Certified
B
Corporation

SPEKTRIX«
2021-2022

Annual Impact Report

Contents

Our Purpose

At Spektrix our purpose is to help cultural organisations successfully connect with audiences, drive revenue and work effectively.

Every organisation we work with seeks to provide social, economic, health, artistic and/or other social benefits for their communities. By enabling them in their mission, we also work towards our own vision of a strong, vibrant and connected sector offering every individual and community the opportunity to engage with a full range of artistic, cultural and entertainment experiences.

These experiences are essential to healthy and happy individuals and communities. They inspire, uplift, and entertain individuals; financially support artists; and are uniquely placed to break down social division, allowing us to transcend our differences and feel a common humanity.

None of us can achieve this vision alone. It's our role to work in partnership with arts organisations and fellow experts, enabling shared success through the technology, connections and insights that can help the entire cultural sector to thrive.

"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 congresswoman

Our Impact

Shared Success is a core value for us at Spektrix. This means that our stakeholders' success is our success, and that we seek the best overall outcomes for all.

Our team

We know we're more likely to achieve our mission if we support our team to thrive. We're creating a workplace that promotes inclusion, personal development and quality of life.

Our shareholders

Because we deliver social impact in partnership with our clients, it follows that we grow our impact by continually increasing the effectiveness of our solution and by growing the number of organisations we support.

The organisations we work with directly (our clients)

Our business model links our financial growth to that of our clients, guaranteeing our continued commitment to their success.

The wider sector

Where possible we share insights, advice and research with the whole sector, not just our clients.

The environment

We support our team to make decisions with the environment in mind, and we're working to better measure and improve our environmental impact. We have always operated this way and, since 2021, our commitment to shared success is codified and formalised in our revised articles of association.

Our social and environmental impact can be roughly divided into two types of activity:

- **Enabling our clients and the sector.** The core activity of our business is to support our clients to succeed in their world-changing work. We help them deliver even more impact for even more people

- **Team wellbeing and impact.** We're working to create an inclusive, supportive space for our team members, in which we all consider the impact of day-to-day on our own community and on the environment

SPEKTRIX«

Part I:

ENABLING OUR CLIENTS AND THE SECTOR

Delivering impact in and with the arts, culture and entertainment sector

We proudly work in partnership with inspiring organisations across our sector, supporting them to better deliver social impact.

Specifically, we work with clients to achieve the following outcomes:

- Building great relationships with their audiences[1]
- Maximising revenue to maintain the scope and impact of their work
- Empowering teams to deliver effective, efficient outcomes

We deliver these outcomes through our three-part solution:

- **Technology:** Integrated ticketing, marketing and fundraising software delivered inclusive of full-service infrastructure
- **Insights and business services:** Training, inspiration and consultation enabling the organisations we work with to achieve their aims
- **Facilitated connections:** We help our clients share learnings, support one another and build bespoke, fully connected approaches to their technological and consulting needs

Annual impact

Supporting the organisations and individuals we work with to be more effective, efficient and empowered; to drive revenue and connect with audiences.

Because it's our purpose to deliver social impact in partnership with arts organisations, our impact grows when theirs does. By continually increasing the effectiveness of our solution and the number of organisations we support, we contribute to the overall social impact of the arts, culture and entertainment sector.

Context

The reporting period (June 2021 - May 2022) was an extremely challenging one for live events. Summer 2021 saw performances start to return after more than a year of Covid-19 restrictions. However further shutdowns, driven by the Omicron variant, drastically reduced activity during the autumn and early winter, normally the busiest and

---

1 audiences: includes donors, visitors, participants and more; all individuals and organisations with whom our clients communicate using our tools

most lucrative period of the year. Continued audience uncertainty, event cancellations and the perceived risk of attending indoor events persisted through much of the spring. The pandemic also led to significant staff turnover, meaning teams are overstretched and many users are new to their roles.

Our business model ensures that our success is directly linked to that of our users. Our single, inclusive, percentage-based service charge is based on organisations' earned revenue - so when they thrive we thrive with them, and when they struggle we're driven to support their recovery.

Impact in Partnership

While this period was extremely challenging for Spektrix and the sector, it has also helped to demonstrate the resilience and drive of the 544 arts, cultural and entertainment organisations to which we've offered our support, and the impact we've delivered through those partnerships.

Connecting with audiences

We enabled over **26m** transactions across our system.

This represents over 24 million tickets, more than 1 million donations, and almost 1 million memberships and other items. Our connected system and in-built reporting means that every transaction provides invaluable insights to our clients - helping them use sales data to understand audience behaviours and promote reattendance, individual giving and deeper relationships. This number also signifies the return and engagement of audiences with the arts, culture, and entertainment organisations in their communities.

In practice: With a new venue soon to open, and a growing network of donors and supporters, Sacramento Philharmonic's switch to Spektrix marked a continued investment in customer experience and data-led decisions. **Read more.**

Driving Revenue

We enabled **£855m** income for the arts sector.

Ticket, donation and membership transactions represent vital revenue for the organisations we work with. **In total, they used our system to secure and/or track* £600m in ticket revenue, £240m in donations and more than £200m in revenue from other activities.**

* Spektrix enables arts and cultural organisations to drive both earned and donated revenue. Much of this revenue is processed directly through the system as ticket purchases, individual donations, memberships and subscriptions. Other income - most often in the form of larger donations or grants - may be processed externally, with Spektrix providing the tools for fundraisers to manage and build relationships with donors and grant making bodies.

In practice: Contemporary American Theater Festival relies on relationship building and major donors to maintain an adventurous annual programme. Spektrix makes it easy to maintain personalised records, support individuals' needs and use data to continually improve. **Read more.**

Diversifying audiences

We undertook a year-long research project to determine whether we could support a practical, statistically sound and audience-friendly approach to measuring the demographic composition of arts audiences. In addition to significant research we conducted two week-long trials with our clients B:Music and Bristol Old Vic.

Ultimately, we did not find a survey process that would achieve our aims, as we could not feasibly reach a sample of sufficient size and randomness in the context of live events. However - in partnership with our clients - we learned important lessons which we'll take forward into a new phase of investigation. Our test survey was well received by audiences due to its clear purpose and short length, and clients found the questions measuring visitors' feelings of 'welcomeness' - matched to demographic characteristics - to be extremely valuable to both DEI and wider business priorities.

In the next phase we'll investigate ways to widen the sample size for this specific area of investigation - matching feelings of welcomeness and inclusivity to respondents' demographic characteristics - through e-surveying.

We regularly support our clients to achieve their own targets around diversifying their audiences. We've supported team members to specialise in this area of support, based on their individual interests and lived experience, and developed support resources and events content to help them consider how communications, booking pathways and front of house welcome all combine to improve the experience of d/Deaf and disabled audiences.

In practice: Inspired by a Spektrix workshop, three members of the Opera Holland Park team decided to put accessibility high on the agenda. **Read more.**

"One visitor had been coming to our events for years, but had an adult autistic son who she didn't think would ever be able to join her. She brought him to a Discovery Matinee and he had a great time. They stood at the edge of the space so he could dance and sing along, and enjoy an experience together that they hadn't thought could be possible."

Audience member, Opera Holland Park

Direct impact

We've continued to build on our solution, ensuring we provide agile technology, services and connections to help arts organisations meet society's changing social and cultural needs.

Technology

Our platform shifts the effort of managing systems and infrastructure away from individual organisations. Because we're responsible for system maintenance, uptime and security, we enable their teams to focus on the work that only they can do.

100% system uptime

229 updates with no planned or unplanned downtime

"When they were putting it together they were like, 'Ok, everything you could ever want in a feature, what would it look like?' And then they made it!"

Kalindi Stone, Box Office Manager & Program Annotator, Toledo Alliance for the Performing Arts

Activity and improvements

- Our new **Ticket Subscriptions** feature provides more flexible options to improve audience loyalty. The first five clients are now testing this feature in beta, working closely with our Product team to ensure it meets their needs and provides the flexibility and efficiency they rely on
- We managed the complex payment processing changes required by **3D Secure v2** on behalf of all clients, providing them with business continuity without any additional investment of time or resource
- We met the needs of users and their customers in and around Québec by enabling a complete **French Canadian language booking journey**
- Event cancellations meant there was often a long wait for audiences to return to their favourite events. We worked quickly to enable organisations to **extend the validity of credit vouchers**, ensuring their customers could use gift vouchers and refunded credit as soon as their doors reopened

"It's a simpler process to get new programmes of work set up, so our box office manager is able to focus on delivering customer experience as opposed to general admin."

Kris Bryce, Executive Director, Pitlochry Festival Theatre

Targets to increase impact in 2022-23:

- We'll remain as reliable as ever, with uptime greater than 99% and at least 229 releases in the next reporting period
- We'll continue to grow and improve Spektrix as a single source of truth for clients to better understand customer behaviours. Marketing and sales users will have more scope to configure a smooth, modern booking experience for customers, and fundraising users will enjoy an outstanding experience when managing donors and campaigns
- Ticket Subscriptions will be rolled out to all users, providing them with a fully-functioning feature and the training and support they need to use and adopt it quickly and easily
- Our multi-tenant, SaaS software pools resources across multiple clients, creating an environmental footprint that's inherently less than those working in more traditional ways. Before we recertify as a B Corp, we aim to have identified an approach to properly measuring our environmental footprint, and be ready to take actions to reduce it

Insights and business services

Support and consultancy

14,606
hours of tailored
support

98%
of support interactions
rated 4 or 5 stars

70%
improvement in our
'self-service' score*

*a score estimating how easily users can access the information they need.

We provide our clients with the support and insight they need to achieve their aims, through a team of experts combining experience in ticket sales, marketing and fundraising, web development, data, integrations, customer service and more.

Activity and improvements

- We adapted our focus to support clients through Covid-related disruption, staff turnover and shortages. Regular training sessions, resources and 1:1 support upskilled new users, enabling them to use our system effectively and efficiently when time and knowledge were stretched
- 2,436 hours (16.6%) of our support time was spent on 'advisory' support - tailored, consultative conversations in which we provide clients with advice on how to achieve their business aims using the tools and data provided by our technology. Way beyond traditional technical support, this strand of work supports clients' core business strategy, audience insight and potential growth
- We transformed our Support Centre, creating a central repository for our collective expertise that's more easily accessible to users and the wider sector

Targets for 2022-23

- We'll increase the proportion of clients able to access solutions quickly and at a time that suits them, through continued improvements to our Support Centre and other system training
- We'll increase the proportion of time our team spend on advisory support and training by helping more clients self-serve on simpler questions
- We'll introduce an ongoing Net Promoter Score assessment, helping us continually measure and respond to clients' perceptions of our service

"Support Team members were super helpful and knowledgeable, guiding me every step of the way. Spektrix has so much potential to streamline donor giving, making them more efficient, it was brilliant to work with them to start to unlock that for our organisation."

Alyson Tipping, Eastern Angles

Facilitated connections

In one year:

42

At least 42 clients worked with newly integrated streaming partners to share digital content during live event cancellations

In one month:

1,451

1,451 users explored the Spektrix Partner Directory

6

6 users contacted partners through the Directory to learn more about the benefits of their products and services

We work to build and support networks across the sector to enable our technology partners, consulting partners, sector support organisations and our clients to work together in pursuit of our mutual best interests.

Activity and improvements

- We launched the Spektrix Partner Directory online, making it easier for our users to identify and connect with the best advice and technological solutions from across the sector
- We built our Ecosystem team from a single lead to a team of 13 with all or part of their role dedicated to facilitating connections between clients and partners
- We targeted new integrations in response to client needs, beginning the year with a focus on digital streaming and later exploring digital memberships, point of sale integrations and analytics support

Targets to increase impact in 2022-23

- We'll support four clients to work with integrated partners to maximise revenue using dynamic pricing; they'll benefit from third-party provider algorithms to automate dynamic pricing and yield management alongside core Spektrix functionality
- Newly integrated quick-donate tools will enable ten clients and their customers to invite and make one-off or recurring gifts more quickly than ever
- New integrations with electronic point of sale (E)POS systems will enable customers' food and beverage purchase behaviours to be written back to Spektrix. Five clients will be using these integrations to better understand customer behaviour, identify high value patrons and use those data to build deeper relationships with their audiences
- Deepen connections between clients, as well as between clients and partners, through a series of in-person 'Spektrix Hubs' designed to test appetite for and build participation in regionally-based, in-person communities

"To be able to come away with a list of partners is incredibly useful and saves a lot of time ... I'm looking forward to this launching."

Sara St George, Deputy CEO, Lighthouse Poole

Learning and development

1,000
individuals attended
19
webinars and roundtables

8/10
mean score for the usefulness of these events

70%
training sessions every month delivered to an average of

148
monthly users

Our learning and development programme focussed on three strands: Practical system training; supporting organisations' resilience around Covid and team mental health; and supporting organisations to be more inclusive in their recruitment.

Activity and improvements

- We created two strands of online training:
  - One-off webinars for users eager to explore new areas of the system
  - Hands-on workshop-style training for individuals and whole teams exploring the system for the first time
- Many of our webinars were free and open to all culture and entertainment professionals. This way, we helped the whole sector to respond to changing demands such as digital streaming, inclusive practice and Covid recovery, alongside our clients
- We collected attendees' scores consistently, helping us to identify and build on the topics of most interest to them, which included Covid responses, team mental health and fundraising

Targets to increase impact in 2022-23

- We'll identify or recruit team members to lead on internal and client training, creating a more connected and consistent offer for every user
- We'll explore software to support training and independent learning, and consider how this can increase our capacity and enable users to find the knowledge they need, whenever they need it
- We'll increase attendance, reattendance and perceived value scores across our programme of online events
- Events will be planned in response to user feedback: they'll provide practical, bite size, best-practice advice and build resilience, especially in fundraising teams
- A series of in-person 'Spektrix Hubs' will test appetite for more connected regional user communities, designed to deepen connections between users, partners and the Spektrix team

"This was really good, a good starting point to kick off these conversations in my team. I'll take a look at the website as I'd love some practical tips on how to encourage this in team members who are really suffering from stress or massive lack of self-confidence."

feedback for Spektrix Presents: Positive Psychology, with **We Are Wellbeing**

Inclusive recruitment

297 contacts influenced through our owned digital channels including blogs and social media

38 people attended Spektrix-led sessions exploring inclusive recruitment at two sector events

Based on our own transformation to an inclusive, skills-based recruitment model, and our extensive experience working with and for individuals in fundraising, marketing and ticketing roles, we published 'Rethinking Recruitment' - a guide to more successful and inclusive recruitment, for anyone in the arts and culture sector.

Activity and improvements

- 'Rethinking Recruitment' was published as a resource for the whole arts sector, and shared by Spektrix via email and social media channels. It contains simple ideas for improving job descriptions, questions and interview tasks to widen talent pools, as well as templates and resources to help design inclusive criteria and objective selection processes
- Inclusive recruitment formed the basis of two Spektrix-led sessions for sector leaders at the UK Arts Marketing Association's Inclusivity and Audiences Day, and at the TCG National Conference in the US. Three senior management team members were directly involved in the production of the resource and its presentation at these events
- We worked with partners across the sector to extend the reach and impact of resource. Collaborators included Culturehive (UK), Tom O'Connor Group (US) and the Tech in Culture EDI Alliance (global)

Targets to increase impact in 2022-23

We'll continue identifying opportunities to share our experience of inclusive recruitment practice, and we'll maintain the relevance and visibility of the resource on our own and others' platforms.

"I found this reaffirming - like interviews are not a test and knowing things like sharing questions in advance really worked."

feedback for 'Rethinking Recruitment' at the AMA's Inclusivity and Audiences Day.

Part II:

TEAM WELLBEING AND IMPACT

Direct impact on team wellbeing and effectiveness

We Purposefully Care about the people we work with and we consider the impact on our team in everything that we do. We have a mission that matters. We know that we are more likely to achieve this mission with a team that is supported to thrive.

We are creating an inclusive environment

We are continually working to ensure that all team members at Spektrix feel a sense of belonging and are supported to be their authentic selves at work.

We worked hard in 2021 to **transform our recruitment process** - recognising that the strongest teams benefit from diversity of thought and lived experience.

Through this new process, we aim to reach as wide and diverse a candidate pool as possible. This gives us the best chance of both finding the best possible candidates for our roles and diversifying our team. We also aim to run as inclusive a process as possible to ensure that candidates feel comfortable being themselves, such as through finding ways to reduce bias and ensure candidates are evaluated objectively based on their skills, experience and behaviours. Finally, we also aim for our process to be equitable. We acknowledge that candidates start from unequal places and have differing needs and we commit to finding ways to give every candidate the best chance to perform at their best. For example, this may mean making an effort to reframe questions to help candidates provide their best answer.

"The recruitment process was great. From the initial job posting I could tell that this was a company I would like to work for. I remember that the advert was very specific about including candidates from all backgrounds. **They were interested in the people rather than just the CV.**"

Spektrix team member when asked about the recruitment process

As part of our efforts to build a strong sense of belonging for our team members, in July 2021 we introduced the first **affinity groups** at Spektrix - spaces in which people with similar or shared experiences can come together to build community and support one another. These groups enable team members to share experiences and build connections across the business with others who share aspects of their identity or situation, enabling them to offer peer to peer support in navigating work and life situations. We now have a Neurodiversity Group, Chronic Illness/Disability Group, Black Team Members Group, and a Parents/Dependents Group who meet regularly. We'll be looking to expand the range of groups available to team members as we continue to learn about what works well and what interest there is across the business.

We recognise that Spektrix itself, the arts sector and the tech sector are more demographically uniform than they should be. Our relative uniformity means special care must be taken to ensure our communications are inclusive. Recognising this, in November 2021 we produced an internal Language & Identity Style Guide to help us to talk or write about groups of people when it's difficult or impossible to ask every member of that group how they'd like to be described. It also provides guidance on how to ask others about their individual preferences. This tool is helping us as a business and as individuals to have better and more open and honest communication.

"The BTM [Black Team Members] resource group has been extremely helpful to me. It's allowed me to **feel a greater sense of community at work**. In many ways Spektrix now feels more like extended family, rather than just a great place to work."

"Everyone [in the Neurodiversity Group] has made me feel so welcome, unjudged and there's been so much advice that has helped me on a day to day basis including outside of work... It's an incredible resource and **the support has been invaluable.**"

"Knowing there is a group of people going through/have been through similar struggles is SO valuable to me. Being a parent can be isolating (at work/in groups of people/friendship groups etc.) and I don't feel that at all at Spektrix. **Visibility of other parents and their experiences is definitely a part of that.**"

Spektrix team members when asked about their affinity groups

93% of team members agreed that even when something bad happens (such as receiving critical feedback from a manager or a negative social interaction with a peer), they don't question whether or not it happened because of their identity.*

81% of team members said that team members have equal opportunities to succeed at Spektrix no matter their personal identity or background.*

87% agreed that Spektrix values diversity, equity and inclusion and demonstrates this through efforts within the organisation.*

*in a business-wide survey run in December 2021

We are developing our team members

We want all team members at Spektrix to feel fulfilled and successful at work. An important part of this is that everyone working at Spektrix feels confident that they are provided with avenues to develop their careers in ways that are specific to them and their personal goals.

We aim to both support team members to be successful in their current roles and enable them to gain transferable skills that set them up for their next opportunity. Through training, new projects, matrix teams and other internal opportunities, we're providing team members with a variety of avenues to develop their skills and knowledge.

87% of team members feel that they are given opportunities to develop skills relevant to their interests.*

88% of team members said that their manager (or someone in management) has shown a genuine interest in their career aspirations.*

77% of team members believe that there are good career opportunities at Spektrix.*

*in a business-wide survey run in December 2021

We also work to support team members who want to progress within Spektrix through promotions and role changes. The niche nature of the sector we work in means that team members who might start their career at Spektrix in one part of the business, often find that the expertise they gain there can be put to really good use in another part of the business, leading to an even wider array of opportunities. We maximise on this by always advertising new roles internally and supporting team members to pursue opportunities that they're interested in.

At the end of May 2022, **38%** of team members working at Spektrix had been promoted or had a role change in the past year (excluding those who joined us in 2022).

5 team members had moved into a new business function entirely - including for example a move from UK Client Support to Business Intelligence and US Client Support to Corporate IT.

We are supporting our team members to have a better quality of life

We recognise that through our decisions and actions as a business, we can have an enormous impact on the quality of life of our team members. We're working hard to ensure that our impact is, on the whole, an overwhelmingly positive one.

Financial wellbeing and the impact of rising inflation has been on everyone's minds. We made the decision to **increase salaries for team members at Spektrix by 5%** to support them with the impact of inflation. This increase came into effect from May and was in addition to salary increases also awarded at the time to reflect growth in roles or promotions. We made this decision because we felt it was the right thing to do to support our team during a challenging time. We also hoped that it would support retention - we're pleased that we've managed to achieve a 95% retention rate since May.

We've also made some changes to the benefits available to our team, such as increasing the sick pay entitlement for our US team members and strengthening our parental leave policy to better align to the UK. We have also increased the mental health support available to all team members.

Since 2021, we have trained **9** team members to be Mental Health First Aiders.

Mental Health First Aiders are a point of contact for team members who are experiencing a mental health issue or emotional distress. They are trained to act as a point of contact, reassure a person who may be experiencing a mental health issue or emotional distress, and signpost them to professional support.

Alongside providing this resource, we have also supported team members with guidance around wellness and managing stress levels, plus all team members have access to an Employee Assistance service who provide confidential advice and referrals to counselling and therapy.

88% of team members believe that team member wellbeing is a priority at Spektrix

94% believe that their manager genuinely cares about their well-being as an individual and as a team member.*

*in a business-wide survey run in December 2021

For many, mental health has been adversely impacted as a result of the pandemic. This has been at the forefront of our minds as we formulated our office reopening plans and introduced new hybrid ways of working.

At Spektrix, we know that we benefit as individuals and as a business from connecting in person, through sharing successes and challenges, collaborating, onboarding new joiners and building strong relationships. Being together in person also helps us to maintain what's great about our culture and work on making it even better. But we've proven during the past two years that we can achieve many amazing things working from anywhere, too.

From May 2022, we introduced our new hybrid working approach, which aims to balance the benefits of connecting face-to-face with supporting team members to achieve work-life harmony. This approach has been many months in the making - we haven't rushed to implement it before feeling that our team on the whole is comfortable and confident to return to the office for some of their time, and that we have the processes in place to support them. We are gathering feedback from our team members on how well this is working and we will be adjusting our approach over the next year as we learn more about what works best for us.

Another change we have made in the past year to improve work-life harmony for team members is a **universal reduction in contracted working hours from 40 to 37.5 hours, with no reduction in salary**. Research shows that working fewer hours leads to happier, healthier, more engaged workforces, and that people can actually get more done, not less, when they work fewer hours.

We've had positive feedback from team members on the additional flexibility this change has enabled:

> "It has made a huge difference to my working week. Now, I can cook something fresh if working from home, or walk and run errands if in town at the office. I can take 15 minutes to nap (incredible when I was pregnant!), do a short yoga session or just switch off and stare at YouTube whilst eating."
>
> Spektrix team member when asked about their work-life balance

Targets to increase impact in 2022-23

(1) Improvements to our benefits offering

In April of this year, we ran a survey to learn how our team members feel about their existing benefits package and what potential new or alternative benefits they would value the most. Considering their feedback, we have identified a number of areas that we will explore in the short, mid and long term. We aim to make the following **improvements to our benefits offering** within the next year:

- Increasing the total number of paid days off to 35 for all team members, including public holidays and a day off for your birthday
- Introducing the ability to buy and sell a certain number of vacation days each year
- Forming a 'wellbeing champions' group who will work alongside the mental health first aiders to create, implement and champion a wellbeing strategy. This may include things like providing further training around managing wellbeing and access to a meditation app
- Increasing the number of counselling sessions that UK team members can access via the Employee Assistance scheme from 6 to 20
- Providing financial coaching sessions for all team members

(2) Building a culture of effective personal feedback

In a survey run this year, only 55% of Spektrix team members said that they feel confident in their ability to give effective personal feedback to fellow team members. 44% of team members said that they regularly receive effective personal feedback from multiple directions, including from their line manager, peers, and people they line manage.

We know that giving good personal feedback can be difficult, but we also know that it is fundamental in helping each other to grow and be the best we can be.

In the next year, we want to have made significant progress towards **building a culture of effective personal feedback between individual team members at Spektrix**. Since we believe that providing individuals with a framework and models to help facilitate feedback conversations is the first step in our journey, it's likely that we'll achieve this through training and upskilling the team. In addition, we'll work on giving our team members more time to reflect on the feedback they've received and ways to incorporate that feedback into their personal career development goals.

We'll measure progress by surveying the team again next year. We hope to see a positive rise in the number of Spektrix team members who feel comfortable giving and receiving personal feedback.

(3) Standardisation of global onboarding and role-specific training to accelerate induction

As we continue to onboard new joiners to Spektrix, there is an opportunity for us to **streamline our global onboarding processes** to allow team members to accelerate orientation/induction. Our goal is to be able to reduce onboarding time down to 90 days for the majority of roles, though this will vary based on prior knowledge and technical expertise required for the role. We are aiming to implement:

- A one-stop shop for all onboarding activities including checklists and other resources to supplement early learning
- Role based competencies
- Checkpoints and milestones within the first 6 months

(4) Growth and learning opportunities are clear and accessible to all

Beginning in late 2022, we are going to continue to invest in learning and development by **taking a blended approach to learning, enabling us to cater to the learning styles of our team members**. We will build intuitive and adaptable learning paths that reach a wide variety of learning types. This combines self-serve and in-person courses to best utilise the time and expertise of trainers and learners. A hybrid of e-learning and instructor-led courses will provide consistent messaging and teaching as well as bespoke personal touchpoints. We'll replace existing standalone programmes with learning journeys to create continuous learning opportunities that take place over time and vary modality, combining fieldwork, classroom work, pre/post classroom e-learning, social learning, mentoring, workshops and more. One of the first actions we will take is to implement a Learning Management System and create a robust library of content for our team.

We'll measure business impact by evaluating the effectiveness of the learning programme against established objectives and key results, strategic alignment, capabilities, organisational health, team and individual performance. Specific targets for adoption and utilisation of the training content via the learning management system will be tracked. After each training programme we'll survey team members to capture qualitative and quantitative feedback to ensure relevancy and satisfaction of our learning paths.

We are also planning:

- Increased training budget in 2023
- Making apprenticeships accessible to more team members
- Department level learning and development budgets to allow for teams to do more team-based learning
- Skills gap assessment to understand the opportunity areas
- Succession and career path planning so team members understand future career opportunities to explore

Supporting team impact on Community and Environment

We established in Part 1 that Spektrix delivers social impact through its support for organisations and individuals across the arts, culture and entertainment sector. This impact is only made possible by the commitment and expertise of our team members, and it's important to us that team members recognise and celebrate the positive impact of their own work and that of their colleagues.

Alongside this social purpose, it's ever more vital to consider the environment as a significant stakeholder in our shared success. Without taking steps to protect our planet, neither our team nor communities will prosper, and we're beginning a learning journey to better measure and reduce environmental impact across every aspect of our work.

We enable team members to understand how their work is having a meaningful impact on our clients and the wider sector

We know that people feel healthier and happier when they know that their work is meaningful.

We've established that engagement with artistic, cultural and entertainment experiences is essential to individuals and communities. Therefore, we know that our work to support the health of these organisations and improve their ability to develop deep relationships with audiences is making our world better.

Our team members feel more fulfilled and better engaged with our mission when they understand the impact of the work they do and the decisions they make every day. When they contribute to our mission, they know they're contributing to the positive social impact we have on our clients and the wider sector.

Towards the end of 2021, we introduced a new structure to our business strategy. This aims to illustrate the connections between our mission, values and day-to-day work across all areas of the business. It also aims to bring clarity to the areas we plan to focus on in the next three years and ensure that we're all working in the same direction.

We know that we can also support our team to share ownership of our mission by being transparent about how the business is performing. In our monthly company meetings we provide updates on the progress we're making towards our goals, and the financial health of Spektrix. We're also transparent with team members about the information we share with our board of directors - we publish our board update decks to our internal intranet for team members to see.

97% of team members at Spektrix understand how their work contributes to our mission.

94% of team members feel kept up-to-date about what is happening at Spektrix.

91% of team members believe that Spektrix is in a position to really succeed over the next three years (0% answered negatively).*

*in a business-wide survey run in December 2021

We support our teams to reduce their environmental footprint

Our environmental impact at Spektrix is inherently low when compared to other businesses, such as those with significant supply chains or manufacturing processes. However, we know that everything we do has a direct and/or indirect impact on the environment. We want to support our teams to make decisions with this in mind.

Our new hybrid working approach is enabling team members to reduce their carbon footprint related to travel, as they are typically commuting less than previously. We also ensure that our offices are all in city centre locations with good transport links to encourage team members to take public transport or cycle instead of driving.

We have a 'Preferred Purchasing Policy' in place internally which guides team members to prioritise the purchasing of socially and environmentally-friendly products and services over their conventional market-based counterparts, whenever available and affordable. This year we have increased the proportion of office supplies and conference merchandise purchased from other B Corps or local vendors.

Alongside the Preferred Purchasing Policy, we also introduced a 'Virtual Office Stewardship Guide' which shares advice with team members on how they can apply the ethos of the policy while working from home.

We have extensive recycling capabilities in our offices so that where waste cannot be avoided, it can be disposed of responsibly.

We don't yet have in place processes to measure our environmental impact or the impact of any initiatives we take to reduce this. This is an area in which we intend to improve.

Targets to increase impact in the next year

(1) Increase awareness of what being a B Corp means

There was lots of excitement in the business when Spektrix achieved B Corp certification for the first time last year. However, in a survey run at the end of 2021, only 71% of team members said that they understand how being a B Corp impacts what we do and how we make decisions at Spektrix - we want to improve this to at least 80%. In the next year, we will work on increasing understanding in this area and **identifying how we can get more involved with and learn from the B Corp community**. This continues our efforts to support team members to understand how they're positively impacting the world through their work.

(2) Support wider uptake of volunteering days

All team members at Spektrix have the option to spend **two paid days a year volunteering for any cause that they care about**. We know that this benefit is appreciated but historically, we haven't seen much uptake and only 13 days were used by 5% of team members in the last year. We are committing to facilitate the use of these days by sharing suggestions for things that people could do and by organising opportunities for team members to volunteer together. Our target is that 25% of team members have taken advantage of this benefit by using at least one volunteer day in the next 12 months.

(3) Understanding our environmental impact

We know that there is more we could do to reduce our environmental footprint further. But, to be able to make any meaningful change, we first need to be able to understand the impact that we're having now.

In the next year, **we commit to making substantial progress in understanding how our business practices impact the environment**. We will also look for ways to measure this where possible. This work should then set us up to be able to further develop principles for considering the environment when we make decisions at Spektrix, and set targets for improvement further down the line.

SPEKTRIX⫷

Closing Summary

It's our purpose to help arts and entertainment organisations successfully connect with audiences, drive revenue and work effectively. The reporting period 2021-22 was a challenging one for the entire cultural sector; and a time in which we were continually motivated by the resilience and drive of our users. It's our role to work in partnership with arts organisations and fellow experts, enabling shared success through the technology, connections and insights that can help the entire cultural sector to thrive.

Impact in Partnership

- 26m transactions across our system
- £855m in income for the arts sector
- Significant research into measuring the demographic composition of arts audiences.

What's next?

- Continue helping arts organisations to grow their revenue
- Research asking how welcome people feel at arts events, based on their demographic characteristics

Direct Impact

- Technology improved to better support loyalty, secure payments, multi-language bookings and credit voucher extensions.
- Insights and business services adapted to remote working and 24-hour, 'self service' resources.
- Facilitated connections building and supporting networks across the sector
- Learning and development activity reaching 1,000+ users Resources and guidance to support more inclusive recruitment across the sector

What's next?

- Continued system development and better measurement of our environmental footprint
- Continued improvements to our resources and measurement of user satisfaction
- Targeted new integrations and community building, focussed on users' needs
- Recruitment of team members and tools focussed on learning and development
- Building on inclusive recruitment in our own organisation and sharing our learnings more widely

Team wellbeing and impact

- We are creating an inclusive environment by transforming our recruitment process and establishing affinity groups in the workplace
- We are developing our team members through learning and progression pathways within the business
- We are supporting our team members to have a better quality of life with salary increases, mental health support and hybrid working
- We enable team members to understand how their work is having a meaningful impact on our clients, the wider sector and the environment

What's next?

- Improvements to our benefits offering based on employee feedback
- Building a culture of effective personal feedback
- Development of onboarding, growth and learning opportunities for all roles
- Support wider uptake of volunteering days
- Progress in understanding how our business practices impact the environment

Certified

B

®

Corporation