

The background is a vibrant blue with large, overlapping organic shapes in teal, purple, and pink. The teal shape is at the top left, the purple shape is on the right, and the pink shape is in the lower right. A small yellow triangle is visible at the bottom right corner.

This is us.

Diversity, Equity & Inclusion Report 2023



“ —

Nick Emery, CEO

We believe that DEIB targets are as important as financial targets. We all seem happy to set EBITDA targets but fight shy of similar ambitions and focus on DEIB. We think that's wrong and change only comes through relentless action, goals, and measurement.

Genuine advancement in diversity, equity, and inclusion begins with empathy and changes through action.

Recognising the importance of DEIB in our business, we are committed to our community where diverse points of view and perspectives are not only welcomed but celebrated. Ours is a culture that values every voice, recognizing that diverse perspectives fuel innovation and foster unity.

We listen attentively, learn continuously, and commit with steadfast dedication to equality and inclusion.

Executive Summary

The Jellyfish Diversity, Equity, and Inclusion (DEI) Report for 2023 represents a pivotal milestone in our ongoing commitment to fostering an inclusive workplace environment. Rooted in our core values, this report provides a comprehensive overview of our organization's diversity landscape, guided by insights gleaned from the DEI data census conducted throughout the month of December 2023.

Key findings from the survey include:

Staff response rate:

achieving a 66% response rate, the survey provided invaluable insights into the composition of our workforce and their engagement with diversity initiatives.

Demographic representation:

- **Gender:** women comprise 54% of our workforce, reflecting a balanced gender representation.
- **Racial diversity:** 38% of our staff identify as a racial minority, reflecting both our global footprint and our effort to include local minority groups in the staff.
- **LGBTQ+ identity:** 15% of our employees identify as LGBTQ+, highlighting the importance of fostering an inclusive environment.
- **Disability disclosure:** 11% of our staff disclosed disabilities, demonstrating the opportunity to incorporate diverse perspectives and experiences into our operations.
- **Caregivers:** 35% of our workforce serves as caregivers, emphasizing the importance of work-life balance and support systems.

Executive Summary

Engagement with DEI initiatives:

- **Employee Resource Groups (ERGs):** 67% of our staff are aware of ERGs, with 26% participating in one or more, demonstrating recognition and engagement with these vital diversity initiatives.
- **Non-discrimination, respectful treatment, and appreciation of difference:** Jellyfish scored 81/100 in all three metrics, indicating a positive organizational culture that values inclusivity and equity.

This report also highlights the strides made by our ERGs in empowering communities and driving meaningful change across various facets of diversity and inclusion. With SheUnit championing gender equity, Pride Jellies advocating for LGBTQ+ recognition, Jellyfish in Color focusing on racial diversity, Wellbeing addressing mental health, and the Parent ERG supporting caregivers, each ERG has played a role in building and maintaining a more inclusive workplace.

These actions play a significant part in fostering a sense of belonging within the company and contribute to the aforementioned results.

Introduction



Welcome to the inaugural Jellyfish Diversity, Equity, and Inclusion Report for 2023.

At Jellyfish, we recognize diversity as a fundamental pillar shaping our culture, innovation, and success. This report serves as a compass, illuminating our current state of diversity and serving as a baseline for our DEI journey.

Our mission is clear: to build a workplace where every voice is heard, and every individual feels a sense of belonging. Diversity is our strength, and inclusivity drives innovation and growth.

In this report, we provide a snapshot of our demographic representation, share progress made by our Employee Resource Groups, and highlight inclusive projects transforming Jellyfish.

Thank you for joining us on this path toward greater diversity, equity, and inclusion. Together, we will shape a future where every employee feels valued and empowered.

Survey methodology:

The DEI data census process demanded meticulous planning and collaboration across legal and compliance, data protection, and HR to navigate the sensitivity and legal considerations associated with collecting personal information such as race, ethnicity, and sexual orientation. The survey methodology prioritized confidentiality, voluntary participation, and global consistency while acknowledging regional differences and cultural sensitivities.

Here's an overview:

- **Duration:** the survey took 6 months of discussions and preparation, and remained open from December 7, 2023, to January 12, 2024.
- **Platform:** Jellyfish utilized Glint, a LinkedIn-owned company, to ensure consistency and data security.
- **Data protocol:** a robust agreement safeguarding privacy, allowing access only to aggregated data with a minimum threshold for respondent anonymity. Additionally, we conducted data protection due diligence for any additional measures across the 22 countries where we operate.
- **Voluntary participation:** respondents had the flexibility to skip questions or modify answers at any time.
- **Anonymity:** all data collected remained anonymous to encourage authentic responses and protect participant privacy.
- **Question design:** the survey comprised 29 questions on various aspects of diversity to gain a comprehensive understanding of the organization's landscape.
- **Global adaptation:** careful consideration was given to regional differences in terminology and cultural nuances, especially regarding questions related to race, ethnicity, and gender. Employee Resource Groups also validated all content upfront, ensuring alignment with all our communities.
- **Future iterations:** the survey is scheduled for renewal annually with ongoing efforts to refine and adapt questions in response to evolving diversity considerations within the organization.

Snapshot of representation

Why run this survey?



Understanding regional dynamics:

Assisting Managing Directors in understanding potential blockers in specific regions is critical for effectively addressing diversity challenges. By analyzing regional data trends, we can pinpoint areas that require targeted interventions.



Community representation and leadership:

Evaluating community representation across regions, capabilities, and leadership positions offers valuable insights into our organization's diversity makeup. By providing leadership with a consolidated view of this data, we empower them to make informed decisions and drive initiatives that promote diversity and inclusion at all levels.



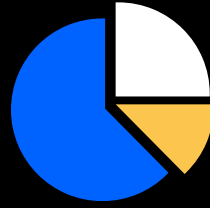
Empowering ERG initiatives:

Shaping ERG initiatives based on data and feedback rather than assumptions is key to their effectiveness. By leveraging insights from the DEI data census, ERGs can tailor their programs to address specific needs and concerns, ensuring they resonate with the diverse experiences of our employees.



Amplifying employee voices:

Ensuring that every voice is heard is central to our commitment to creating a better workplace for our communities. From recruitment practices to existing policies, people training, and company support systems, inclusivity must permeate every aspect of our organization.



DATA HIGHLIGHTS

Gender and sexual orientation

women represent 54% of our workforce, slightly surpassing the average for the Big6 companies, which sits at 52%. Non-binary individuals account for 1% of the population, while an additional number of people preferred not to disclose their gender identity. Additionally, the census offers insights into sexual orientation, with 81% identifying as heterosexual, 12% as homosexual or bisexual, and 3% as pansexual, asexual, or other.

Representation

senior roles within Jellyfish, starting from the Director level, are occupied by women at a rate of 47%. This percentage reflects a lower representation at the Vice President level, where women only account for 38% of the total senior roles at Jellyfish, despite comprising a significant portion of the company's overall population.

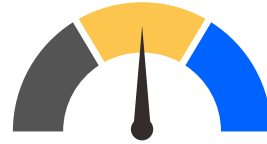
Race & ethnicity

while 38% of employees identify as racially diverse, of which 12% identify as Latino; 9% identify as Asian (South, East, or Southeast); 9% identify as mixed races or of multiple origins, Middle Eastern/ North African, or Native; finally, only 4% identify as Black, indicating areas where targeted efforts are needed to enhance representation and inclusion.

Disability disclosure

11% of employees disclosed a disability, underscoring the importance of accommodating diverse needs and creating an inclusive environment for all.

Questions around Non-discrimination, Appreciating Differences, and Respectful Treatment received commendable scores of 81/100, reflecting our commitment to fostering a respectful and inclusive workplace culture.



DEI SCORECARD



However, there is room for improvement in Equal Opportunities and Belonging, with scores of 68 and 66 respectively, indicating areas where targeted interventions may be necessary to enhance inclusivity and belonging among our employees.



In conclusion, the Jellyfish Diversity, Equity, and Inclusion Report for 2023 serves as a roadmap for advancing our commitment to diversity and inclusion. By leveraging the insights gleaned from the DEI data census, we can continue to drive meaningful change and create a workplace where every individual feels valued, respected, and empowered to succeed.

Section 2

DEI Progress: Empowering Communities

Overview of Employee Resource Groups:

At Jellyfish, each individual plays a crucial role. The Culture & Engagement department strengthens our focus on diversity and inclusion. Voluntary and employee-led, the Employee Resource Groups (ERGs) further this commitment by fostering dialogue, support, and empowerment.



JELLYFISH IN COLOR

This ERG champions racial equity and inclusion in the US, South Africa, and the UK. It offers Black and employees of color a platform for dialogue, advocating for racial justice and ensuring all voices are heard. This ERG's mission is to foster belonging, empowerment, and opportunity for people of color at Jellyfish through a global community focused on celebration, education, and embracing diversity.

SHEUNIT

SheUnit is committed to advancing gender equity, leadership, and opportunities for women within Jellyfish. This ERG's mission is to create and elevate workplace equality, inspire and encourage career progression, and provide mentorship and education for women and allies.

PRIDE JELLIES

Dedicated to supporting the LGBTQ+ community within Jellyfish, the Pride Jellies ERG chapters provide a safe and inclusive space. This ERG's mission is to foster respect and recognition for all, regardless of sexual orientation or gender identity.

WELLBEING

Focused on mental health and well-being, this ERG creates a supportive environment where employees can openly discuss mental health, access resources and receive guidance, aiming to reduce stigma and promote a culture of well-being for all.

PARENTS

The Parents ERG serves as a discussion group dedicated to supporting working caregivers to children within Jellyfish. This group provides a space for parents to connect, share experiences, and discuss the unique challenges and opportunities of balancing work and family life.

In addition to the above-mentioned ERGs, two groups are currently in the process of being built; One aims to support individuals with disabilities within the business, while the other is focused on enhancing Jellyfish's sustainability impact. These groups are still in their early stages of development, and their contributions may receive greater emphasis in the second report to be produced.

All these ERGs are vital in our efforts to build a diverse and inclusive workplace. Each ERG has a unique mission, but they collectively contribute to a more inclusive culture by fostering a sense of belonging, providing valuable resources, and advocating for positive change within Jellyfish. In the following sections, we will delve into the progress and initiatives undertaken by these ERGs, highlighting their tangible impact on our organization.

Progress in DEI initiatives:

In this section, we highlight some of the key milestones achieved through the initiatives led by our Employee Resource Groups, alongside Jellyfish's own progress as an employer. While it is impractical to cover all the initiatives comprehensively, we have chosen to emphasize the notable achievements, regardless of the communities they represent, in order to underscore the significance of these accomplishments and their connection to fostering a fair and unbiased workplace environment.



Education and Advocacy with Jellyfish in Color:

Through 2023, Jellyfish in Color promoted a series of educational events that brought together scholars, partners, clients, and prominent BIPoC industry figures. These events aimed to educate the company on inclusive marketing, covering topics ranging from intra-team collaboration and creating value in advertising to impacting beyond the industry and fostering equality throughout the value chain of our business.

2

Measuring Gender Pay Gaps:

Recognizing a gender pay gap across Jellyfish regions, we've launched a task force to reduce this disparity in line with our new performance process. Although the current global gap is 15.8%, we're committed to continuous improvement until we reach a perfect balance across the business, regardless of gender. The SheUnit-initiated task force is actively promoting diverse leadership and addressing salary disparities. To integrate this initiative, we've established specific KPIs for each country, highlighting diversity as a priority. All Directors and Capability Leads have a customized dashboard for comprehensive progress tracking.

3

Caregivers' Support Policy Enhancement:

Jellyfish's commitment to supporting working caregivers is evident in the enhancements made to our Caregivers' Support Policy. This comprehensive policy marks a first step toward greater equity worldwide, acknowledging the diverse responsibilities of caregivers and promoting fairness and inclusivity across regions. It includes provisions for enhanced parental leave, return-to-work assistance, antenatal appointment support, mid-term remote work flexibility, caregiver training, complication support, and breastfeeding/pumping areas in our offices. This inclusive approach recognizes the needs of all caregivers, including same-sex couples, single parents, adoptive parents, and transgender individuals. While the policy is fully inclusive, there remains openness to further improvements, such as extending leave, to better support all families at Jellyfish.

4

Mental Health Awareness campaigns:

The Wellbeing ERG has launched a series of comprehensive mental health awareness campaigns aimed at fostering a supportive and empathetic workplace culture. Through support groups (substance abuse, reproduction, menopause, and grievance) workshops, healthy activities, and open forums, they have effectively raised awareness about mental health issues, dismantled stigmas, and promoted a culture of understanding and support.

5

Inclusive Cultural Training program:

Culture & Engagement has launched an inclusive regional training program to instill a deep understanding of our global company values and our commitment to being an inclusive employer. The program addresses potential challenges arising from regional differences, preventing perceptions of non-inclusivity or cultural disrespect. Tailored to regions facing issues or persistent cultural barriers, it emphasizes empathy, cultural competence, and the creation of a collaborative, respectful work environment where every voice is heard and valued.

6

Culture Day:

Culture Day is a flagship event organized by Jellyfish, spanning over 24 consecutive hours, dedicated to showcasing the progress we are making as an organization, celebrating the successes of our ERGs, addressing the challenges faced by our communities, and more. With over 60 speakers, predominantly from our internal teams, supplemented by contributions from our esteemed partners and clients, this event serves to not only highlight our achievements but also to engage and educate our allies, reinforcing and strengthening our culture and values, extending our reach and impact within and beyond our organization.



7

'My Coming Out Story' campaign:

Pride Jellies launched the impactful 'My Coming Out Story' campaign, aligning with the company values and encouraging employees to share their personal video narratives of coming out. This initiative provided a platform for individuals to discuss their challenges, successes, and the barriers they faced, even as parents. The campaign is aimed at fostering acceptance and understanding, creating a more inclusive environment for all members of the Jellyfish community. Through authentic storytelling, this campaign has contributed to cultivating empathy and respect, strengthening our commitment to building a workplace where every individual feels valued and accepted as their authentic selves.

8

Work With Me initiative:

The 'Work With Me' initiative is an internal campaign designed to raise awareness about the unique needs of our neurodivergent employees. This campaign not only focuses on educating the workforce about neurodiversity but also highlights the specific support required by individuals. Notably, the initiative has been integrated into our communication channels, particularly Slack, allowing all employees to easily express their preferred modes of communication, fostering an environment where every individual feels valued and accommodated.

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These initiatives exemplify our commitment to fostering a diverse, equitable, and inclusive workplace where every individual feels empowered and valued, in line with the values of Jellyfish's recognition process. Through the collective efforts of our teams, we are continuously striving to create a workplace that celebrates diversity, promotes inclusivity, and fosters a culture of belonging and respect.

Plans for the Future:

Looking ahead, we are gearing up to elevate our Diversity, Equity, and Inclusion initiatives. The DEI survey plays a pivotal role in this endeavor, providing Managing Directors with a comprehensive measure of the existing diverse representation in their regions. This data has been transformed into specific Regional DEI Key Performance Indicators, equally prioritized alongside their business KPIs. Additionally, Managing Directors have received individual targets to reduce the gender pay gap in their regions by the end of 2024.

Furthermore, this data will serve as a valuable tool for Employee Resource Groups, aiding them in understanding the needs of their respective communities. This data-driven approach will inform the development of targeted action plans aimed at fostering inclusivity and driving meaningful change.



In parallel, the rollout of the newly developed ERG framework, currently in its testing phase, presents an opportunity for refinement and support in establishing a cohesive structure. This framework provides a systematic approach for ERGs to align their objectives, strategies, and organizational goals. Equipped with a maturity curve, ERG leaders can assess their current stage of development and chart a clear trajectory for future actions.

Through collaboration and the sharing of best practices, all stakeholders are poised to make a collective impact and propel Jellyfish's DEI goals to new heights in the upcoming year.

Section 3

Challenges & Opportunities



Photo taken on Heritage Day in South Africa.

This national event celebrates the rich history and cultural diversity of South Africa, emphasizing the importance of unity and understanding among its various communities.

Challenges in our DEI efforts:



Bridging the pay gap:

starting with the gender pay gap, this challenge demands a nuanced approach to ensure equitable compensation without unintentionally creating disparities for non-minority populations, in line with the values of our new performance process. It requires implementing comprehensive measures that rectify historical inequalities while avoiding new forms of inequity.



Promoting diversity in leadership:

a key challenge involves promoting diversity within the leadership team without succumbing to tokenism. It consists of the development of strategies that prioritize merit-based promotions and create pathways for the empowerment and equitable advancement of all employees, fostering an environment where competence and skill are the primary drivers of career growth.



Engaging employees as agents of change:

with our organizational focus on growth, one of the significant challenges is to actively engage our staff in our DEI initiatives. Employees often operate with limited bandwidth, and involving them in driving meaningful change without overwhelming their existing responsibilities is a delicate balancing act. It requires fostering a culture that encourages active participation and empowers employees to contribute to the creation of a more inclusive workplace.

Opportunities for improvement and growth:



Leveraging insights from the DEI Data Census:

the DEI data census has provided invaluable insights that were previously unavailable to us. With rich data at our disposal, actions and initiatives led by the company – particularly by our ERGs – can now be grounded in facts rather than assumptions. This marks a significant transformation for many, as they recalibrate their inner mission at Jellyfish based on the needs and realities of their communities. We now have the opportunity to leverage these insights to drive meaningful change and address gaps in representation, inclusion, and equity within our organization. By aligning our efforts with data-driven insights from the census, we can embark on a journey of continuous improvement and growth, ensuring that Jellyfish becomes a true beacon of diversity, equity, and inclusion in the corporate world.



Empowering employee engagement:

the challenge of engaging employees as active agents of change offers an opportunity to foster a culture of empowerment and collaboration. By involving employees in our DEI efforts, we can cultivate a sense of ownership and commitment to our shared goals. Creating avenues for open dialogue, feedback, and participation can strengthen employee morale, loyalty, and overall job satisfaction, leading to increased productivity and a more vibrant and resilient organizational culture.

Strategies for overcoming challenges and leveraging opportunities:



Implementing inclusive policies and practices:

to address the challenges in bridging the gender pay gap and promoting diversity in leadership, we are dedicated to implementing inclusive policies and practices that prioritize fairness and transparency. By establishing clear guidelines for equitable compensation and advancement, we can ensure that our workforce is rewarded based on their contributions and capabilities, fostering a culture of meritocracy and equal opportunity.



Cultivating a culture of collaboration & support:

Overcoming the challenges of engaging employees as change agents involves fostering a culture of collaboration and support, especially in the context of our DEI initiatives. We will focus on creating a framework for clear communication between leadership and the whole company, work with the Capability Partners so they can spot, cherish, and foment inclusion in their teams, keep developing training that educates our teams about the benefits of differences and the role that culture (local and corporate) makes in business, keep encouraging a culture of feedback and recognition between teams and peers with the new feedback tool and Bonusly.

Conclusion

The Jellyfish Diversity, Equity, and Inclusion Report for 2023 serves as a reflective journey highlighting both progress and areas for growth within our organization.

01

Acknowledgment of diversity and engagement:

through the DEI data census, we've gained valuable insights into our workforce composition and engagement with diversity initiatives. While we celebrate our achievements in maintaining balanced gender representation, fostering racial diversity, and encouraging engagement with our ERGs, we also recognize that there's still much work to be done.

02

Continuous progress and learning:

our journey towards greater inclusivity is marked by progress and learning. We've made strides in promoting LGBTQ+ rights, gender equity, racial diversity, neurodiversity, mental health awareness, and caregiver support. However, we acknowledge that these efforts represent just a fraction of the work needed to create a truly inclusive workplace.



We acknowledge the challenges ahead and commit to fostering an environment where diversity is celebrated, inclusivity is embraced, and every voice is heard. Through collective effort, humility, and a commitment to continuous improvement, we will continue to advance our DEI initiatives and create a workplace that reflects the values of diversity, equity, and inclusion.

We encourage open dialogue, feedback, and active engagement from all employees as we navigate this journey together. Your perspectives, experiences, and insights are invaluable as we work towards building a more diverse, equitable, and inclusive Jellyfish community. Together, let us embrace diversity, champion inclusivity, and create a workplace where everyone feels valued, respected, and empowered to contribute their best.

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