

2023

Equitable design & impact Transparency report

Accountability, action, and progress at Culture Amp



Table of Contents

01 Introduction

02 Staying accountable for equity & inclusion

03 Creating access across the ecosystem

04 Taking responsibility for our environmental impact

05 Conclusion

Over the last few years, we've started to crystalize what it means to build a company that achieves our mission: to build a better world of work. A part of that reflection has been the idea that *how* we build our company may be even more important than *what* our company does. That is, how we make and keep our commitments to our employees, customers, and the broader business community may leave a stronger legacy than the impact that our software does alone.

In 2023, we not only had to look at the commitments we made; we also had to support others in navigating a turbulent, uncertain, and, at times, devastating external environment that has deeply impacted how people show up at work. We've had to define for ourselves what "keeping our commitments" means in that context.

In the process of doing this work, we've sought to balance addressing historical inequities in society, the tech industry, and our own company, while providing support in the present moment for some of our employees' most difficult experiences.

Wherever possible, we've addressed systemic problems with systemic solutions, even when those solutions start small. We've learned that this work requires not only personal dedication, but specific focus and resourcing – even, and especially when, the spotlight is on other areas and issues.

This year, that has meant that we've leaned further into our values and the equitable design principles that we apply to as much of our work as possible:

Consent: We aim to be conscious of the ways that power interacts with how we invest in equity, and we seek to work in an authentically collaborative fashion. We're especially mindful of the cost that people from marginalized backgrounds pay for advocating for a more equitable workplace.

Marginality: We design for the "stress case" experience. This year, we centered our BIPOC, neurodiverse, and trans Campers (a.k.a. Culture Amp employees) in our programming.

Community: We hold the wisdom of those most impacted as the best source of what's working – and what's not – within the company. We rely on the community's perspective as the starting point of co-developing solutions.

Progression: We aim to share our wins as well as lean into transparency where we've missed the mark. We use our failures to define where we invest the most resources for the next cycle.

As with most of these reports, you'll see that we are highlighting areas where we've made progress and achieved many of our goals. But you'll also see, directly and in plain language, where we haven't had the success we've envisioned for ourselves and our culture. Our reasons for sharing all of this is twofold: we believe that transparency is the best way for us to be held accountable for our commitments, and we hope that we can help other companies see the value of showing your work, even when progress is not perfect or linear.

*Thank you for coming on the journey
with us.*

Staying *accountable* for equity & inclusion

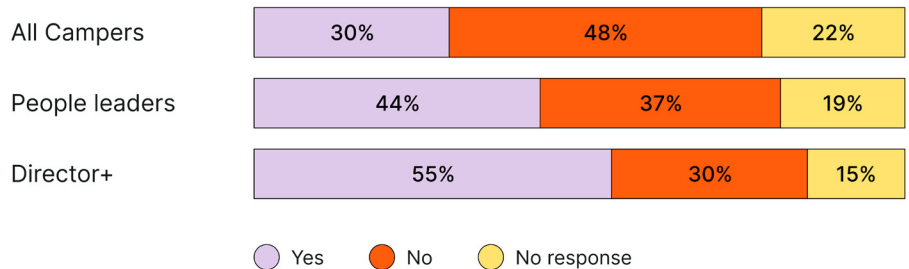
2023 Goals and progress

2023 GOALS	Goal	Progress
	33% of new Campers at the VP level and above identify as BIPOC	→ 100%
	28.5% of Campers at the Lead / Senior Manager level and above identify as BIPOC	→ 26%
	Campers' with mental disabilities positive responses to questions about career opportunities increases by 10% points	→ No improvement
	We understand the representation and experience of trans and non-binary Campers, and have implemented programs to address their greatest challenges	→ Achieved

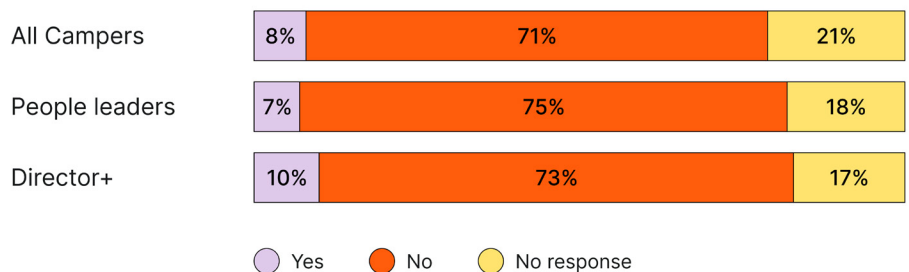
Global representation

This year, we collected demographic information from 882 Campers on a voluntary basis, which represent the variety of communities shown below. As a part of our commitment to evolving transparently, we are not only reporting on five aspects of identity but also breaking down that representation for the whole company, including all Campers, People Leaders, and our Director+ population.

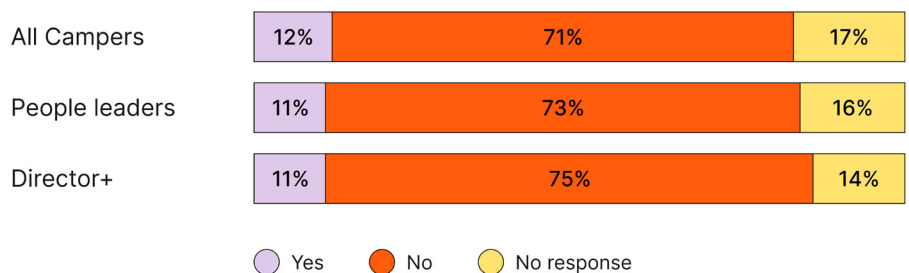
Caregiving responsibilities



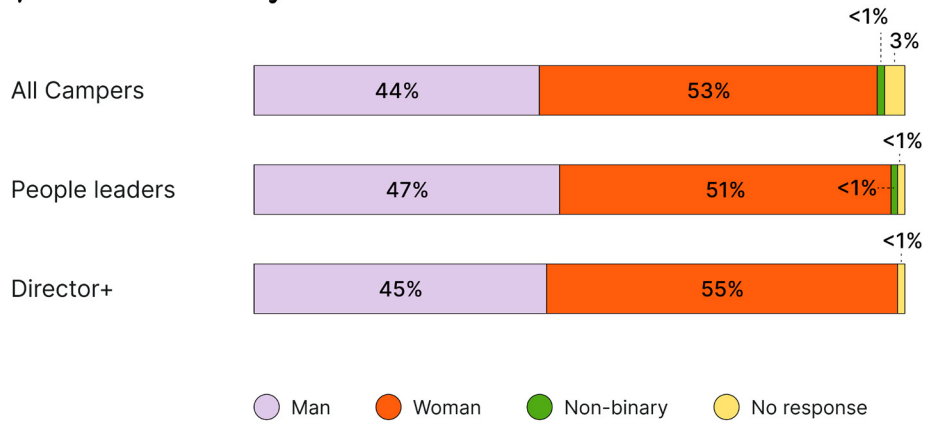
Disability status



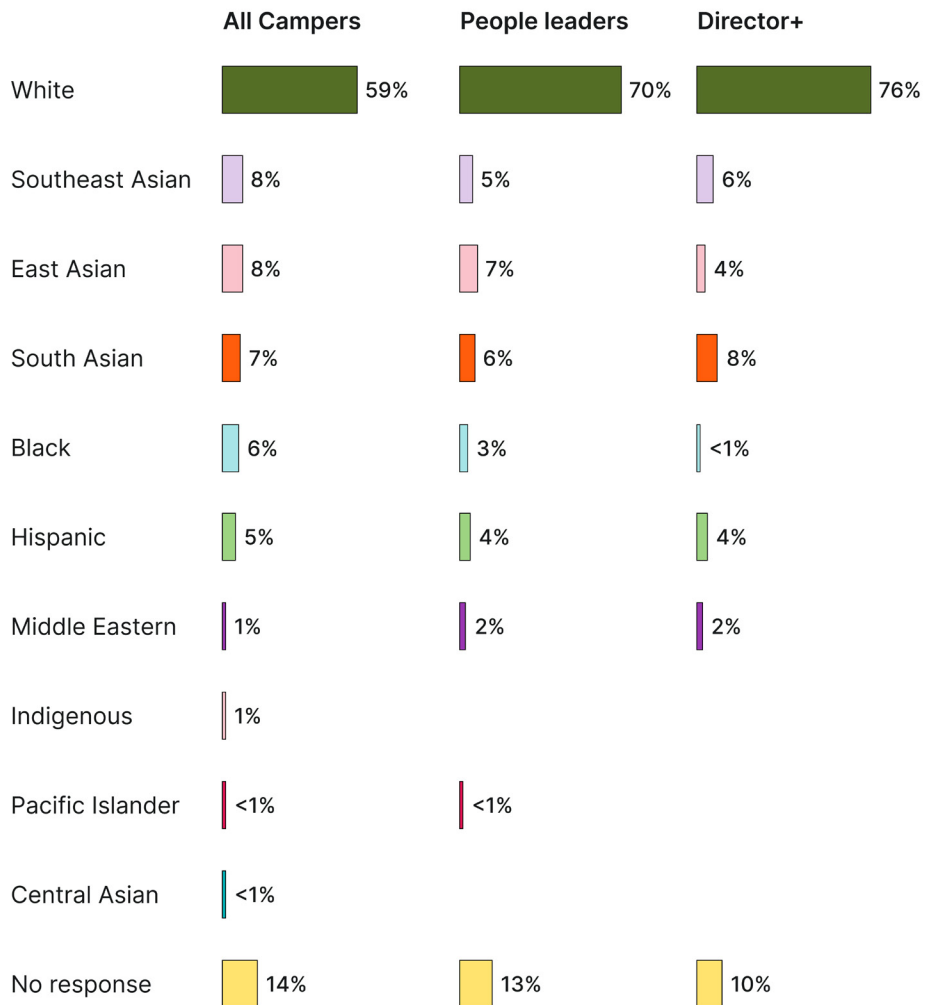
LGBTQ+ status



Gender identity



Race and ethnicity



Investments

Grounded in our efforts to build accountability for equity and connection among our Campers, we continued to invest in our anti-racism and disability inclusion programming in 2023. Our programs included:

- **Equity audits:** We continued auditing our performance, pay, and promotion processes to assess systemic bias. We go beyond gender and race by looking into ethnicity, disability, LGBTQ* status, caregiver, and native English speaker status, and examine intersectional identities where data allows. We do not consider the outcomes of these processes finalized until our audits show we have run structurally equitable processes.
- **Equity & inclusion education:** We prioritized equipping our managers with the skills needed to support BIPOC and employees with disabilities. Nearly all of our people leaders who support Campers from these communities attended trainings focused on anti-racism and disability inclusion.
- **Employee resource groups:** We continued our practice of [compensating our ERG Leads](#) for six community groups, and invested in helping them deliver programming to promote connection and growth among their members. To expand the impact of the program, we added a member of the EDI team with a specific focus on this program.
- **Accommodations & adjustment program:** This year, we took feedback from Campers with disabilities on their experience of accessing accommodations (or why they haven't) and worked to improve our program. Our next steps are to grow awareness of the program and uplevel the confidence of our managers and People & Experience team to deliver these supports.
- **Mental health support:** We've continued to offer mental health resources globally, including access to therapy and coaching through our partner Modern Health. Additionally, all employees have access to our Employee Assistance Program.

- **Expanded leave & support policies:** This year we introduced policies providing specific support for bereavement and domestic violence, including extended flexible leave. We continued to offer leave, financial, and relocation assistance to Campers experiencing emergencies and/or external threats to their safety and/or wellbeing.

This year, we also began investing intentionally in the experience of our transgender and non-binary Campers, which we began by hosting focus groups and interviews with members of the community. While we previously had initiatives meant to include them (including gender-inclusive restroom facilities and options to include pronouns in IT systems), this year we developed:

- New data collection practices to measure trans employees' representation and experiences
- A guide to gender transition at work, including overviews for accessing gender-affirming care within our US health plans
- Accessible processes to simplify name changes within our IT systems
- An in-platform [feature](#) to prevent deadnaming for our employees and customers

Lessons learned

In 2023, Culture Amp faced considerable challenges due to the economic landscape, mirroring the experiences of others in our industry. This resulted in business adjustments, including a reduction in our workforce.

Despite these challenges, we achieved many of our goals to make structural improvements to the company, but they had mixed impact on our Campers:

- While we improved the experience of our trans Campers, their representation didn't increase significantly.
- We didn't achieve our goal of increasing the sentiment around career development for our mentally disabled employees, even while their promotion rates were in line with their non-disabled peers.
- We saw increased representation of BIPOC employees (including at our senior-most levels), but saw the quality of experience of our Black employees decline.

These patterns have guided our priorities and investments for 2024.

2024 GOALS

2024 Goals

In 2024, our global team will focus on:

1. Improving the **psychological safety and career mobility** of Black employees
2. **Improving career development** for Campers living with mental disabilities, especially autistic Campers
3. Driving **increased representation and positive experience** for trans and non-binary Campers

Creating *access* across the ecosystem

Culture Amp's mission is to create a better world of work by amplifying the experience and the impact of over 100 million people. Through deep discussions with nonprofit leaders, Campers from every level of the organization, and members of the communities we serve, we realized that we are uniquely positioned to make a positive impact in the world and launched [The Culture Amp Foundation](#), whose mission is to make a better world of work more attainable.

2023 Goals

2023 GOALS	Goal	Progress
	Match \$35,000 USD in Camper donations	\$35,552 USD
	Provide at least \$7.4 million USD in social impact discounts and grants for our software and services	\$7,575,402 USD
	Develop and launch the Culture Amp Foundation's 360 approach to sustainable impact	Achieved

Philosophy and investments

In developing our philanthropy philosophy, we knew we could contribute to increasing our social impact in several ways. Most importantly, we knew we wanted to:

- Think beyond crisis-response donations
- Make it clear to the organizations we support that they can call on us
- Facilitate meaningful relationships between our employees and the organizations we support
- Center [Culture Amp's purpose](#) to make a better world of work

We formed the Culture Amp Foundation's 360 Social Impact Strategy to serve this purpose.

Our 360 approach

Our 360 approach is a theory of change that takes a holistic view of how our organization can support a social cause. Our strategy includes:

- **Contribution:** Our monetary contributions and grants are gifted to organizations that focus on making a better world of work more attainable.
- **Collective action:** Our team identifies ways to ensure our product is accessible across industries and that business owners historically impacted by injustice can create a better culture in their organizations and companies.

Culture Amp now offers several discounts and grants, including a 35% discount for qualifying nonprofits and a 10% discount for B Corps. As a part of our [anti-racism commitments](#), we also offer grants up to \$25,000 through the [Kevin Wiggins Racial Justice Grant](#) and a 38% discount to recognize the wage gap for Black women through our [Black and Indigenous-owned Business Discount Program](#).

- **Camper activation:** Employees at Culture Amp are encouraged to invest in their community through skills-based and general volunteering – an effort we support by offering every Camper five [Social Impact days](#) annually. We also provide donation-matching dollars for employees to utilize. For crisis response, we generally triple those donations.

- **Community and advocacy:** Social impact cannot and should not be an individual endeavor. We are proud to be a [Builder company with Pledge 1%](#) and a [registered B-Corp](#). Through community building and partnerships, our Foundation team will elevate organizations and causes globally to help support the work needed to make a better world of work more attainable.

Our first Culture Amp Foundation grant recipient is Indigitek

By 2025, STEM jobs will comprise 75% of the Australian workforce. While Aboriginal and Torres Strait Islander people only make up 3% of the Australian population, they make up nearly [0% of tech industry workers](#). Indigitek is at the forefront of developing the next generation of First Nations STEM professionals. Learn more about their work [here](#).

2024 GOALS

2024 Goals

In the new year, we will look to:

1. **Drive engagement** among our employees with a focus on leveraging their skills to support non-profit partners
2. Ensure our grant giving is having a **measurable impact** and more deeply invest in our existing partners
3. Accelerate our impact to organizations doing good with **increased product donations**

Taking *Responsibility* for our environmental impact

2023 Goals

2023 GOALS	Goal	Progress
	We have measured our emissions footprint	Achieved
	We have articulated our net-zero goal and developed a plan to achieve it	Achieved

Philosophy and investments

Over the past year, we have undertaken in-depth strategy work on climate action. We have built an ambitious net-zero plan, which sets out our roadmap to take accountability for our environmental impact by reducing our emissions. As we prepare to launch this work publicly, we have taken stock of progress made over the past year.

In 2023, we undertook key projects to reduce our emissions, including:

- Improving the energy efficiency of our data centers. We moved away from older, power-hungry processor architectures to efficient new ones and optimized our usage patterns. This resulted in a 49% reduction in associated emissions.

- Establishing our office in Chicago in a LEED Platinum-certified building.
- Launching the Camper Climate Toolkit – a resource for upskilling our employees to reduce their own carbon footprint.
- Holding learning sessions for employees on home energy efficiency and climate justice.
- Supporting a fundraiser for Environmental Awareness Month, matching employee donations to climate NGOs.

At Culture Amp, we know from our own products that to take meaningful action, you need measurement and accountability. That's why we have included our emissions disclosure for the second time in line with the [GHG Protocol](#) covering the Australian Financial Year 2023. The results showed that indirect emissions remained our largest category, dominated by emissions from purchased goods and services. Recognizing the importance of supply chains to our impact, in 2023, we took on the role of Advocacy Lead in the B-Corp Climate Collective Business Council, encouraging emissions reductions beyond our operational boundary.

The results also showed an increase in our flight emissions, reflecting increases in travel post-COVID. Despite this, flight emissions remain below our 2019 (pre-COVID) levels. In 2024, we are looking at systems and processes to prioritize sustainable travel options.

Emissions table

EMISSIONS	Scope	Emissions Source	Emissions (Tons CO2e)
	Scope 1	Direct combustion	0
	Scope 2	Purchased energy (including electricity, cooling and heat)	192.5
	Scope 3	Indirect emissions (including purchased goods & services, employee travel, work from home etc.)	8963.5
	Total (Scope 1, 2, & 3)		9156

At Culture Amp, we recognize the pivotal role First Nations people play in environmental stewardship. This year in Australia, we saw the Voice Referendum dominate the national discourse. This provided an opportunity to reflect on the messages of Aboriginal and Torres Strait Islander people, including calls for a sustainable future and environmental protection. Culture Amp founders publicly stated their support for the 'yes' vote, and we are committed to continue to listen to and amplify the voices of First Nations peoples in our environmental work.

2024 GOALS

2024 Goals

Next year, we're looking to mature our approach to having a positive environmental impact by:

1. **Improving the data quality** underlying our emissions audit
2. Achieving **accreditation for our climate goals** with the Science-Based Targets Initiative
3. Taking our first steps on our **journey to net zero**

Conclusion

We're proud of the strides we've made and also humbled by the areas in which we've yet to achieve our ambitions.

We believe that sharing these results and our forward-looking goals are a crucial part of both holding ourselves accountable for the commitments we've made and inspiring you to join us on the journey to build a better world of work.

Want to help us make the world
of work more attainable for everyone?

Be part of the Culture Amp
Foundation programs.

[Learn more](#)