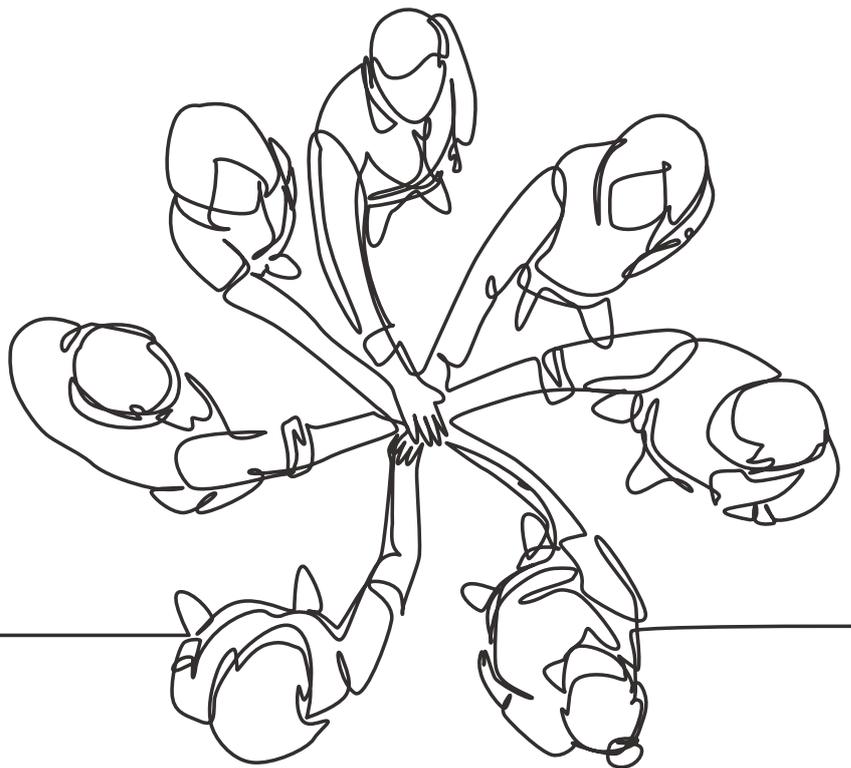


Acumen in 2021:  
A place where  
team means more

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acumen

# Welcome aboard: A year of growth

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2021 has been another busy year for the Acumen team. It's been 15 years since we've set out on our mission to deliver lasting change through smart revenue management for consumer brands, and we have grown a huge amount since then, both in the size of our teams and the clients we work with.

2021 has been an unpredictable year for many businesses - but the Acumen team has been able to adapt successfully. Over the last 12 months the business has been working fully flexibly with our 'Homer & Roamer' policy. As the business matures, so does our approach to working, and we now fully empower individuals to choose where and when they work. Alongside this, we've established our new office in Victoria as the 'Acu-hub' - the destination for teams to collaborate and gather when in London.

A huge aspect of our growth is down to the size of our team, which has grown by over 30% in the last 12 months, more than we ever have done before! We've held plenty of company-wide events, both online and in-person, allowing teams to celebrate achievements and bond together. Furthermore, October involved Acumen's 'Wellbeing week', including a series of activities and a programme of communications to promote wellbeing within the business.





# Our ever-expanding team

Over the last year the Acumen team has grown by 30% to serve our growing client base around the world and further develop our business.

We are extremely proud of our people, and firmly believe this is one of the things that makes us unique. In the last 6 months of 2021, both the product and consulting teams have expanded by over a third, with the business onboarding thirteen new employees within these teams.

To continue maximizing our client's revenue management potential and capability, we've further expanded to form a new arm of the business, the Client Success team.



# 'Homer' & 'Roamer' life

At Acumen we embrace flexibility and recognise our employees have different personal circumstances, preferences and productivity needs: some want to work from an office at certain points in the week and some prefer to work mainly from home. So, we developed our 'Homer & Roamer' concept.

Dedicated teams focused on the 'future of work' and explored how to further support personal growth, motivation, productivity and collaboration in a remote environment. The result: employees have the choice around where to work – they could either be a 'Homer' – home-based except when expected to attend company, team or client meetings, or a 'Roamer' – working flexibly, with access to office facilities at our 'Acu-hubs', both in London and Singapore.

The Victoria office was established in the spring, acting as a 'Hub' for those based in the UK and allows for teams to collaborate and hold

meetings when required. Located right next to Victoria station, the area is known for great lunchtime spots and plenty of watering holes for after-work get togethers. Singapore's equivalent 'hub' is based in the prestigious Asia square within the CBD, in a prime location for the Acumen APAC team to collaborate and meet. This new way of working has supported our teams in being able to work in a variety of locations, and take short periods of time abroad which has been deeply valued by those who had not been able to see family members during the pandemic.

"Acumen's response to the pandemic has been amazing, they held genuinely good & thoughtful activities to keep us feeling like one company and the decision to close the old office was smart (but tough!) - much better response than I have heard from other companies"

Employee engagement survey respondent

63%  
Are 'Roamers'

37%  
Are 'Homers'

95%  
Of employees agreed that Acumen is a 'Great Place to Work'





# Moments of celebration

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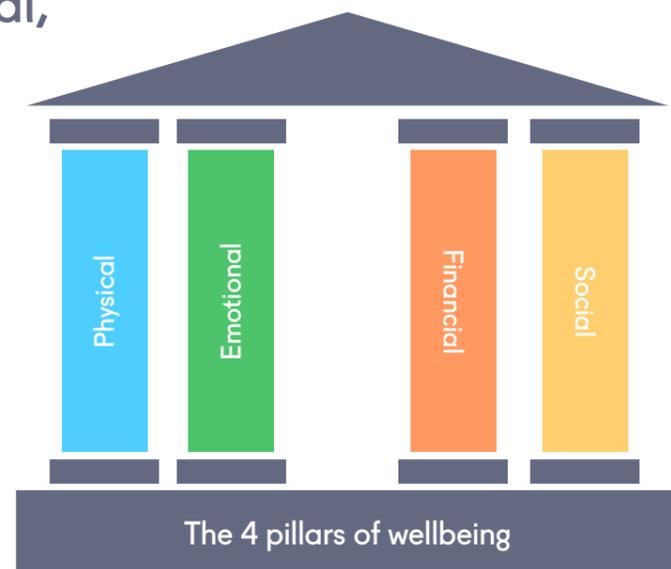
2021 has of course been challenging for the Acumen team to all gather together. However, we persevered, as we know events are a big part of maintaining social wellbeing. We were able to hold a series of virtual and in-person gatherings, making use of online platforms where needed.

As restrictions were lifted in late summer, we were delighted to be able to meet in person with our first company-wide kick-off event. The day began with company updates and refreshments, followed by lunch and time to catch-up with colleagues. The afternoon's activities included treasure hunt challenges around the city on a vintage London bus, ending the day in Soho with drinks and dinner to celebrate. This event was hugely successful and enabled colleagues old and new to work together and socialise. Events like these are part of our 'business as usual' life at Acumen, really embodying one of our values: 'own it and enjoy it' and are a time for celebrating business achievements together.

# Putting wellbeing at the forefront

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Our busy teams are given high levels of responsibility from the get go, so our wellbeing focus aims to support people's wellness and happiness around work. Our wellbeing strategy for 2021 has focused on showing employees they are valued, thus increasing productivity and creativity, and supporting employees through the pandemic. Our strategy consists of providing support and processes around our four pillars of wellness: physical, emotional, financial and social.



## Physical wellbeing

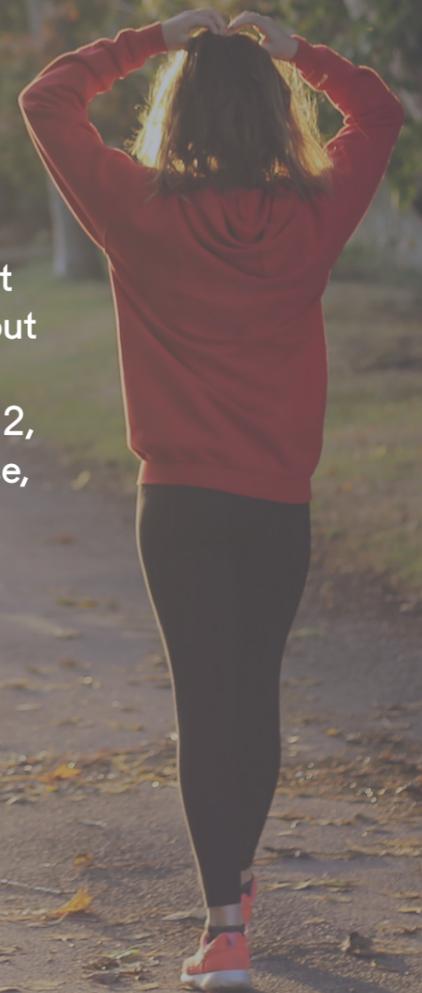
These are initiatives to get our employees moving and feeling on top form physically. Within this we provided weekly yoga sessions, encouraged each team to have at least one walking meeting per week to get them away from the screen and get some fresh air, and we even held a company wide 'Strava challenge' and counted up the miles of walking, running, cycling or swimming completed by everyone.

## Emotional wellbeing

This involved initiatives to help develop relaxation and resilience techniques and generate the emotions that lead to good feelings. We shared wellbeing 'nudges' and insights on our core communication channels, facilitating mental health first aid sessions, stress management sessions and even brought in a sleep specialist to help us learn more about good sleep habits. We also operate a meeting-free zone every day between 12 and 2, enabling people to get a proper lunch, exercise, meditate or catch up on the 'doing' after perhaps a morning of intense client meetings

## Financial wellbeing

These are initiatives that allow our people to feel comfortable about their finances, meet current and ongoing financial obligations and make choices allowing them to live life to the fullest. We promote cash-back opportunities through the portal we subscribe to called 'Lifeworks.'



## Social wellbeing

These are initiatives that allow our people to communicate, develop meaningful relationships with others, and maintain a support network that helps to overcome loneliness.

The pandemic was of course a challenge in terms of social wellbeing, and during lockdown, we made sure that we engaged in fun virtual activities and stayed connected to support each other.



acumen x WELLBEING WEEK 2021			
<b>Events Calendar</b> 18-22 October 2021			
<b>MONDAY 18</b>	<b>WEDNESDAY 20</b>	<b>FRIDAY 22</b>	
<ul style="list-style-type: none"> <li>Mental Health First Aid</li> <li>Wellbeing Bingo</li> <li>Acumen's Feel-Good Spotify Playlist</li> </ul>	<ul style="list-style-type: none"> <li>Yoga with Flo (Flings)</li> <li>Stress management tips</li> <li>Surprise</li> </ul>	<ul style="list-style-type: none"> <li>Positive mindfulness session (Run by Tille and Flo)</li> </ul>	
<b>TUESDAY 19</b>	<b>THURSDAY 21</b>		
<ul style="list-style-type: none"> <li>Share valuable books</li> <li>TBC</li> </ul>	<ul style="list-style-type: none"> <li>Mindfulness at work (Featuring external speaker)</li> <li>Share a photo in nature</li> </ul>		

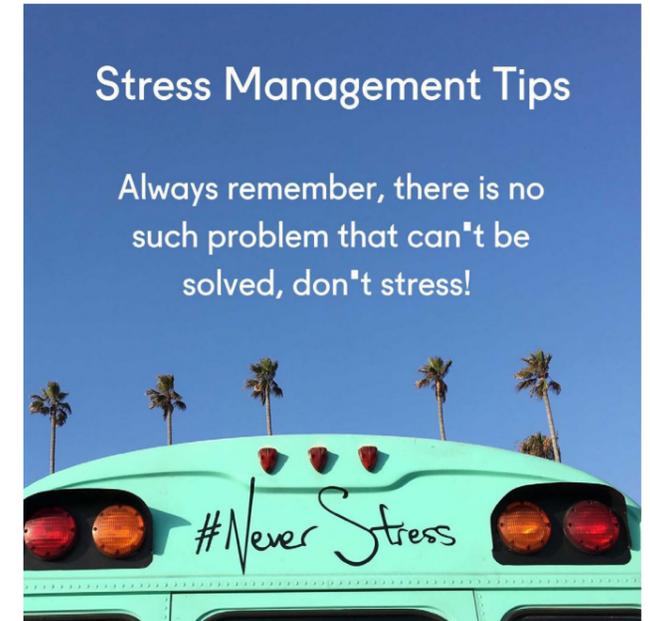


### I'm grateful for...

This Mental Health Awareness week (10<sup>th</sup>-16<sup>th</sup> May) we're encouraging everyone to share a photo of something they're grateful for. Whether it's seemingly insignificant or something everyone enjoys – cultivating gratitude in our day to day lives can make you feel positive emotions and relish good experiences!

It could be something as simple as the sunshine outside or your morning espresso. So, get involved and share your pictures for Mental Health Awareness week.

A set of icons representing various things one might be grateful for: a dog, a house, a sun, a bicycle, a hand holding a flower, a bowl, and a martini glass.



We held our annual 'Wellbeing week' in October. Even though it was held virtually, we ensured that activities were a good mix of knowledge from inside and outside the organisation.

Wellbeing week involved a programme of activities and mini events on mental health first aid, yoga, positive mindfulness and sleep health, all ran by specialists. Throughout the week stress-management tips were shared, we held wellbeing bingo and were all encouraged to share images of our mindful walks in nature, and share book recommendations. We even created a company-wide 'Feel-good playlist' on Spotify, including everyone's top songs to lift spirits.



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To  
Work.®

Certified

NOV 2021-NOV 2022

UK

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# Achieving 'Great Place To Work' recognition

Acumen are officially a 'Great Place To Work'! In November we were recognised by the Great Place to Work institute and are now featured alongside some of the UK's top organisations as one of their certified and recommended organisations for company culture.

This is a huge achievement for the whole business, and a massive milestone in Acumen's growth. Out of a total of 70 statements about the business, 88% of all responses were positive (often true or almost always true). Here are some of the highlights from the survey:

- 95% of respondents agreed that Acumen is a 'Great Place to Work'
- 98% of respondents felt that they are treated fairly no matter their background or demographic
- 96% of respondents feel that working at Acumen is welcoming, fun and supportive
- 95% of respondents feel that they can be themselves at work, that we care about each other and that we celebrate those who try new and better ways of doing things, regardless of the outcome.

An overarching theme of the survey was that we are proud of what we've achieved and are prepared to go the extra mile to get the job done.

"The culture we continue to develop has enabled us to enjoy low staff turnover and very high levels of employee engagement - this has helped us deliver exponential business growth and a headcount increase of 30% during 2021. We are very confident of our ability to drive even more growth over the forthcoming years and ensure our teams consistently 'own it and enjoy it.'"



# The Leadership Development Program

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To develop and retain talent within Acumen, we identified our inaugural cohort for a new annual Leadership Development Program, consisting of a series of leadership modules over an 18-month course.

Modules include how to lead self, influence others and shape culture & strategy. The programme includes a mini-MBA, training in Stephen Covey's 7 habits and Emotional Intelligence. Each individual participating gets assigned a mentor for coaching and direction, and throughout the course are set assignments based on real business issues to develop their skills. At Acumen we look to nurture a culture of continual improvement and employee inclusion and the LDP is a prime example of this.



# Our expanding consulting team

Our client universe has continued to expand. With this brings diversity in the work we do and the people that we speak to, day in and day out. And what a fantastic year it has been for the Consulting Team.

In 2021, the consulting team focused on putting the client at the heart of everything they do. This resulted in a project satisfaction score that tracked above targets for the full year, reaching a 12-week average of 8.75/10. Such a high satisfaction score is down to the hard work of the existing Consulting team and the 7 new starters and new Client Success Team. This team was put in place to maximise the value clients' get from Acumen's products and to focus on understanding and responding to the evolving FMCG landscape.

Furthermore, 2021 presented the consulting team with record growth. Looking to 2022, our growth targets are just as high and the business is introducing eight more roles in Consulting to sustain this. The strategy includes a new Capability Lead role that will focus on maximising the pace of learning in our team and continue to improve the delivery to our clients.



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# Growth in the Asia Pacific region

2021 has been challenging for businesses all over the world, and in Singapore at Acumen APAC HQ, it's been no different. However, the last 12 months have been full of achievements, the team has doubled in size, and is now fluent in Mandarin and Malay to better service clients.

Alongside implementing Invest, the team has delivered a number of analytical and capability building projects across the region. In addition, the team has built up client success and support functions to better serve FMCG business in the region.

The business was delighted with the success of two Revenue Management forums, running our Asia focused event in May: 'Building your revenue management roadmap in an evolving consumer goods landscape in APAC', and another Australia & New Zealand focused event

in October: 'Getting your organisation behind digital revenue management in 2022'. Both events were a fantastic platform for Commercial Directors and Revenue Managers to discuss challenges, opportunities and share ideas together.

The APAC team has continued to develop and build capability, both when it comes to delivering for clients and collaborating together. Looking ahead to 2022, the team are looking forward to working with some exciting new clients and kicking off new projects with plenty of new opportunities on the horizon.

The APAC team has grown by **50%** In 2021

The Asia Pacific client base makes up **25%** Of Acumen's total client universe



