

**SPEKTRIX** 

# B Impact Report

Certified



Corporation

**June 2022  
to May 2023**

**Artistic, cultural,  
and entertainment  
experiences  
are essential to  
individuals and  
communities.**

**MICHAEL NABARRO**

(he/him)

CEO & co-founder



They uplift and inspire; they break down social division; they enable audiences to transcend difference and feel their shared humanity. The stories told on stages, in exhibitions, and at events can challenge long-held views, inspire action, and drive positive change across society and for our planet.

Our purpose is to build the reach, health, and resilience of this essential sector through great technology, designed around their needs, and the support to thrive in a changing world. **Our greatest impact on social wellbeing comes through enabling the sector we serve.**

With a technology partner that's invested in their long term success, the theaters, event spaces, and arts centers with whom we work can share their stories ever more effectively with patrons and communities. With an employer that's invested in their personal growth, our team members can apply their skills ever more effectively to support those vital organizations.

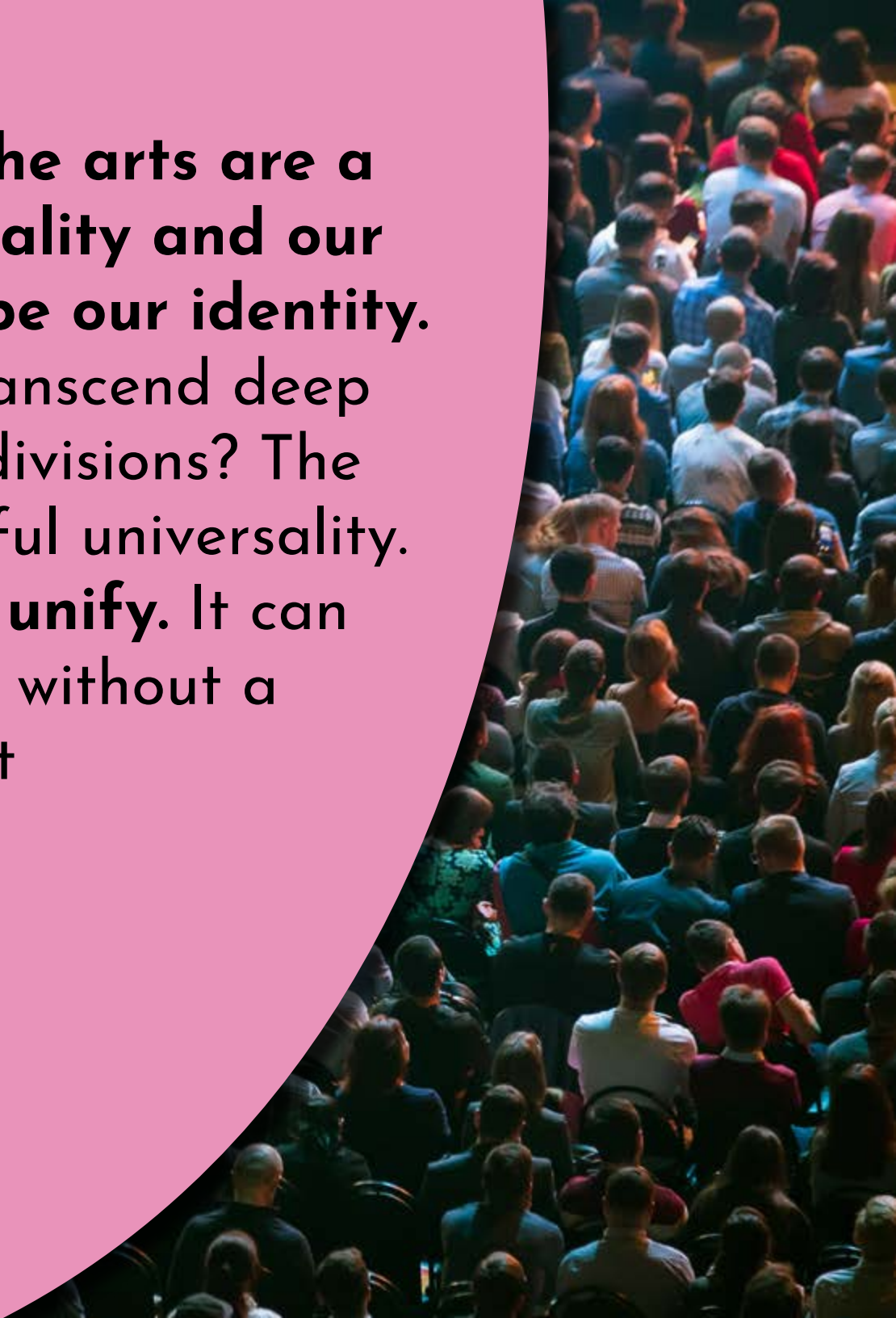
In this B Impact Report, we share our story - how we inspire action and drive positive change within our own team and across the sector. Every day, I see colleagues living our values, challenging themselves to deliver greater impact, and exploring opportunities for collective improvement. There are many examples, but a few which I'd highlight in particular:

- **We're maintaining the best possible technology to meet our users' needs** by investing in the underlying architecture of our software, ensuring that the Spektrix system stands the test of time. In the mid to long term, this will also enable us to develop features at greater speed and scale, staying ahead of the changing priorities of the sector.
- **We're supporting our users on a more individual level**, by finding new ways to understand each organization's priorities and offering the most relevant features or support.
- **We're helping team members to challenge themselves and one another.** Continuous improvement is one of three company values, and we're supporting every member of the team to get better at giving and receiving constructive, personal feedback - so that together we can deliver even more impact with and for the cultural sector.

**“The arts are not a frill. The arts are a response to our individuality and our nature, and help to shape our identity. What is there that can transcend deep difference and stubborn divisions? The arts. They have a wonderful universality. Art has the potential to unify. It can speak in many languages without a translator. The arts do not discriminate. The arts can lift us up.”**

**BARBARA JORDAN**

Former US Congressional Representative





## Growing the pie: Purpose-driven impact

As a purpose-driven organization, we're invested in the principle of creating profit by creating value for society - focusing on success for all of our stakeholders. This includes the organizations we work with, our partners, members of our own team, our shareholders, and the wider arts and culture community. And that approach has been recognized in our B Corp certification - it's rare for a company to operate with three **Impact Business Models**, going beyond everyday good practice to having a business centered around delivering social impact.

We maximize our social impact by staying true to our central purpose. **That's why it's key that we remain firmly focused on what we uniquely do best: creating and supporting powerful cloud-based tools for customer relationship management, marketing, fundraising, and ticketing for the arts and entertainment.** That in turn supports cultural organizations to deliver their crucial work: telling stories, improving the quality of lives, providing meaningful employment, and so much more.

This approach won't succeed if we focus on short term profitability and growth. Instead we make decisions and investments that will maximize the benefit to all of our stakeholders in the long term, among them investors who are bought into this approach. You'll find examples of these decisions and investments throughout this report, from redesigning our software architecture, to building the strongest possible company culture.

B Lab and the B Corp community have inspired us to deliver greater and greater value through our Impact Business Models. In this report we also take inspiration from Alex Edmans' 'Grow the Pie', especially his views on tying purpose and profit together.

Both of these influences are woven throughout the following pages. We hope you find the call to bring social impact and purpose to the business world as inspiring as we do.



“We often think that companies can only transform society if they’re in an industry like pharmaceuticals, which has the power to cure river blindness or coronavirus. **This isn’t true.** Just like the different organs in a body each play their own part, **a company creates value by fulfilling its unique role in the world in an excellent manner.** An enterprise doesn’t have a responsibility to solve all the world’s problems, but instead to focus on the issues it’s uniquely well placed to solve.”

**ALEX EDMANS**

Grow the Pie, 2022



# Reading this report

This B Impact Report explores many aspects of our work, and how each of them relates back to our core purpose. You may wish to read it from cover to cover, or you may wish to pick out elements most relevant to your relationship with Spektrix.

**If you're a member of our team, or thinking of joining us:**

- Workplace culture, wellbeing & development (20-22)
- Team stories (23-24)
- Hybrid working, feedback & learning (26-29)

**If you're a Spektrix user, or considering Spektrix for your organization:**

- User Community & support (9-12)
- Recent & upcoming feature developments (16)
- Integrations & sector expertise (17-19)

**If you're a fellow B Corp, or interested in our purpose-driven approach to business:**

- A letter from our CEO (2)
- Purpose-driven impact (4)

**If you're interested in our plans to better measure our environmental impact:**

- Our next major focus (30)

**If you're a software engineer, or interested in our infrastructure:**

- Agile engineering (13-14)
- Building a lasting infrastructure (15)

## PART I:

# Customers & Community

“Spektrix works with over 600 creative, ambitious and inspirational arts and culture organizations working across the US, Canada, UK, and Ireland. We deliver our social impact by supporting the organizations we work with in delivering theirs: our technology, support, and guidance helps them connect their creative and social storytelling with audiences and communities.

In partnership with Spektrix, arts organizations grow stronger and more collaborative, enabling ever more individuals and communities to engage with a full range of artistic, cultural and entertainment experiences. We’re delighted that a growing number of these organizations choose to work, and continue working, with a technology partner that shares their values and commitment to the arts industry, its workforce, and its audiences.”



**ALICE YOUNG** (she/her)  
Managing Director, UK & Ireland



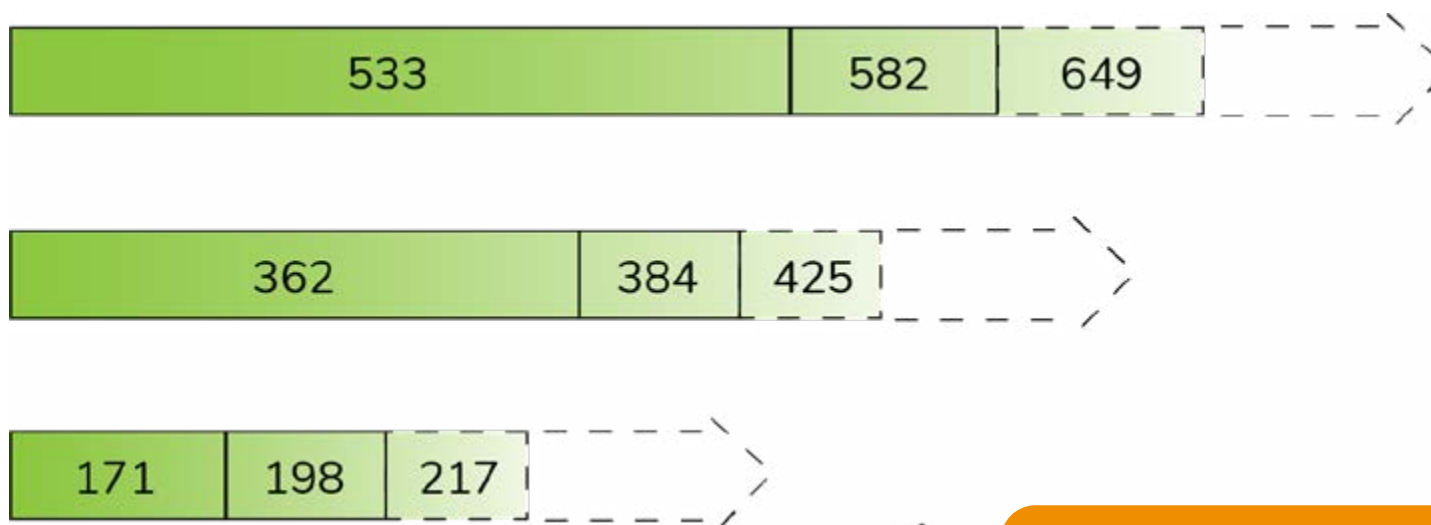
# Measuring impact through growth

## Arts organizations continue choosing Spektrix as the technology partner best aligned with their values

In the last year, the Spektrix Community grew by over 11%, from 582 to 649 organizations worldwide. Each of these clients enjoys the full benefit of our software, support, and experience, and their needs and priorities sit at the heart of our work.

Through continued growth, we can increase the impact we deliver and measure whether we're delivering it effectively. The clearest evidence of our value lies in organizations choosing to continue working with us, and new clients continuing to choose us as the supplier that best reflects their purpose and their needs.

But we don't limit our support to these core users. Wherever possible, we share our knowledge and guidance with the wider cultural sector community - supporting arts organizations and professionals, at no cost or commitment, to achieve our shared purpose.



**LEARN ABOUT OUR CLIENTS**



## A supported solution

There's little value in providing cutting-edge technology unless it helps users to achieve their ambitions. That's why we've designed a system that's as user-friendly as possible, even for people with limited experience of data management or technology. And it's why we go beyond technical support to offer comprehensive training, best practice guidance, and consultative advice, at no additional cost to users.

We continually invite feedback and evolve our offer around users' needs. For example, we're in the process of migrating system training sessions into self-serve video, allowing people to access guidance wherever and whenever they need it.

Last year we committed to introducing an ongoing Net Promoter Score (NPS) assessment, helping us continually measure and respond to clients' perceptions of our service. We did this, and took it a step further - NPS is now just one element in a purpose-designed framework for measuring clients' uptake of our system and support, helping us to understand and support each organization on a more individual level.

## Understanding client engagement with a bespoke relationship framework

By combining qualitative measures, we move beyond net promoter scores to a deeper understanding of the organizations we work with, their priorities, and needs.

Some of these measures include:

- **How often we're in touch with team members and leaders** - users understand the scope of our service, and know we're open to conversation about their needs.
- **Adoption of relevant features** - users understand how to find the features that are most relevant to them, and how to find guidance on using them.
- **Advocacy** - users are happy to talk positively about their relationship with Spektrix and the value it brings to them.

"Push on Spektrix. Go deep and say, 'Could it be better? Could we do something else?'"

And I find that Spektrix is really interested in those conversations. They want to debate that and say, 'Yes that could be better, I see your point.' They want those things.

So if you have ideas, bring them to Spektrix. I find that they're really receptive to trying things out."

**JEANNA VELLA**

Director of Marketing and Data Analytics,  
Cincinnati Shakespeare Company

## Empowering customers through strategic support

Many software companies offer support services, helping to solve technical queries posed by system users. At Spektrix, our client success offer is different in two crucial ways.

1. **There's no extra charge.** Support, training, and strategic advice are all offered as a core part of our solution. By helping our users succeed, we grow the pie for their teams and audiences as well as for our own long-term success.
2. **It's focused on learning and improvement.** When a question comes to us, we'll answer it - but we'll also explore the opportunity to offer additional context, advice, or guidance to build clients' use of the system.

### 2022-23

- ✓ Improvements to our **Support Center** with new training and guidance to support multiple learning styles.
- ✓ Clearer communications to clients about our support for **report building**.
- ✓ Delivered **13 online webinars**, a library of on-demand recordings, and our first in-person Hubs events across 7 cities.

### 2023-2024

We'll continue upskilling our team to respond to the needs of the organizations we work with, to focus on their priorities and offer **strategic, consultative support**.

We'll roll out **on-demand training** resources for users to access whenever and wherever they need them.

## In practice: Beyond survey results

Why not rely on simple quantitative measures, like clients' feedback on our support queries, or their net promoter scores?

Firstly, the response rate for our NPS survey was low. It proved enormously valuable for flagging users with concerns, so we could quickly pick up and respond to their questions for us. But it didn't provide a complete picture of our users' satisfaction.

In contrast, the response rate when we ask clients to score the quality of our support is good, and those scores are consistently high. But we hold ourselves to high standards; we might have answered the original question, and pleased our user, but if we haven't delivered our focus on learning and improvement, we wouldn't give ourselves 5/5.

Even when we join up the two types of feedback, similar risks apply. If clients are content, but we're not helping them to achieve their potential, that's not good enough - we're committed to providing them with the tools and knowledge they need to recognize prospective growth areas and build the efficiencies, revenue or insights that will help them every day.



## Websites

A specific strand of our relationship measurement is to assess the effectiveness of every website integration with Spektrix - so that we can help every organization we work with to continuously improve their own experience and that of their patrons.

**Around 73% of all transactions take place online - up from 56% just five years ago. Online sales create vital efficiencies for busy arts venue teams, and help them make best use of segmentation and personalization tools in Spektrix.**

Once we've embedded this approach to measurement we'll reach out with relevant, in-depth support for those organizations whose web integrations could benefit from improvement.

In the meantime, we'll look for opportunities to provide quick, actionable advice as we assess each website. These might be small technical changes that can be quickly implemented, or guidance to help users understand the full scope of support that we and our partners can provide.



**ONLINE TICKETING**

### 2022-23

- ✓ We've established a framework for measuring the success of website integrations, and we're piloting it with clients in the US and Canada.

### 2023-2024

We'll have **measured the quality of integration** on all our clients' websites.

We'll launch a **new, simple way for patrons to book tickets** using Spektrix, even if organizations don't have the resource for a full website integration right away.

### Future

We'll use this process to identify best practice and **offer effective support** to clients who may be missing out on online revenue or engagement.



## Agile engineering and information security

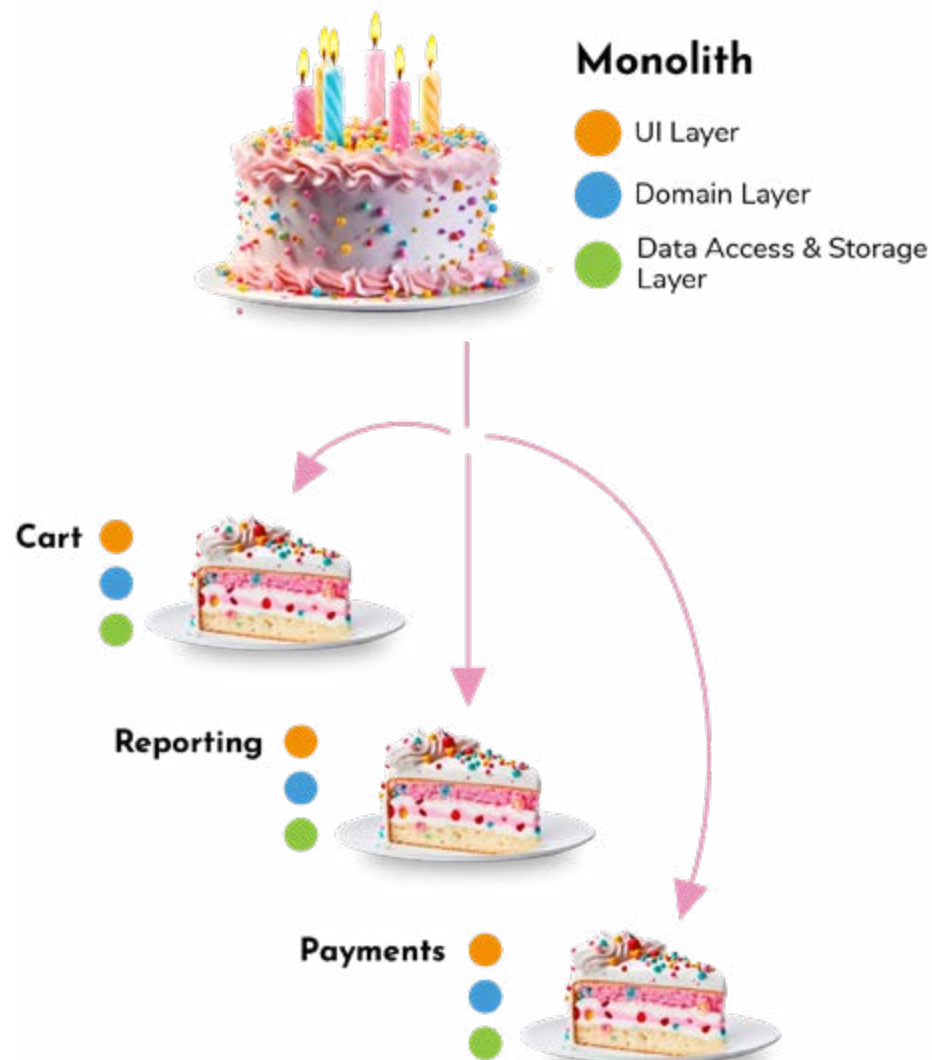
An important way for us to serve the organizations we work with and achieve mutual success is through the continual improvement of our software. The working environment for arts and culture is changing more rapidly than ever, and we're committed to providing users with the most valuable and relevant feature set possible - as well as the support they need to make good use of it.

With that goal in mind we're making major changes to our platform. These changes are invisible to users for now, but they'll play a major part in helping us deliver more, and more impactful, updates in the near future.

Originally, the architecture of the Spektrix system looked like a series of horizontal layers, together containing around 3 million lines of code. System updates involved changes in every layer - and that required a lot of testing, discussion, and learning to ensure that the work of multiple teams functioned smoothly together.

Now we're moving to a **vertical architecture** - giving each engineering team their own area of ownership. Key system elements like reporting, payments and cart items will each sit in their own column, enabling teams to work more efficiently and autonomously, building and running their own changes without impacting others' work.

**This major piece of work will underpin the structure of the platform for years to come, enabling us to increase the scale and speed of product releases for the benefit of every organization we work with.**



## ISO 270001

ISO27001 is an international standard for information security, enabling organizations to develop high quality working practices suited to their culture and business model. **It's our goal to be ISO270001 certified by the end of 2023.**

This certification will demonstrate our commitment to constantly assessing and managing information security risk, using an independently audited framework with plans in place for continual improvement. Spektrix users can therefore be confident that their data, and that of their audience members, will continue to be managed to the highest standards.



“Every technology company has some level of technical debt - old code or infrastructure that needs to be cleaned up or redesigned to enable efficient, modern approaches to software development. Companies that don’t stay on top of that debt might thrive for the short term, but eventually they become unserviceable and slowly fade away.

If we didn’t address our infrastructure, we might remain a market leader for 5 years. But we’re focused on ensuring that we can still provide the best possible solution for our clients in 20-30 years’ time. That’s why we’re investing in our system architecture now - so we maintain a strong, stable framework from which to keep building the features that will help the organizations we work with to thrive. Our growing engineering team means we have the capacity to complete that vital work, and at the same time to focus on providing a continuous pipeline of improvements to accessibility, communications, payments and more. That way, the organizations we work with enjoy both immediate benefits and long term security, knowing we’re invested in their lasting success.”



**JASON EFSTATHIOU** (he/him)

Director of Software Engineering,  
Spektrix



## Ticket Subscriptions

Even before the pandemic, arts patrons were placing increasing value on flexibility. This meant that sales of traditional, fixed subscriptions decreased, whereas more open, “choose your own” style subscriptions are on the rise.\*

Spektrix clients could sell flexible subscriptions before 2023, but it was complicated to do so. **In February, we launched Ticket Subscriptions - our custom solution for flex pass sales - and we’re continuing to test and add to that solution over the year to come, helping our clients to inspire more frequent attendance and cross-genre discovery among audiences worldwide.**

\*JCA Arts Marketing | [Finding the Opportunity in Subscription Decline](#) | 2023



### Cincinnati Shakespeare Company Ohio, USA

Flex pass sales have long been a core part of Cincy Shakes’ programme, and they’re seeing a steady regrowth in subscribers since the pandemic. New tools in Spektrix have saved them weeks of work each season - creating time and brain space for innovation. From smaller subscription packs offering a lower-cost entry point, through to premium night passes and young people’s offers, there’s potential to create the right incentive for every audience member.



**READ THE FULL STORY**



## Impact in partnership

Our business impact is greatest in those areas where we can deliver excellence, and where our skills, knowledge or expertise are best placed to provide value to the organizations we work with. But each of those 600+ organizations has its own unique role to fulfill, its own community impact to deliver, and its own unique requirements for technology, insights, or expertise.

That's why **we're committed to working collaboratively with partners** to extend our solution. Together we can support more of our users' needs; and by developing and connecting our individual areas of expertise, we can share success more widely across the cultural sector community.

We work proactively to build relationships with new and existing partners - especially where their technology, insight or expertise can most benefit our clients or the sector as a whole. Our growing Partner Ecosystem gives users the freedom to choose the right approach, based on their own priorities and resources - from simple, data-led solutions helping them to test and explore ideas, through to fully automated, integrated technology built to deliver results with minimal administration.

Because we believe that freedom of choice is important, we don't charge clients or partners for referrals. Our role is to facilitate connections, helping users and partners find the right solution for their own unique organizations.



## Partnership in numbers

# 41

partners offer integrated solutions to help arts organizations achieve more with Spektrix.

# 18

key challenges facing arts organizations addressed by these solutions.

# 95

partners list their services on the Spektrix Partner Directory, making it easier for users to find the expertise they need.

# 248

clients - 40% of our users - are using partner solutions to achieve more through Spektrix.



## The Future of Loyalty

The world is changing, and the arts and live event sector is struggling to find benchmarks for sales or success.

Alongside the launch of our Ticket Subscriptions feature, we drew together seven leading experts from across the arts sector. Together, we explored what audience loyalty looked like post-pandemic, and what might happen next, in a webinar and blog series that was made available free of charge to Spektrix users and the wider arts and culture community.

“The data suggests an incredible opportunity for arts organizations to take a hard look at their loyalty program offerings, through the lens of what their audience is actually looking for. While traditional fixed subscriptions continue to decline, there is a strong appetite among audiences for more flexible options that fit their 21st-century, post-pandemic lifestyles.”

### JENNIFER SOWINSKI NEMETH

Senior Consultant & Analyst  
JCA Arts Marketing



THE FUTURE OF LOYALTY

### 2022-23

- ✓ Alongside technical updates to enable **Google Analytics 4**, we brought together partners to offer guidance and expertise in setting up and interpreting web insights.
- ✓ API changes have enabled clients to set up **automated dynamic pricing** through partners, and we're jointly supporting them to balance revenue, ethics, and audience expectation.
- ✓ Secure, anonymized data is made freely available to trusted consultants to **re-establish benchmarks and insights** for the sector.
- ✓ We're **more effectively measuring and tracking** clients' use of partner solutions, helping us to prioritize new connections and resources where their impact can be greatest.

### 2023-25

We'll explore **new integrations and solutions** to support classes and courses, payments, and online purchases, based on client conversations.

We'll **improve our Partner Directory and other resources** to help clients understand all of the options available and to align that with their priorities.

**PART II:**

# **Workers & Environment**





# Understanding engagement

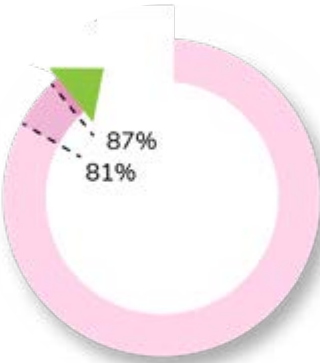
## Listening to our team members to grow workforce wellbeing

Investing in our team members contributes to their immediate wellbeing and long-term career growth, as well as to our ability to grow the overall value of our offer. Building a team of diverse thinkers, committed to and rewarded by our shared success, contributes to the success of the business, of every team member, and of the organizations we work with.

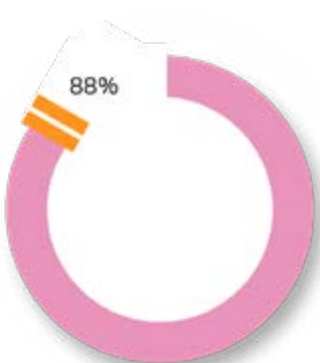
We use tools provided by our fellow B Corp, CultureAmp, to monitor team sentiment and demographics. By monitoring and analyzing results across office locations, team membership, job level and personal identity, we can identify and prioritize those initiatives with the greatest potential to positively impact team members' wellbeing and engagement with our purpose.



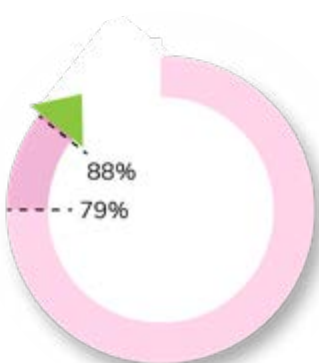
83% feel pride in and commitment to Spektrix



88% perceive Spektrix as innovative and values-driven



88% believe that their wellbeing is supported and prioritized



89% recognize an active commitment to equity



VISIT OUR CAREERS PAGE

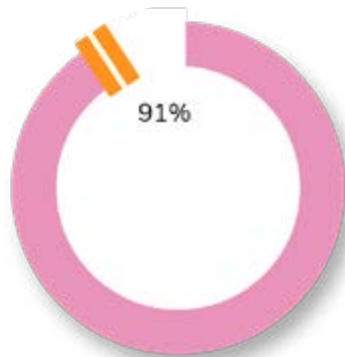
## Workforce development

We're committed to building a company culture in which every team member feels welcome, respected, and included. By treating everyone as individuals, we can create an environment in which everyone is supported to be their best - which may look different for each individual, and will necessarily adapt to differing needs.

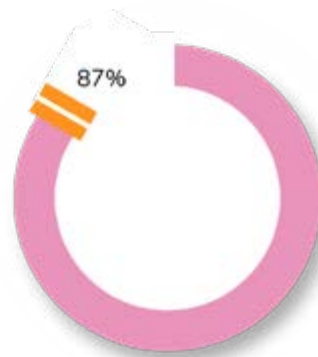
**Cultural measures** included the expansion of five internal affinity groups, designed to build connections between team members with similar lived experience and increase team members' sense of belonging within the company.

**Practical measures** included measuring and sharing team demographics; promotion of Spektrix career opportunities through recruitment channels targeting underrepresented groups; and changes to our benefits structure.

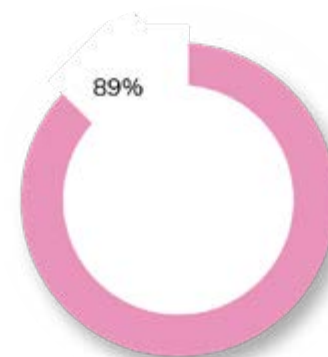
- People with dependents or caring responsibilities benefit from increased paid time off and flexible working arrangements.
- Team members working through personal challenges benefit from increased access to paid counseling sessions.



**91%** feel that people of all cultures and backgrounds are valued and respected



**87%** feel that team members have equal opportunities to succeed



**89%** believe that Spektrix is taking actions to become more diverse, equitable and inclusive



**SEE OUR TEAM DEMOGRAPHICS**

### 2022-23

- ✓ A fifth internal affinity group was established for team members who identify as LGBTQ+.
- ✓ The entire team participated in awareness-raising training focused on health issues usually experienced by women.

### 2023-25

We'll further break down the results of our team engagement surveys by job role and demographics as well as by team, helping us to measure how effectively our team culture supports everyone in the business.

## Team stories



“Spektrix is focused on developing internal talent – I’ve seen more growth and enthusiasm for teaching opportunities at Spektrix than any other company that I’ve been at previously. I joined as a Support Analyst and was blown away by the training opportunities that had a real-life and immediate effect in my professional day-to-day. Soon I found a position open for an Implementation Project Manager role – and was successful in my application!

It’s been so rewarding working as an Implementation Project Manager, and both the opportunity to be trained and use the training in a new position has been a fantastic experience. I can’t wait to see what other training opportunities Spektrix will provide.”

**BEN ODERO** (he/him)  
Implementation Project Manager



”

“The flexibility, respect, and autonomy granted to me here made it evident from my first day that I can flourish professionally as my whole self. It’s amazing to be in a workplace where the correct use of my pronouns is a given. I was overjoyed to discover the LGBTQ+ affinity group when I started: just knowing there are folks across all areas of the company with whom I share that community bond is wonderful, but we also celebrate together and support one another.

I feel challenged and compelled by my role at Spektrix, and lucky to be among a group of people who care so deeply about not only our work, but the human beings we do it with as well.”

**CHARLIE FINAN** (they/them)  
Support Specialist



”

“Every team member receives two days a year away from work to volunteer. I use my volunteering time to work as a board member at Leeds Playhouse, including chairing the People & Culture subcommittee. The role allows me to use my experience outside of just Spektrix, and to feel part of an arts organization doing incredible work.

Other team members use their volunteering time to act as mentors, board members, or event volunteers - contributing to the purposes that matter most to them outside the workplace.”

**MICHAEL NABARRO** (he/him)  
CEO & Co-founder



## Building and measuring an inclusive culture

As we continue to improve our own inclusive hiring practices, we've taken time to share our learnings within our team and across the sector. We're determined to ensure that our new team members can be confident of entering an inclusive, welcoming space in which everyone is treated as an equal; and as we build our culture and understanding, we believe there's value in helping others do the same.

Our 2021 inclusive recruitment guide, **Rethinking Recruitment**, was read by leaders and hiring teams across the cultural sector, supporting and reinforcing their own inclusive recruitment journeys. This year, we shared our latest context around inclusive culture at major industry events, with **102** people hearing Michael Nabarro, CEO and co-founder, speak in-person and online.

"We can teach somebody software but you can't teach somebody to be nice to people and helpful and want to problem solve and all of those really key customer service skills. We basically stripped out previous experience, and we really thought about what somebody needs to do the job, rather than how many years' experience they had. So looking at competencies and attributes rather than whether they've worked in Box Office before."

### JOANNA SIGSWORTH

Head of Marketing & Communications, Nottingham Playhouse

**SPEKTRIX**



## BLOG: Recruitment & Culture

Company culture might feel intangible or jargony, but in essence it's simple. What does it feel like to work at your organization? What welcome do people receive? Does everyone experience the same inclusive atmosphere?

Broken down like this, culture becomes easier to track. Use simple surveys or demographic data to measure feelings of wellbeing and inclusion across your team, check that everyone has equitable access to learning and development, and ensure that hiring and promotion is helping you build a more diverse team.

Once you've built a great culture, put it at the heart of your storytelling. Content that demonstrates how you live your values may well interest audiences and funders, as well as candidates.

Consider the brands that you engage with. Some might give you a warm feeling inside - you enjoy interacting with them and investing in their product. Others might win your custom out of necessity or convenience, but don't align with your values.

Then find opportunities to build that same affinity with your organization. You're trying to "sell" your organization to potential candidates - and your inclusive values may be central to their decision. Share your culture across multiple formats and touchpoints to speak to every candidate.



**READ THE BLOG**

## Hybrid Working

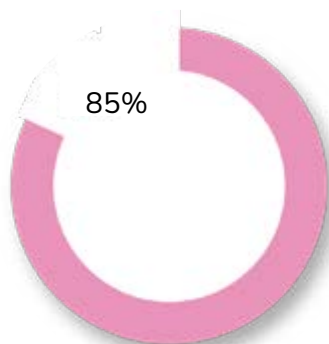
The pandemic proved our ability to work effectively as remote teams, across continents and timezones. It also drove home the importance of face-to-face time in developing connections with fellow team members. Since lockdowns ended across our three office locations, we've focused on maximizing the impact of both virtual and in-person time across every team.

We encourage team members to spend 10-20% of their working time in one of our offices, where this contributes to shared success and supports individuals' engagement with the wider team. Many teams commit one or more days each month to meeting as a group, using these Together Days as an opportunity to work through key projects, respond to challenges and engage with learning and development.

Earlier in the year we trialed a Travel Stipend, inviting team members to claim a small financial contribution for each day spent in the office. This contribution towards travel costs and other expenses had a positive impact on office attendance, and we'll retain this approach in the longer term.

Hybrid working is still in its infancy. To maintain its positive impact on every team member, we'll continue to iterate and improve, trialing new measures and adapting or retaining those that have most impact on team wellbeing and success.

**85% of team members** feel that the hybrid working approach at Spektrix is sustainable



### 2022-23

- ✓ Implementation and testing of in-person initiatives including team Together Days, a Travel Stipend, shared lunches and social events.

### 2023-25

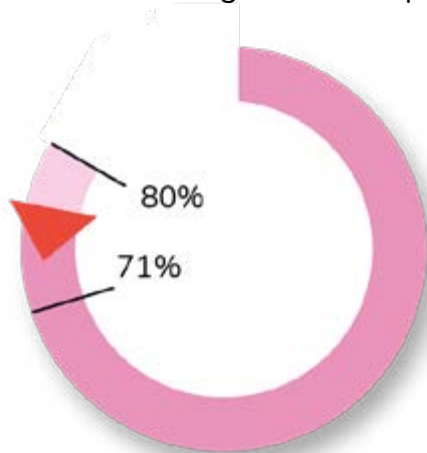
Continued development of our hybrid model, **increasing the value of both virtual and in-person time.**

Exploring initiatives to support in-person working, as well as developing new skills and etiquette to run **the best possible virtual meetings.**

**Ongoing measurement and feedback**, and the development of new metrics to track the impact of our hybrid model.

## Careers and Training

We aim to build a culture in which every individual can thrive and grow. To do so, we respond to feedback from team members, collected regularly through our CultureAmp survey. And because recent surveys identified line management, training, and feedback skills as areas for improvement, those are the immediate focus of our learning and development work.



**75% of team members** feel supported in their growth and development



**VISIT OUR CAREERS PAGE**

**In numbers:**

**75**

team members took part in formal training

**36**

team members were promoted internally

This year we established a Global Learning & Development Manager role, working with senior leadership to open up company-wide and individual training opportunities. With that key appointment in place, we're working towards ambitious goals for 2023-24:

- **Streamlined onboarding**, combining company-wide and team-specific learning.
- **Supporting managers**, by defining what good people management looks like at Spektrix, strengthening skills, and creating the bandwidth for success.
- **Developing a culture of feedback**, by training every team member in giving and receiving effective personal feedback.
- **Individual learning and development plans** for every team member, which will be visible and monitored to ensure continued growth.
- **Equity of opportunity**, ensuring every team member is supported with opportunities they're eager to pursue.

## 2022-23

- ✓ New role of Global Learning & Development Manager created to promote training.
- ✓ Implementation of a new Learning Management System through fellow B Corp, **LearnAmp**.
- ✓ Introduction of a new onboarding series for people managers.
- ✓ Internal Action Learning Set ran over 12 weeks.

## 2023-24

We'll deliver **training on feedback** and **neurodiversity** to every team member.

We'll continue building on the structures that **support our managers**, strengthening their skills and bandwidth to enable every member of the team to thrive.

## Delivering effective feedback

Over several years, one of the lowest scores in our CultureAmp survey has been on the quality and regularity of feedback given and received across the team.

Our Company Values place great emphasis on Purposefully Caring, and team members work actively to understand and support one another, creating a workplace culture that's productive, constructive, and positive. However, team members struggled to navigate the balance between personal feedback - which may be uncomfortable for both the giver and receiver - with this emphasis on personal care and mutual respect.

We're developing initial, internal training to help team members understand how a culture of effective feedback can sit alongside, and support, a culture of purposefully caring. During 2023, we'll deliver this training to every member of the team - ensuring it's personalized to Spektrix and closely connected to our mission and values - and monitor its impact through immediate feedback and future changes to our CultureAmp scores.

**53%** of team members regularly give one another constructive feedback

53%



### Radical Candor

By challenging colleagues directly, we risk coming across as obnoxious or aggressive, so the recipient of feedback walks away feeling hurt or angry, rather than reflecting on ways to improve.

By caring too personally - and after all, that's one of our core company values - there's a risk that we won't challenge or call our colleagues out, as we're too concerned about their feelings, wellbeing or capacity. But by withholding our feedback, we deny them the opportunity to improve.

By offering feedback that's candid, honest and balanced - helping colleagues understand their behavior and its impact, and supporting them to find ways to improve - we can radicalize our approach to feedback. By seeing feedback as an important element of Purposefully Caring, we can work increasingly effectively towards our remaining Company Values, building a culture of Collective Improvement and Shared Success.

### Giving effective personal feedback

The Situation - Behavior - Impact model is an effective tool for planning and delivering clear, actionable, objective feedback.

#### Situation

Describe the specific situation in which the behavior occurred.  
*"In the meeting that we were in together this morning..."*

#### Behaviour

Describe the actual, observable behavior being discussed. Keep to the facts and don't insert opinions or judgments.  
*"You talked over me a few times and made a comment about you being the only one that can do the task well."*

#### Impact

Describe the results of the behavior. Communicate how the other person's action has affected you or others.  
*"It felt like you were in competition with me and that you didn't trust me to be able to contribute effectively. This made me feel undervalued and unsure of how to collaborate and work with you going forward."*



## Environmental action

We've put in place a 3-year plan, first to measure and understand our environmental impact and then to use our findings to design a strategy for reducing and minimizing environmental damage on a long term basis.



# 2023

We'll have a **clear baseline measurement of our carbon score** across three areas, or scopes, of emissions:

**Scope 1:** Direct/Owned energy used

- The energy we burn directly in delivering our service, which we expect to be minimal.

**Scope 2:** Indirect energy usage

- The energy we buy to service our facilities, such as heating and air conditioning of offices.

**Scope 3:** Value/Supply chain emissions

- The energy costs of services beyond our immediate business, including the goods and services we purchase, the cost of travel and commuting, waste management, and data storage.



# 2024

We'll have **defined our reduction and net zero strategy**, setting measurable reduction and offsetting targets to work towards a net zero carbon score.

We'll have **implemented an Environmental Management system**, a framework to identify, monitor and manage the environmental impact of business activities.

We'll have identified the most **relevant and impactful accreditations** to pursue in 2025.

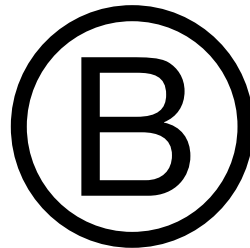


# 2025

We'll report publicly on our impact and sustainability and seek relevant accreditation to evidence our environmental accountability.



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