees and creating opportunity for growth for everybody at all levels of our business.

- Visible leadership representation of identified and underrepresented groups.
- Recruitment practices that diminish bias and provide equal opportunities for everyone.
- Ensuring equitable and fair compensation for all of our employees.

In holding ourselves accountable for delivering on these commitments, we continue to evolve our culture and business into an organisation that embodies difference, delivers opportunity and fairness, and moreover is a place for our employees to be who they are.





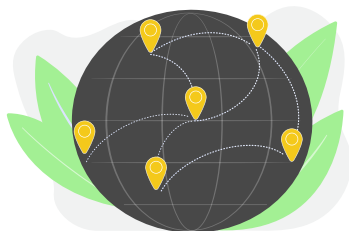
Where are we? Our global findings

Scope

The scope of the report covers all of our current geographic locations including the UK, the US and Australia.

This includes a population of 208 employees globally. The report also provides a breakdown of the representation at the Senior Leadership, Leadership, People Manager and employee population level.

This inaugural report forms the commencement of our Diversity and Inclusion journey and focuses on where we are now, which will enable us to benchmark and build strong foundations in the future. As we undertake workforce planning and begin implementing the actions outlined in this report, we will be able to effectively track, monitor and report on our progress based on the baseline data, which will be shared in our bi-annual and annual report.



Data quality

The metrics detailed in the report represent our employees as of 30 November 2020. The statistics that provide the basis for this report have been obtained from new starter employee data and a survey of our employee population.

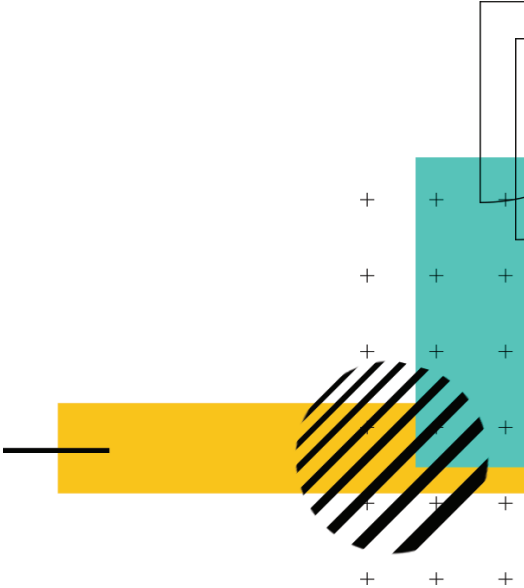
Of 208 employees, globally, 176 employees responded to the survey.

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

Targets

2021 and overarching targets in this area will be contingent on strategic hiring ratios, which are yet to be determined for this fiscal year. Consequently, all targets will be updated and communicated on completion of this exercise.

We do not have targets for all metrics at this stage as we wish to immediately focus on four, specifically gender, ethnicity, sexual orientation and disability.

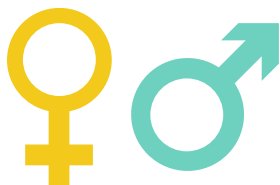




What did we find out?

Gender

Global view of Croud



Globally, our employee population is 50.5% male percentage and 49.5% female.

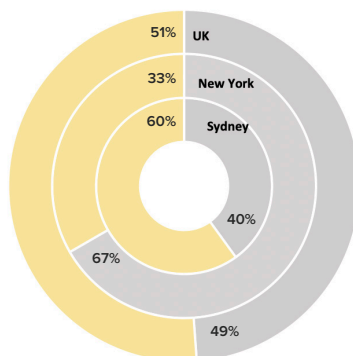
At a Senior Leadership level there is a female representation of 33.3% versus 66.7% of males in a Senior Leadership role.

Leadership roles are occupied by 28.6% of females in comparison to 71.4% of males in this level of role.

Female representation sits at 55.1% for women in people manager roles and at 44.9% for men in comparative roles. Please note that these figures are based on the global number of employees as data is collected during the onboarding process (208 in total).

Gender around the world

Global comparison



Female Male

National average and variance

In comparison to the national average of 51% female representation in the UK, our UK employee demographic presents a - 2.1% variance in this area.

In comparison to the national average of 50.75% female representation in the US, our US employee demographic presents +15.9% variance in this area.

In comparison to the national average of 40% female representation in Australia, our Australia employee demographic presents a - 10% variance in this area.

Next steps



Female-focused leadership development programmes

In conjunction with other leadership and management programmes, we will also be formally implementing female-focused leadership development programmes, on the basis that having both men and women in leadership roles creates a culture of equal opportunity, as well as reflecting the organisations that we work with. We want to retain our high performance female talent and support their career paths within our business. Therefore, it is critical to both the culture and productivity of our business that we bolster our female leadership representation.



Maternity training

At a middle management level, the predominant age range stems from the 25-34 and 35-40 age brackets. Analysis has shown a distinct correlation between females within these age brackets, who are also parents. We want to continue to formally encourage our women to return to work following childbirth. Whilst providing flexible hours to support this we also realise this can be very challenging for some. Therefore, we will be offering our employees maternity coaching with a focus on career management post-maternity, and support on road mapping career milestones to work alongside familial commitments.



Coaching and mentoring programme

A formal coaching programme will be established globally throughout the organisation. This programme will be available to all employees. A stream of the programme will connect junior employees to senior male or female employees within the organisation who will be committed to providing professional support and guidance to participants.

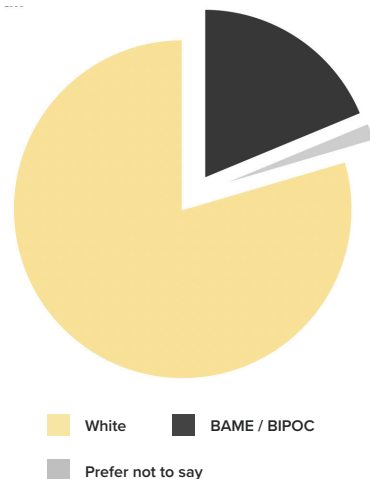


Working groups

In conjunction with the established Diversity and Inclusion Steering Committee, working groups will be created to answer specific questions. There will be specific questions posed to these groups in respect of how we best serve our female workforce. This is for understanding both barriers to progression as well as overarching challenges faced by this demographic.

Ethnicity

Global view of Croud



Ethnicity across the overall global business shows 18.8% of employees identify with the Black Asian and minority ethnic groups (BAME) or Black,

Indigenous or people of color (BIPOC) category, with 79.5% identifying as white and 1.7% preferring not to say. Please note that these figures are based on the number of respondents to the survey (176 out of 208).

The Senior Leadership team has a representation of 8.4% that identify as BAME or BIPOC with 91.6% of employees who identify as white.

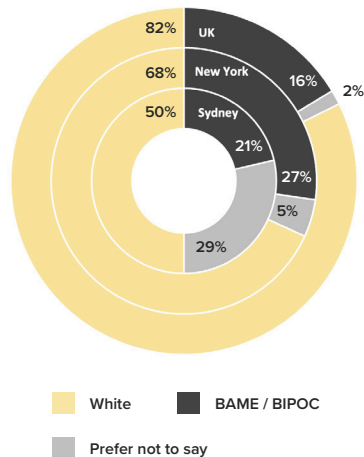
The Leadership team identify as 11.8% as BAME or BIPOC and 88.2% who identify as white.

Of the People Leadership population 15.9% of employees identify as BAME or BIPOC and 84.1% as white.

The remainder of the employee population have confirmed that they identify as 23% BAME/BIPOC, 76.3% of employees have identified as white and 3.4% have preferred not to confirm.

Croud ethnicity around the world

Global comparison



National average and variance

In comparison to the national average of a 14% BAME representation in the UK, our UK employee demographic presents a +2.6% variance based on 16.6% representation.

In comparison to the national average of 23.7 % BIPOC representation in the US, our US employee demographic presents 4.9% variance based on 27.6% representation.

In comparison to the national average of 20.3% BIPOC representation in Australia, our Australia employee demographic presents a 21.6% variance based on a 42.9% representation.

Next steps



Mandatory Diversity & Inclusion training

To align existing practices within our organisation we will be rolling out mandatory training globally across all of our geographic locations.

We understand the importance and significance of educating ourselves and all employees in our organisation on the importance of a diverse business and creating environments that are inclusive and accepting of all.



Unconscious bias training & conscious inclusion

We will also be rolling out mandatory unconscious bias training to work alongside our diversity agenda. To date, this training isn't provided in our geographic locations. Mandatory conscious inclusion training will be rolled out to all geographies to support the diversity and inclusion education requirements.



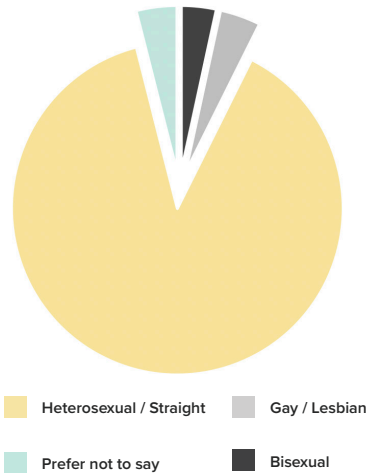
Alliances to cultivate a diverse talent pipeline

As a business it is important that we are able to attract and retain those from underrepresented groups. We must broaden our search in seeking out the best talent in our industry and probe the rationale as to whom we hire and why. Therefore we have been

making alliances and partnerships with carefully identified third parties such as the Black Young Professionals (BYP) network, amongst others, to support us in reaching and attracting those from identified minority groups. These alliances and partnerships, amongst other things, help to inform us where we advertise our roles, communicate opportunities within our business, and ensure that we are facilitating an inclusive environment for all of our employees.

Sexual orientation

Global view of Croud



Globally, 4.0% of our employees categorise themselves as being gay and or lesbian. Additionally, 3.4% identify as being bisexual with 88%

classifying themselves as heterosexual. 4.6% of the global workforce has confirmed that they prefer not to answer this question.

Within the Senior Leadership population, 91.65% identify as heterosexual with 8.35% of this population preferring not to say. Within our Leadership population, 5.9% of employees identify as gay or lesbian with 94.1% identifying as heterosexual.

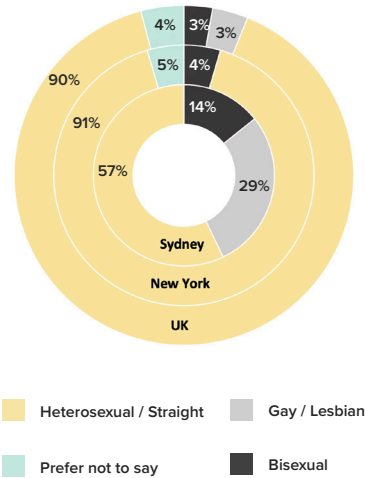
Of our People Manager population, 4.8% of our employees categorise themselves as gay or lesbian, followed by 6.3% of employees who identify as bisexual, with 83.7% identifying as heterosexual and 1.6% who prefer not to say.

The remainder of the employee population, identify as 3.4% gay or lesbian, followed by 2.3% who identify as bisexual. Of this group, 88.5% identify as heterosexual with 5.7% preferring not to say.

Please note that these figures are based on the number of respondents to the survey (176 out of 208).

Sexual orientation around the world

Global comparison



National average and variance

In comparison to the national average of a 2.3% LGBT representation in the UK, our UK employee demographic presents a 4.1% variance based on a 6.4% representation.

In comparison to the national average of 4% LGBT representation in the US, our US employee demographic presents 0.8% based on a 4.8% representation.

In comparison to the national average of 3% LGBT representation in Australia, our Australia employee demographic presents a 39.9% variance based on a 42.9% representation.

Next steps



Recruitment advertising

In addition to outlined recruitment measures, we have begun to advertise our roles on LGBT-specific websites to encourage applications from those within this community.



Affiliations

We want to ensure that we continue to attract individuals from the LGBT community, globally. This is with the understanding that our business is an inclusive environment that understands and has an awareness of the needs of this community. Therefore, we have partnered with Stonewall to become Diversity Champions of the LGBT community. The organisation will help us as a business, to better support the needs of our LGBT employees in respect of education and attraction, whilst raising awareness of the needs of the LGBT community.

Age

Global view of Croud



The global employee population has been sectioned into various categories.

Globally, the smallest population are those within the age range of 45-54 at 4.3%. The largest representation of this age group resides within the Senior Leadership population at 41.7% of this population. 41.65% of this Senior Leadership category are between the age range of 35-44, with 16.5% of this group between the age range of 25-34.

Of the Leadership demographic, 52.4% of this group are within the age range of 25-34 and 47.6% within the age category of 35-34. Within the age brackets of 45-54 and 16-24 there is 0% representation.

Of our people manager population, 82.6% are between the age range of 25-34. This is followed by 10.1% within the age range of 35-44. There is a representation of 2.9% for those within the age of 16-24 and 4.3% between the ages of 45-54.

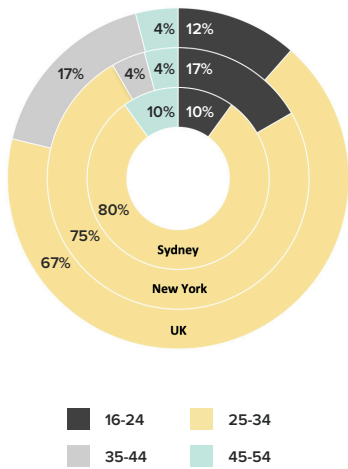
Finally, of our general employee population, 67% are within the age range of 25-34, this is followed by 21.1% of those in the age range of 16-24. Within the age range of 35-44, 9.2% of this population fall within this bracket and 2.8% within the age range of 45-54.

The average age of an employee is 30 years old.

Please note, these figures are based on the global number of employees as data is collected during the onboarding process (208 in total).

Age around world

Global comparison



Next steps



Recruitment panels

As part of our recruitment process, it has been prescribed that all prospective candidates must be interviewed by three different members of the business, either together or separately. We want to reduce any possibility of bias and or discrimination by ensuring that there is a margin for varied views of candidate ability and experiences.



Benefits review

As outlined in the steps taken to date, a benefits review has been undertaken to not only ensure that we remain competitive within the market, but to meet the needs of all employees at every stage of their working life. The implemented benefits have been identified as those that appeal across worker demographics in the employment market.



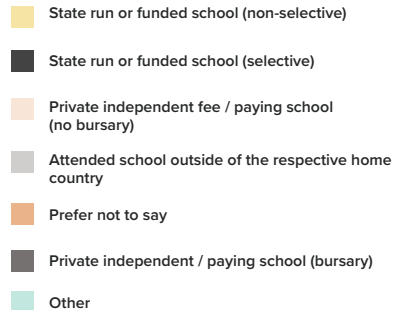
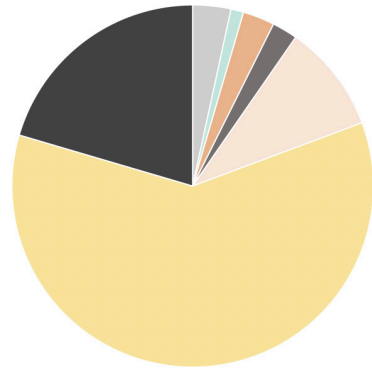
Agile working policy

Employee wellbeing is critical to our employees and organisation. We appreciate being together in our offices but want employees to have the flexibility to work from home and in the office. With this in mind, we have implemented an agile working policy to support our employees in both work and home lives. We want to encourage our employees to come together

where possible, but also realise that flexibility allows us to operate optimally. As such, we want to ensure that this option is available to all.

Education

Global view of Croud



We wanted to better understand the social mobility within, and the parity between our employees' highest level of qualifications and that of their parents. We also wanted to understand the type of institutions our employees were educated in during their secondary education.

Universally, 60.2% of our employees were educated at non-selective state run or funded secondary schools. This is followed by 20.5% of our employees who attended a state run or funded school selective on faith, academic or other grounds.

9.7% of employees attended a private, fee-paying secondary school with no bursary, whilst 2.3% attended a private, fee-paying secondary school with bursary. 3.4% of our employees attended school outside of their respective country of employment.

1.1% of employees had some other type of secondary education with 2.8% of our employees preferring not to say.

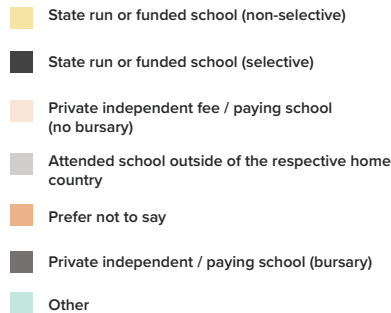
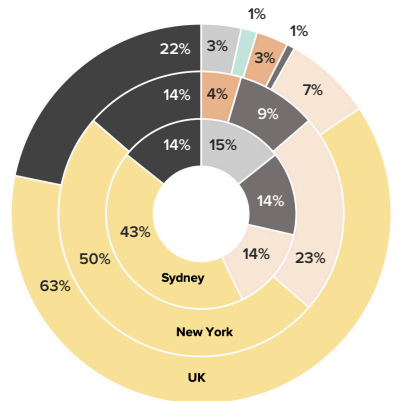
In respect of our employees' parents' education level, globally 50.6% confirmed that at least one parent had obtained a degree level qualification. 35.2% confirm that at least one parent has qualifications below degree level. 10.2% of our employees confirm that neither parent has any formal qualifications. 0.6% of our employees are unable to confirm, with 3.4% who would prefer not to say.

In all of our data collection, we omitted to ask our employees about their personal highest level of qualification, we have since done this and will update this section once we have obtained this data.

Please note, these figures are based on the number of respondents to the survey (176 out of 208).

Education around the world

A Global Comparison



Next steps



Formal graduate, apprenticeship & intern programmes

We want our employees to arrive at Croud from an assortment of backgrounds and with a varied range of experience and expertise. Consequently, we want to encourage and welcome individuals to our

organisation who want to enter the industry with minimum experience but with a desire to learn and earn whilst they develop and harness their careers in the digital advertising and technology arena.

In the year ahead, Croud will be creating and launching an apprenticeship programme to support and cultivate our internal talent pipelines and individuals from a range of backgrounds.



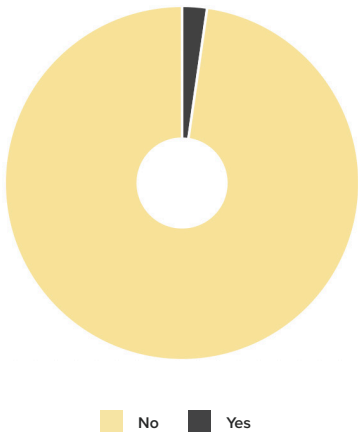
Career development coaching

We understand that for most employees the career journey is often long and latticed, with variable chances and opportunities to explore and investigate the facets of a career path.

To support our employees with their career trajectories, we will be providing career development coaching to those who feel this would provide them with the necessary tools to make informed and considered decisions about their current skill set. We will also provide access to tools for development to aid their chosen career paths.

Disability

Global view of Croud



Globally, the analysis has shown that company-wide only 2.3% of the workforce identify as having a disability.

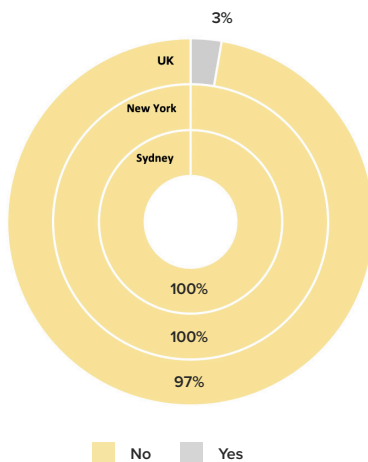
Distilled, 1.6% of this global population are people managers who identify as having a disability. This is in addition to 3.4 % of employees who reside in any other role.

There is 0% disability that has been identified at a Senior Leadership level.

Please note, these figures are based on the number of respondents to the survey (176 out of 208).

Disability around the world

Global comparison



National average and variance

In comparison to the national average of a 18% disability representation in the UK, our UK employee demographic presents a -15.3% variance based on a 2.7% representation.

In comparison to the national average of 12.6% disability representation in the US, our US employee demographic presents -12.6% variance based on a 0% representation.

In comparison to the national average of 18% disability representation in Australia, our Australia employee demographic presents a -18% variance based on a 0% representation.

Next steps



Survey our population on disability

Disabilities present themselves in many ways. In order to ensure that we are supporting our employees who have identified as having a disability that the business may not be aware of, and to ensure that we are providing the best level of support to our employees, we will be surveying the population to get a greater understanding of what the disabilities are. This will allow us to implement better overarching measures for those who have a disability in the instance that they have chosen to keep this information private or confidential.



Alliances

We will be partnering with specialist disability providers to ensure that we are deploying the best and most appropriate strategies and measures to support those with disabilities.



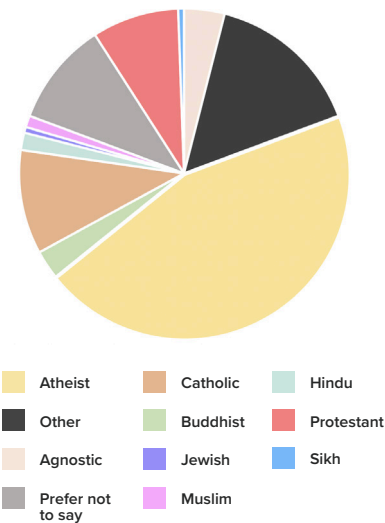
Mental health

Mental health has been a key focus in 2020 and will continue to be at the forefront of our agenda in the year ahead. Although not captured in these metrics we are extremely cognizant of the mental health issues that have arisen for employees in recent months due to the global pandemic.

Therefore, we reinforced our Employee Assistance Programmes to provide professional and ongoing support to our employees. We provide company wide coaching to help facilitate stress and anxiety management as well as implementing on-demand Wellbeing applications and websites that employees can access at any time.

Religion

Global view of Croud



Globally, 44.6% of our employee population identify as being Atheist. 15.5% of our employees categorise themselves as being Any Other Religion or Belief. 10.7% of our global employee base identify as Catholic with 8.5% of our employees globally identifying as Protestant.

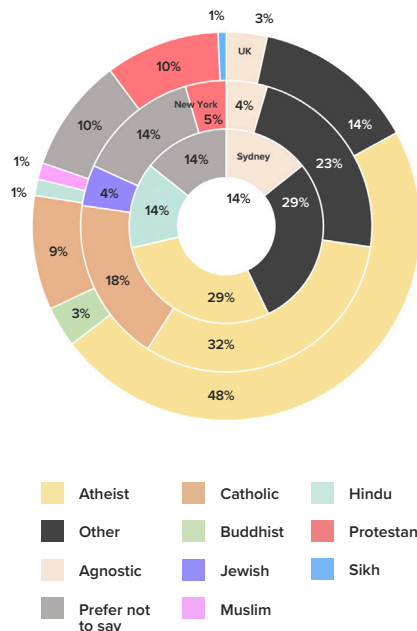
Universally, 4% of the employee population identify as Agnostic and with 2.8% of the population identifying

as Buddhist. 1.7% of our employees identify as Hindu, followed by 1.1% of our employees who identify as Muslim. Our smallest populations are jointly the Jewish and Sikh populations at 0.6% each and respectively. 10.2% of our employees have preferred not to answer this question.

Our Leadership population predominantly identifies as Atheist at 70.6%, followed by our general employee population at 44.8%. Please note that these figures are based on the number of respondents to the survey (176 out of 208).

Religion around the world

Global comparison



Next steps



Religious observance awareness

Our priority is to create a culture of freedom, dignity and respect of all of our employees. We will deliver tailored programmes about religious awareness. We believe a greater understanding of religious backgrounds will support our inclusive culture. The programmes will be delivered both in person and virtually to allow for optimal participation and consequently awareness.

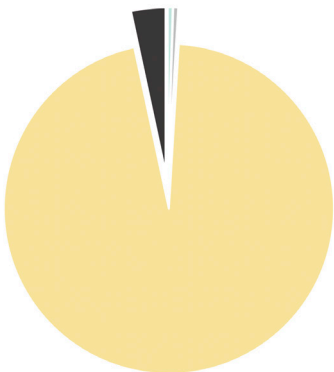


Religious observance spaces

We will be establishing religious observance spaces in all of our offices. We understand the importance of individuals being their authentic selves when in the workplace and we want to create the space to allow our employees the ability to be able to practice/observe their faith during the course of their working day with dignity and understanding. Therefore, we will put measures in place to allow for multi-faceted use of work spaces that will be available to our employees.

Employment status

Global view of Croud



Full Time

Part Time

Fixed Term

Contractor

Full time employees make up over 95.7% of our global employee workforce. 3.3% of employees are identified as having a part time employment status. Fixed term employees make up 0.5% of the workforce, as does the contractor population.

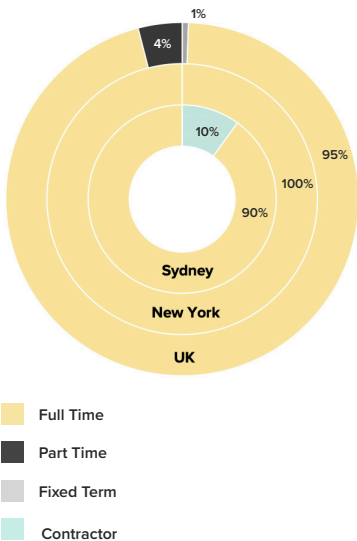
The prevalence of part time employees resides predominantly within our Leadership team at 1.4%. People Manager and general employee populations are 1% each.

There is 0% representation of part time of fixed term employment at a Senior Leadership level.

Please note, these figures are based on the global number of employees as data is collected during the onboarding process (208 in total).

Employment status around the world

Global comparison



Next steps



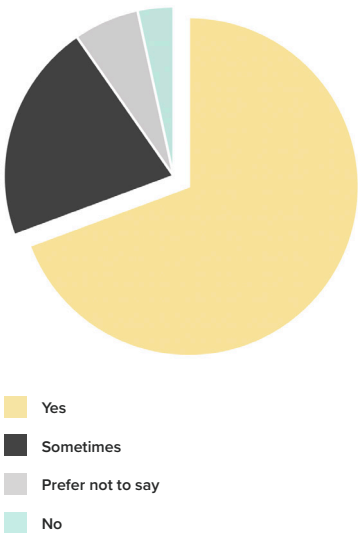
Communication to the business

We realise that some employees may not be aware of the working options that may be available to them. We want to ensure that employees are informed about the various workplace options, such as annualised hours or job shares, and will clarify that these working patterns are available (business needs withstanding).

Therefore, we will be re-communicating and sharing the policies and the process for requesting changes to full time work patterns.

Belonging

Global view of Croud



Although not a standard metric, we believe it is key to the culture of our business to clearly understand the feeling of belonging and inclusivity within our business.

Globally, 69.3% of our employees felt a sense of belonging, some of the time.

At a Senior Leadership level, 75% of this population feel a sense of belonging with 8.5% having this sentiment some of the time, and 16.5% confirming that they did not feel a sense of belonging.

For those at a Leadership level, 88.2% expressed a sense of belonging. This was followed by 11.8% of employees confirming an intermittent sense of belonging.

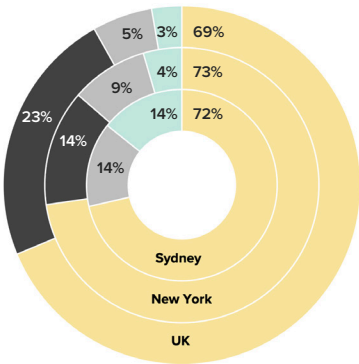
Of our people manager cohort, 63.5% of our employees expressed a feeling of belonging. 25.4% feel a sense of belonging some of the time. 4.8% of this group have expressed that they do not feel a sense of belonging, with 6.3% who prefer not to say.

Lastly, 69% of our general employee population expressed a sense of belonging, with 20.7% of this population feeling a sense of belonging sometimes. Conversely, 2.3% of this population say that they do feel a sense of belonging, with 8% of employees preferring not to say.

Please note, these figures are based on the number of respondents to the survey (176 out of 208).

Belonging around the world

Global view of Croud



Next steps



Culture Club

We want to ensure that employees feel a part of the business wherever they are in the world. Therefore we have created a Culture Club which is a collection of our employees from around the globe who will help inform the social events and employee events we hold in our business. The purpose of the group is to ensure a range of perspectives, insights and contributions in respect of our global and office events, therefore ensuring we capture the essence of inclusivity and diversification of thought from all of our business.



Working groups

As we place a bigger emphasis on the needs of those within our organisation, we want to ensure that we are making impactful and informed decisions, as well as taking key actions in respect of individual groups within our business. Consequently, we will be establishing working groups within these various demographics within our business, to help inform what we can do to make our environment more inclusive.

Culture contributions

How would you describe the culture at Croud?

I would describe the culture as “connected” as it often feels more like a support network or group of friends, rather than group of colleagues. It is easy to open Chat and speak to anyone in the business – everyone is happy to help where they can.

What do you like (the most) about the business?

I like the innovative nature of the business and its people. All ideas are welcome whether that be in relation to channels, clients, content or culture. It allows for a very progressive business where new initiatives are constantly being launched.



Alexandra Stamp
Senior Marketing Manager



Our roadmap for 2021

Job evaluation

As part of our organisational assessment, we want to clearly understand the roles within our organisation and the comparative worth of roles across our business. Therefore, we will systematically and methodically evaluate the positions globally, and across our organisation to ensure that we have parity and clarify the levels of roles within our business.

Equal pay assessment

As we continue to measure, track and monitor our people's demographic, we aim to obtain a greater level of insight and clarity in order to redress any imbalance, this includes assessments in relation to equal pay. As we now have a baseline of people data,

following the evaluation we will be able to assess the true position in relation to equity and clearly identify the gender pay gap.

We want to hold ourselves accountable and strive to make incremental, if not significant, progress in the areas of hiring from the underrepresented groups that have been identified in the collation and analysis of our employee demographic.

Diversity scorecard

In order to ensure that we continue to track, monitor and focus our efforts on delivering meaningful and impactful outcomes, a diversity scorecard has been created and will be submitted as part of the quarterly board pack submission, for review against pre agreed annual business

targets pertaining to the identified underrepresented groups.

Conscious inclusion training

Tolerance and understanding of diversity is critical and the bedrock of the culture at Croud. Consequently, we want to ensure that all employees have received and engaged with comprehensive and interactive Diversity training in addition to conscious inclusion training.



and want to ensure that we have interrogated our data sufficiently. In order to verify our data, and subsequent findings and actions, we are working with a diversity partner to overlay our data. This will allow us to corroborate our data and strengthen our agenda.

As we continue to evolve and engage our initiatives, we remain committed in holding our organisation, Senior Leadership, people leaders and the business as a collective accountable for making our business an inclusive place for everyone.

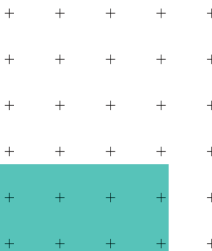
Communication of biannual and annual updates

We want to continue to remain accountable for our progress, therefore we will be providing mid-year updates and annual reports, to communicate the progress that has been made in respective areas.

Additional initiatives will be discussed and engaged in the months ahead, with the input and consideration of the Diversity and Inclusion Steering Committee.

Finally...

We acknowledge that this is the first phase of Croud's diversity agenda



Culture contributions

How would you describe the culture at Croud?

Croud has a fun and supportive culture, and is always looking at ways to invest in employees to ensure they are looked after and happy. A most recent example of this is the addition of a Culture Club, whose sole aim is to support the culture of Croud through events and activities.

What do you like (the most) about the business?

Transparency. Croud has always ensured that you are kept informed on every part of the business, changes, and updates.



Angela Pin
Global EA & Head of Events



Reflections from our Global HR Director

Croud has started its journey.

In July 2020, we knew that it was time for Croud, as business, to look at the demographic and composition of our organisation. This was to examine, for the first time, our people, their backgrounds, and the breadth of difference within our business. Like many organisations, we believe and want our business to reflect the society that we live in and be representative of our clients, partners and associates.

Simultaneously, we want to ensure that we truly understand, acknowledge and appreciate the intersectionality of difference, experienced by our employees, and consequently take material measures to allow our employees to come to work as their authentic selves. This mandates us to have difficult conversations. Collating and communicating our people metrics truly holds us accountable in the progress that we make.

We appreciate that some of the results of our first survey may not be what one would expect or hope to see in respect of statistics, output or outcomes. But, whilst we acknowledge that there is work to be done, we also accept the insight and intelligence that this data communicates about our people. We unequivocally know where we are and determinately know where we are going.

People are our business and everything that makes the culture of Croud tangible. The steps that have been taken in the last six months have been phenomenal and we will continue to build on these solid foundations.

I know that I, like many employees within our business, am excited and purposeful about our diversity and inclusion journey. We remain committed and focused on continuing to evolve a culture that is inclusive of everyone, embedded on a foundation of respect, tolerance and equity.



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.

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