



# CULTURE CODE

**N21 GROUP**

**WE WANT YOU TO  
'BE THE BEST YOU'**



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## SECTION 1

# OUR CULTURE





**OUR CULTURE HERE IS SO IMPORTANT  
TO ALL OF US AT N21**

**WITH THE RIGHT CULTURE WE CAN ACHIEVE MANY GREAT  
THINGS, AS INDIVIDUALS AND AS A TEAM, WHILST  
ENJOYING LIFE TOO!**

**IT'S THE HEARTBEAT THAT MAKES N21 WHAT IT IS.**





# OUR CULTURE

**A GREAT CULTURE ATTRACTS GREAT PEOPLE.**

**THE TYPE OF PEOPLE YOU WILL ENJOY COLLABORATING  
WITH, LEARNING FROM, TEACHING AND CREATING YOUR  
OWN FORM OF FRIENDSHIPS.**



A group of people are sitting around a long wooden table in a meeting room. The room has large windows and brick walls. The entire image is overlaid with a semi-transparent purple filter. The text is presented in white boxes with black outlines.

**WHEN WE HAVE A GREAT CULTURE, EVERYONE CAN REALISE  
THEIR OWN UNIQUE POTENTIAL.**

**AND THIS MEANS OUR CLIENTS GET THE BEST FROM YOU  
AND YOUR TEAM-MATES.**

**WHEN OUR CLIENTS GET THE BEST FROM US, THEY WANT  
TO STAY. AND THIS LEADS TO GROWTH. WHICH LEADS TO  
MORE OPPORTUNITIES FOR YOU.**

**ITS A WIN-WIN CYCLE!**



A man with a beard, wearing a dark shirt and jeans, stands in front of a presentation screen. He is pointing his right hand towards the screen. The screen displays a presentation slide with the text 'MAKING THE MOST' at the top and some charts below. The entire image has a blue overlay. Overlaid on the image are several text boxes: a large black box with white text at the top left, a white box with black text below it, a white box with black text below that, and a green box with black text at the bottom left. The bottom right corner has a green bar with the word 'CULTURE' and a circular icon containing the number '21'.

**ALL SOUNDS GOOD.  
SO, WHAT IS CULTURE?**

**CULTURE IS UNIQUE IN EVERY ORGANISATION.**

**IT IS MADE UP OF THE THINGS THAT ARE IMPORTANT TO US  
HERE AT N21;**

**OUR PERSONALITY, OUR VALUES, AND OUR BEHAVIOURS.**



# OUR PERSONALITY

WE ARE ALL DIFFERENT, AND THAT IS PARTLY WHAT MAKES N21 A GREAT PLACE TO WORK,  
WHEREVER YOU ARE IN THE WORLD. HOWEVER, WE HAVE SOME COMMON PERSONALITY TRAITS  
THAT HAVE BEEN WITH US FROM DAY ONE...

WE TAKE WHAT WE DO SERIOUSLY BUT WE DON'T TAKE OURSELVES TOO SERIOUSLY

WE ARE PROUDLY DOWN TO EARTH AND LOW DRAMA

WE ENCOURAGE PEOPLE TO TRY SOMETHING NEW BUT WE NEVER PUSH TOO HARD  
IF YOU DON'T WANT TO

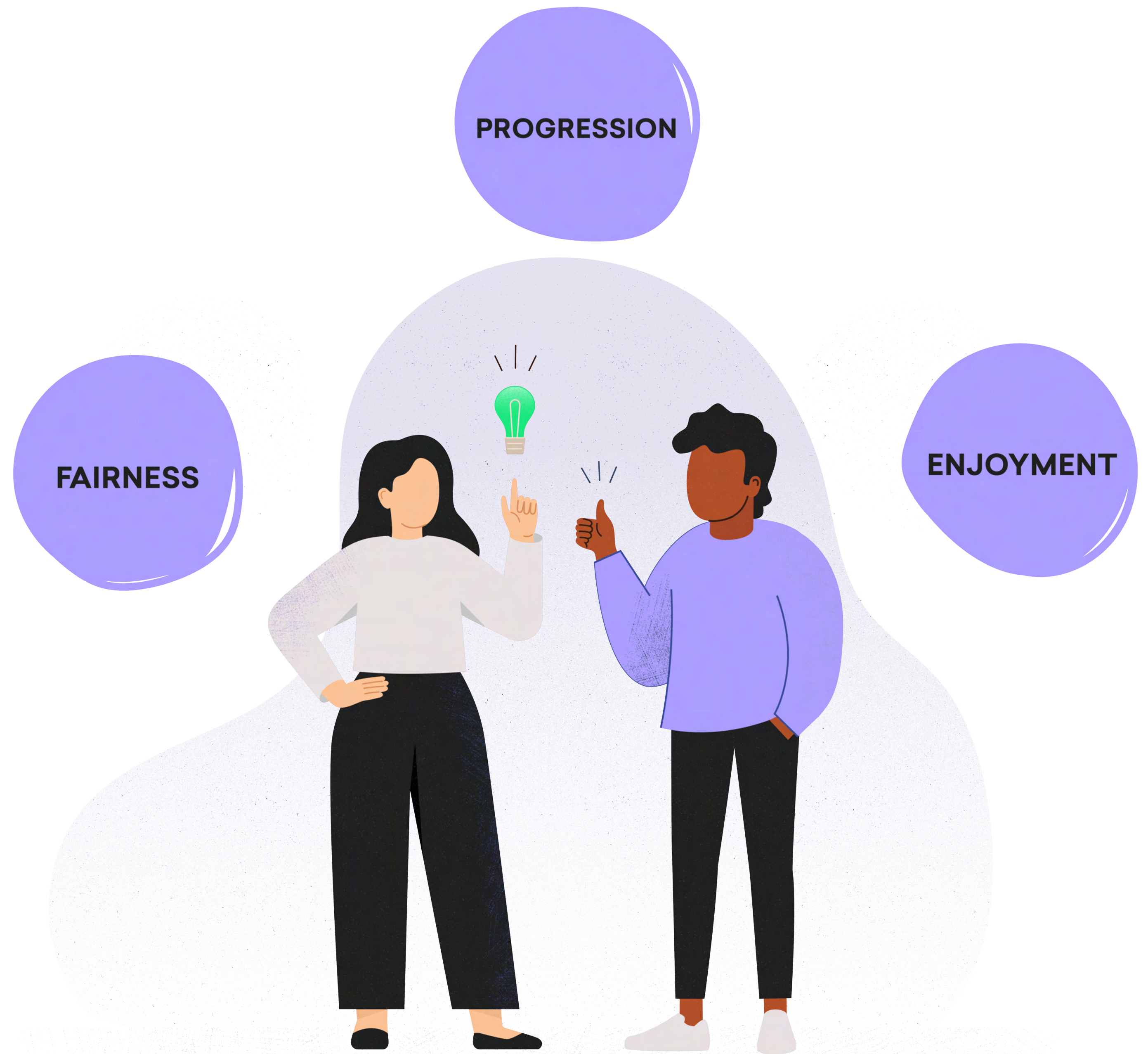
WE ARE FRIENDLY AND WELCOMING; EVERYONE SHOULD FEEL INCLUDED AND PART OF OUR TEAM

WE ARE PRETTY RELAXED, BUT WITH A VERY STEELY DETERMINATION TO DO VERY WELL



# OUR VALUES

**OUR VALUES ARE THE  
HEARTBEAT OF N21,  
WE USE THEM ALL OF  
THE TIME TO MAKE  
DECISIONS AND  
IMPROVEMENTS THAT  
BENEFIT US ALL.**





# FAIRNESS

**FAIRNESS IS CENTRAL TO EVERYTHING WE DO. WE RESPECT OPINION, DIFFERENCE, EXPERIENCE AND WHAT MAKES EACH OF US DIFFERENT: BOTH WITHIN AND OUTSIDE OUR AGENCY. FAIRNESS IS AN OFTEN USED WORD. AT N21 IT'S EMPIRICAL TO WHAT WE DO.**





# PROGRESSION

**N21 WAS BORN IN A BACK BEDROOM OF A HOUSE IN TYNE & WEAR IN 2002. FROM THE VERY FIRST DAY THERE WAS AN UNRELENTING COMMITMENT TO PROGRESS THAT DRIVES THE COMPANY AND ITS PEOPLE TO ACHIEVE GREAT THINGS.**



# PROGRESS EXAMPLES



 SILVERBEAN

REBECCA  
MARLEY



TIME AT AGENCY: 1 YR 7 MO



CHLOE  
CHALMERS

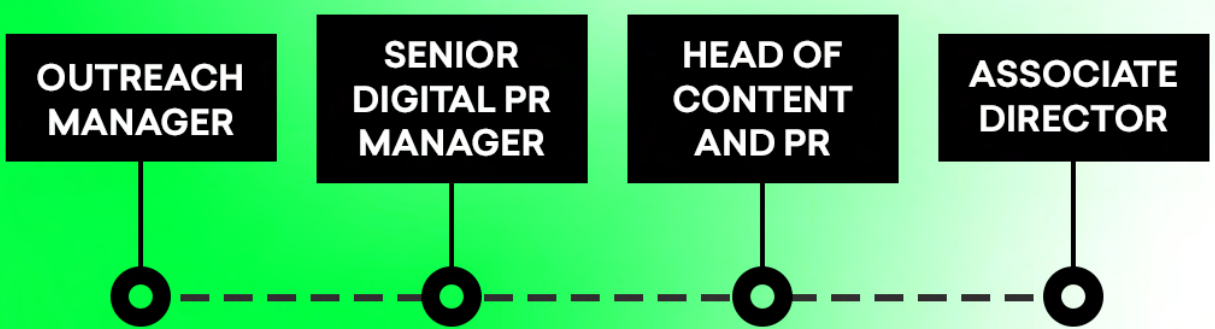


TIME AT AGENCY: 3 YEARS



NORTH

BETHANIE  
DURHAM



TIME AT AGENCY: 5 YEARS



# PROGRESS EXAMPLES



 **SILVERBEAN**


**JOSH  
GREAVES**


AFFILIATE  
MARKETING  
EXECUTIVE

(FRESH OUT  
OF UNI)

AFFILIATE  
MARKETING  
MANAGER

TIME AT AGENCY: 11 MONTHS





**REBECCA  
MCDONALD**

HEAD OF  
PEOPLE AND  
DEVELOPMENT

PEOPLE AND  
DEVELOPMENT  
ASSOCIATE  
DIRECTOR

TIME AT AGENCY: 2 YEARS



 **ORTUS**

**SARAH  
WILLIAMS**

SENIOR PAID  
MARKETING  
MANAGER

HEAD OF  
PAID  
MARKETING

ASSOCIATE  
DIRECTOR

TIME AT AGENCY: 4 YEARS





# ENJOYMENT

**YOU DON'T NEED A SCIENTIFIC CALCULATOR TO WORK OUT  
THAT WE ALL SPEND AN ENORMOUS AMOUNT OF TIME  
WORKING! SO, OUR VALUE OF ENJOYMENT IS ESSENTIAL; WE  
ALWAYS LOOK FOR MORE WAYS TO ENJOY OURSELVES WHILST  
DOING THE GREAT WORK OUR CLIENTS LOVE TO SEE.**



# 5 KEYS

OUR BEHAVIOURS AND ATTITUDES INFLUENCE EVERYTHING WE ACHIEVE; AS INDIVIDUALS, AS TEAMS AND AS A WHOLE COMPANY. IN 2019 WE DECIDED TO HARD CODE FIVE REALLY IMPORTANT BEHAVIOURS THAT WE EXPECT FROM EACH PERSON THAT WALKS THROUGH THE PROVERBIAL FRONT DOOR AT N21:



This is an exciting place to work, it's fast paced and dynamic. This means cracks can appear at times and it's all of our individual and collective responsibility to see those problems, turn them into challenges to tackle and own the change.



We all need to look out for one another, help each other and make sure together we can achieve what we set out to do.



We all have an opportunity to make an impact, and one of the best ways to do this is to find something that could be better, own it and improve it.



Without customers we wouldn't be here, so we all need to care deeply about how we show up for them, how we understand them and how we can positively impact them.



Performance marketing is exciting because we get to measure and prove the impact our great work has on our client's business. But it means we have to be very, very focused on the numbers aka as the results!



# OUR VISION

**BE A COMPANY OTHERS ASPIRE TO COPY**

**THERE ARE TENS OF MILLIONS OF COMPANIES AROUND THE WORLD. WE WANT TO BE DIFFERENT.**

**OUR DRIVER, OUR MOTIVATOR IS, THE VISION WE APPLY TO OUR LONG-TERM STRATEGY IS TO DO THINGS THAT OTHERS WILL ASPIRE TO COPY.**

**WHETHER ITS HOW WE LOOK AFTER OUR PEOPLE, THE EXPERTISE WE HAVE, OUR OWN MARKETING, HOW WE PITCH OUR SERVICES OR ANY OTHER PART OF OUR COMPANY OPERATION IT DOESN'T MATTER.**

**WE CONTINUOUSLY CHALLENGE OURSELVES TO DO THINGS IN A WAY THAT OTHERS WILL WANT TO FOLLOW.**





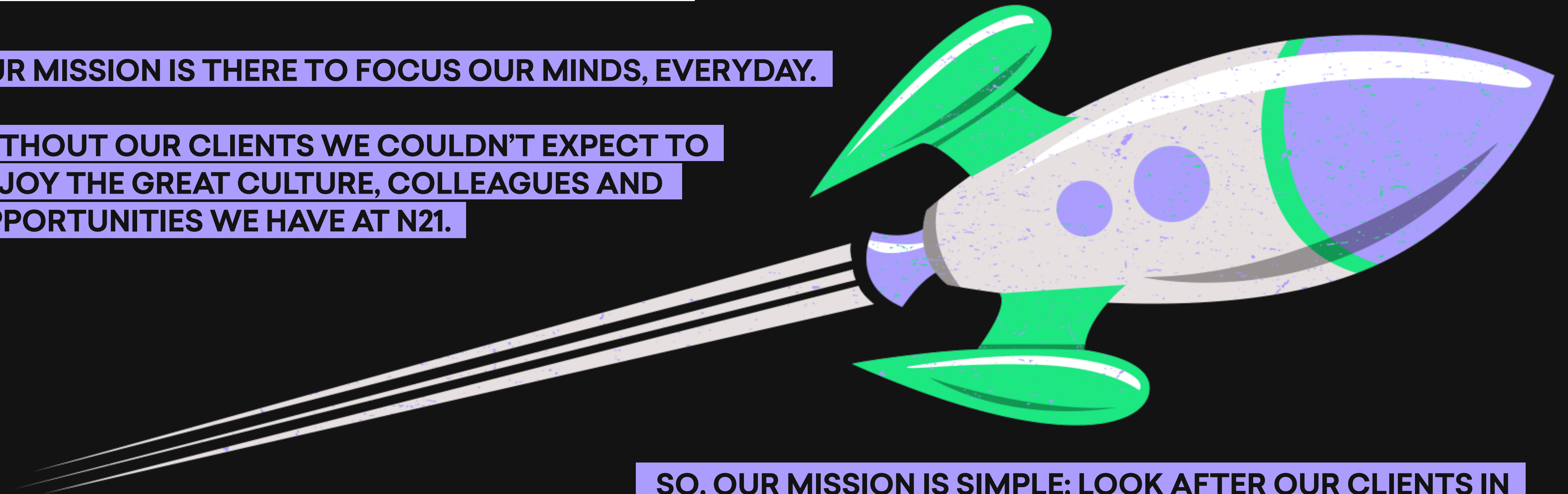
# OUR MISSION

BE INDISPENSABLE TO OUR CLIENTS

OUR MISSION IS THERE TO FOCUS OUR MINDS, EVERYDAY.

WITHOUT OUR CLIENTS WE COULDN'T EXPECT TO  
ENJOY THE GREAT CULTURE, COLLEAGUES AND  
OPPORTUNITIES WE HAVE AT N21.

SO, OUR MISSION IS SIMPLE; LOOK AFTER OUR CLIENTS IN  
SUCH A FANTASTIC WAY THAT THEY JUST WOULD NOT  
WANT TO WORK WITH ANY OTHER AGENCY!





# HOW CAN WE SUM UP WHAT IT'S LIKE TO BE AT N21?

**WE'VE COVERED A FAIR BIT SO FAR, SO LET'S SUM UP FOR YOU WHAT'S TRULY IMPORTANT HERE.**

**WE LOOK AFTER EACH OTHER, THIS IS A PLACE WHERE EVERYONE IS WELCOMED AND SUPPORTED, PERSONALLY AND PROFESSIONALLY.**

**WE INSIST ON HIRING GOOD PEOPLE WHO WILL COMMIT TO OUR VALUES AND BEHAVIOURS, AND WE CAN'T ACCEPT ANYTHING LESS.**

**WE ARE STEADFAST IN OUR COMMITMENT TO OUR METRICS, WE ARE IN THE BUSINESS OF DELIVERING RESULTS FOR OUR CLIENTS AND OURSELVES AND WE CAN NEVER LOSE SIGHT OF THAT.**

**WE CARE DEEPLY ABOUT OUR CLIENTS AND DO OUR VERY BEST FOR THEM EVERY DAY.**

**WE ALL HAVE HUGE POTENTIAL AS INDIVIDUALS, AS TEAMS AND AS A COMPANY, WE DON'T STAND STILL IN OUR PURSUIT OF REALISING IT.**



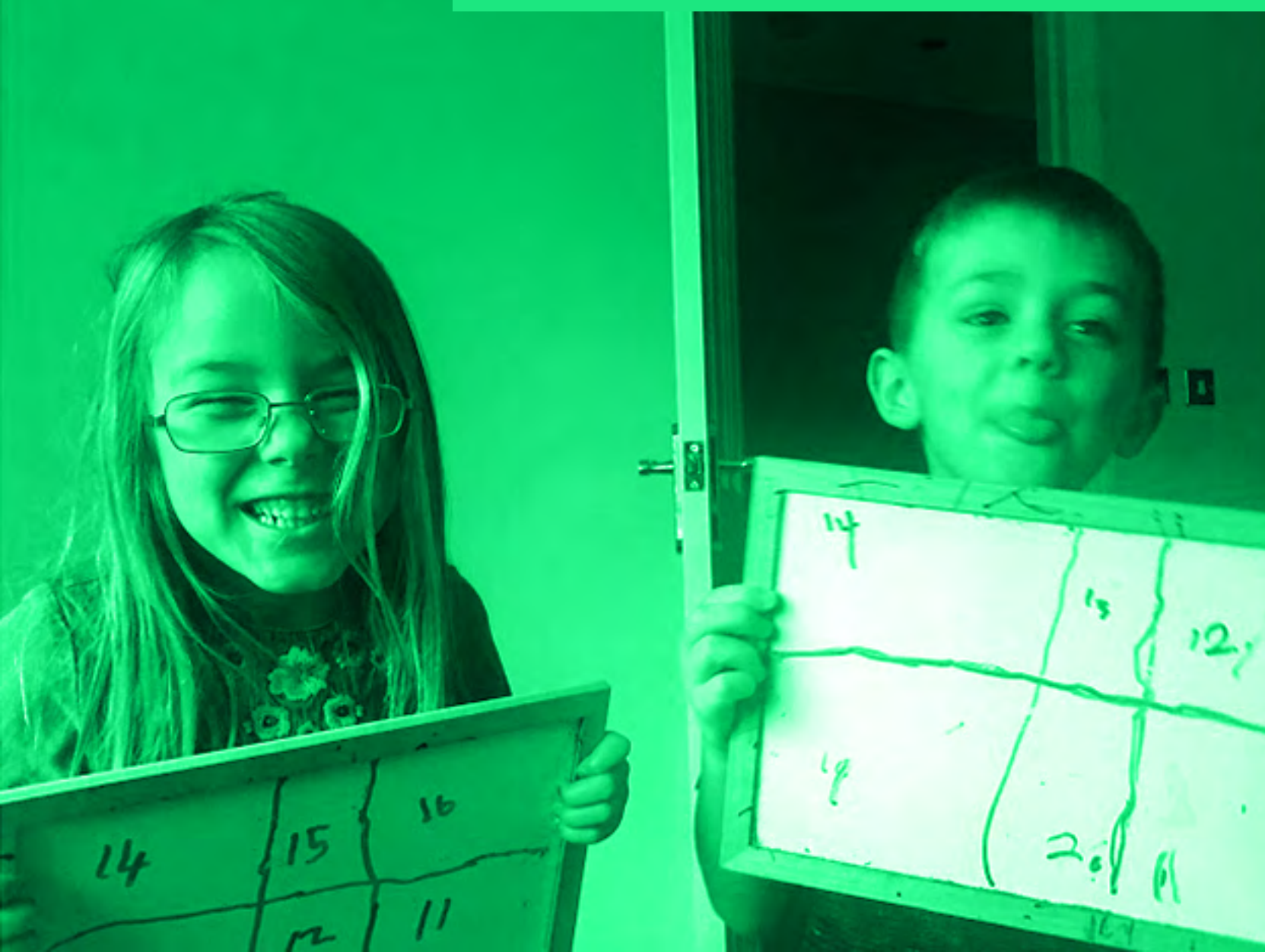




## SECTION 2



# OUR WAYS OF WORKING







AT N21 WE WANT YOU TO BE THE BEST YOU.



A CURIOUS, PASSIONATE AND AMBITIOUS YOU, WHO'S EXCITED BY  
THE IMPACTS YOU MAKE, WORK WITH WORLD-LEADING BRANDS  
AND GROW AT A PACE THAT IS RIGHT FOR YOU, IN A CULTURE  
WHERE YOUR PERSONALITY IS FREE TO SHINE.



OUR WAYS OF WORKING





**HERE YOU SET YOUR OWN SCHEDULE BECAUSE WE KNOW THAT  
LIFE COMES BEFORE WORK, NOT THE OTHER WAY ROUND. WE  
WANT YOU TO FLOURISH, NOT JUST IN YOUR CAREER BUT  
OUTSIDE OF WORK TOO. IT'S THE LITTLE THINGS AND THE NOT  
SO LITTLE THINGS THAT CULTIVATE A HAPPY TEAM WHO LOVE  
WHAT THEY DO.**







**THERE'S A STORY HERE FOR YOU AT N21 AND IT'S UP TO YOU  
HOW IT'S TOLD.**



**OUR WAYS OF WORKING**

**21**

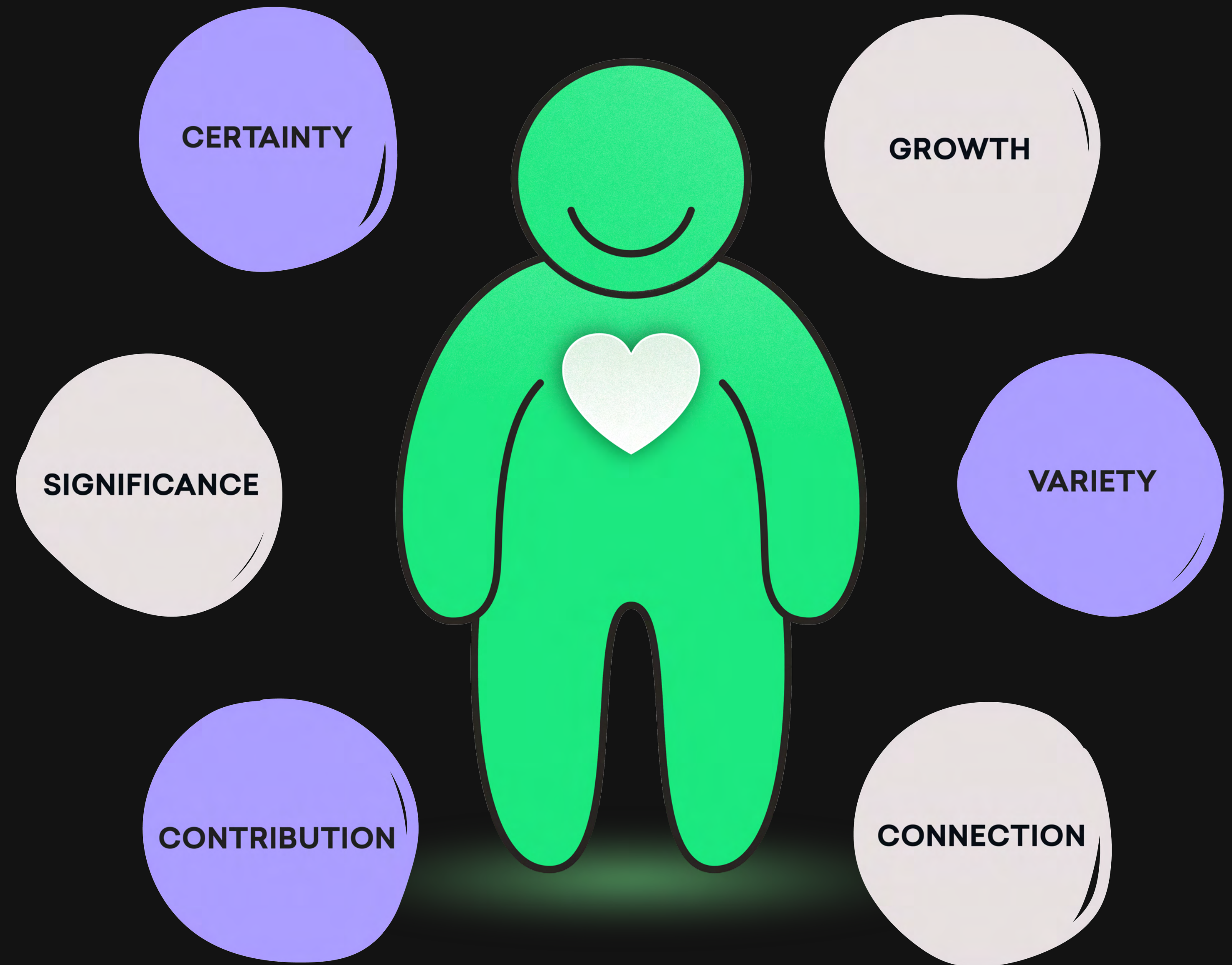


# **N** OUR **PEOPLE** **AGENDA**

**N21 GROUP**

We're our best when we're ourselves. We're more productive, happier, engaged and fulfilled with life. So it's easy to see why helping you be your best self has a huge impact on working life.

Research shows humans have six basic needs: connection, contribution, significance, certainty, growth and variety. It's thought that each person has a predominant two. To help you be the best you, our People Agenda focuses on these six human needs.





# CONNECTION

Having good connections at work is important, you will be happier, less stressed and more engaged. To help these connections, every team has a budget to do something social and there's an overall budget for the whole agency to get together.

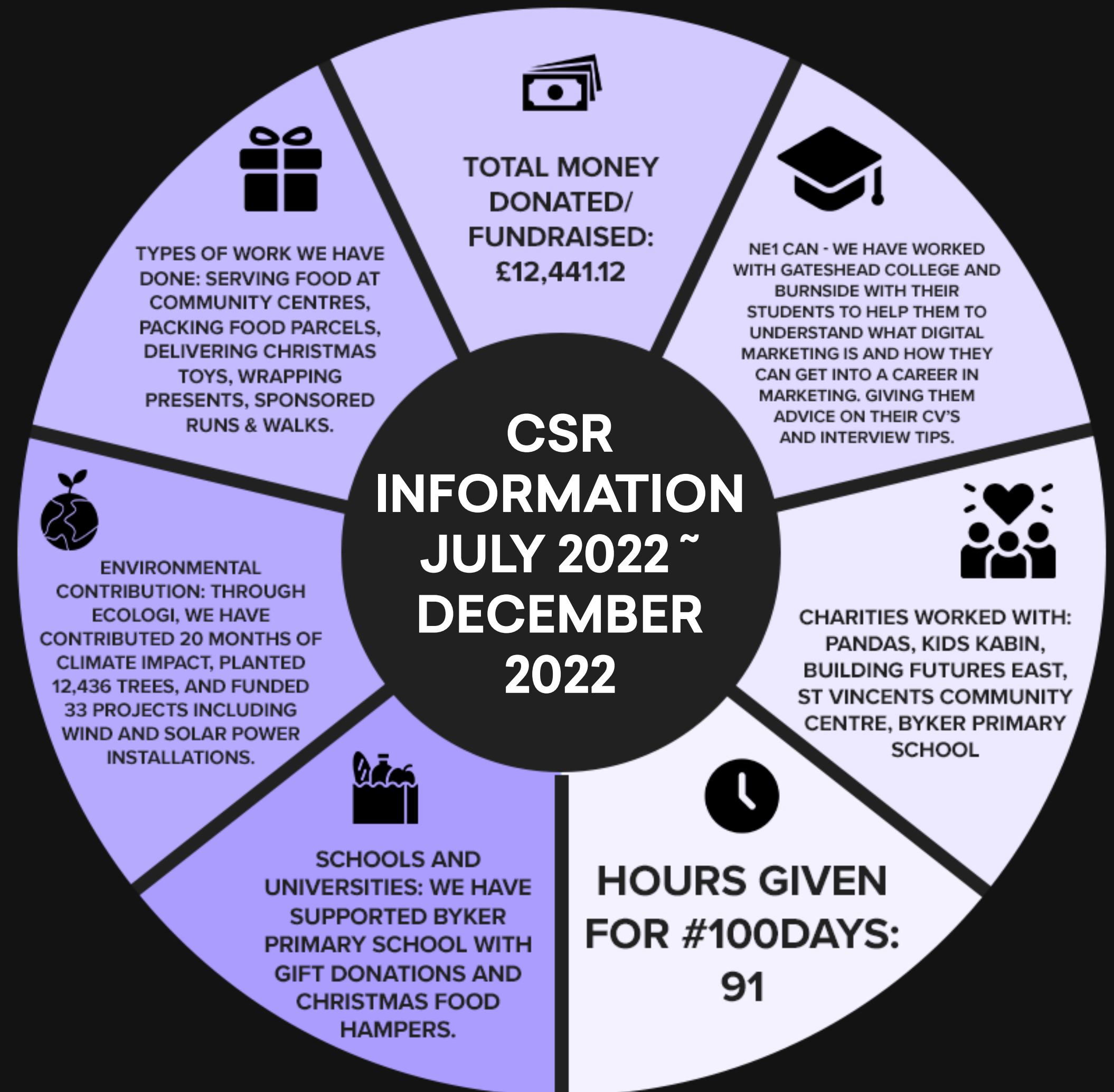




# CONTRIBUTION

Our purpose is to 'to be world famous for making a difference' and as part of our commitment to this, we utilise the time and expertise of our people to support causes outside of our agency world. To achieve this, we give back **#100** agency working days per year for our people to make a difference to any charitable organisation or community of their choice. The plan is simple - to get everyone out and about doing something that really makes a difference.

We also believe that it's our responsibility to care for the wider environment. Always climate conscious, we are **carbon neutral** and constantly manage the environmental impact our business has.





# CONTRIBUTION - TESTIMONIAL



## SVP ST VINCENT'S CENTRE

“Volunteers from corporations like N21 are crucial in the functioning of SVP St Vincent’s centre as all pairs of hands are needed and appreciated. It is also great to know people leave with more knowledge and appreciation of what we do in the charity sector and the way awareness of the place grows when more people know and see what we do!”



# SIGNIFICANCE

## HOW YOU'RE REWARDED

We always recognise when you go the extra mile, so we use the platform, bucketlist, to reward you for it. When you go above and beyond for your clients or teammates, you'll receive points that you can save and spend on treats from shopping vouchers to gift experiences. You can also earn Bucketlist points through our N21 quarterly awards, where peers nominate each other for their great work.

We also ensure our employees receive their fair share when we hit targets, with seniors receiving profit shares and interns, executives and managers receiving bonuses.

As for benefits, we offer the basics and much more. You'll be entitled to: unlimited annual leave; enhanced pension; flexible and hybrid working; a choice of a healthcare cash plan or private medical insurance (UK only); enhanced maternity and paternity leave; and a personal budget to learn a new skill.

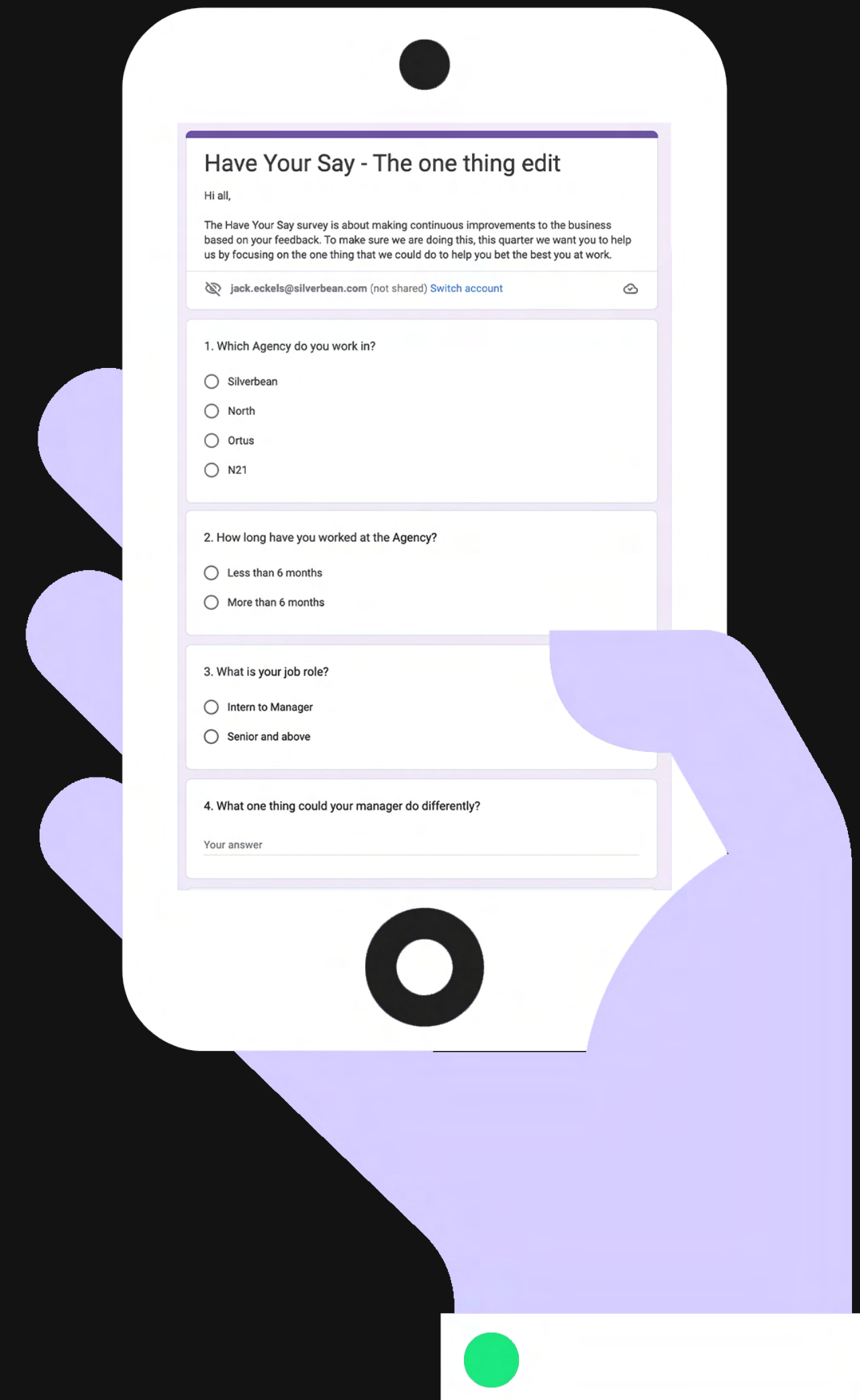
We're constantly reviewing our salary frameworks to ensure we're paying fairly against market rate and to ensure these are transparent to everyone.



# SIGNIFICANCE

## HOW YOU HAVE YOUR SAY

Every person we bring into N21 is critical to what we do and the way we do it. That's why it's important that you're given the opportunity to have your say. We do this through our quarterly have your say survey and also through our employee forum group, Kaizen headed by our People and Development Associate Director. Once a quarter, we present these results back to you through our People All Hands, along with the actions we're instigating as a result.





# SIGNIFICANCE

## WE RECOGNISE EVERYONE IS DIFFERENT

To think differently, we all need to be different - it wouldn't be a very exciting place to work if we were all the same! It's important that we treat everyone in the way that they would like to be treated. To help us do this, we have a number of policies that everyone is expected to follow and we have a zero tolerance approach if they aren't.

Everyone has their own Clarity 4D profile which we share across the business. This helps to identify everyone's strengths and development areas, so we understand the best way to communicate with each other.

We're also different when it comes to how we protect our own health and wellbeing and we understand there are going to be times when we need additional support from N21.





# CERTAINTY

Communicating regularly with everyone is important to us. We have monthly All Hands sessions, covering how we're performing against our company strategy, as well as People All Hands to talk about work-related updates, big wins and learnings. We also have a weekly roundup email for weekly company updates, in addition to your own specific squad, agency and team meetings. We encourage everyone to attend agency-wide sessions, but if you can't make it, you can catch the recording on suti.



# GROWTH

To help you be the best you, we encourage you to stand out from the crowd, taking opportunities that help you grow, develop and achieve more than you thought possible. It's better to experiment and fail, than not try something new and fail for sure. Weekly fails are encouraged and even shared in our weekly roundup.

We have a performance framework in place for N21. As part of this, everyone has a monthly one to one, a development plan (after your six month probation), plus two opportunities per year to review your salary against performance and competency frameworks.

We also have a development programme in place, fast forward to speed up progression if you are showing high potential. We have Tuesday Training fortnightly, cinema club monthly, Silverbean Performance University, Agency Manager training and quarterly behavioral and thought leadership training, so you can see the training we have planned for the next 12 months. There will also be ad-hoc agency-specific training delivered, as well as regular support from your manager.

The opportunities are endless!



# VARIETY

Here at N21, no two days are the same. We have a variety of clients, we get involved in a range of projects, we learn new things, and we have many different job roles across the three agencies. We're always looking for new ways to be more innovative and creative in the roles we deliver.



# OUR PEOPLE MAKE OUR CULTURE

## HEAR WHAT THEY HAVE TO SAY ABOUT THE COMPANY CULTURE

“

I believe our company culture is built on trust, fairness and transparency. I've always known the culture to encourage progression and growth for each individual within N21 with benefits, specific budgets and personal development plans centred around this to support everyone's growth and progression opportunities.



SARAH WILLIAMS  
**ORTUS**

“

N21's 'Be a Better You' mission is something that's impacted me so much since I've been here. I've been part of NORTH for just over a year and since then, my confidence has grown massively and I feel like more of an expert in my field than ever before. Perks like flexible hybrid working and unlimited holidays make it easy to have a great work life balance here too, so I always feel like my most productive and motivated self. I couldn't recommend working at N21 enough - they're a company that truly cares.



JODIE SIMPSON  
**NORTH**

“

N21 allows individuals to thrive, to be the best they can be. The company allows a great work-life balance, whether this be from hybrid working to legendary socials. I mean they take us on holiday! They always assist with personal development - I have joined the internal mentorship programme, which is going very well and can participate in any courses or networking events that I would benefit from.



JACK ECKELS  
 **SILVERBEAN**

DON'T FORGET TO CHECK OUT OUR [GLASSDOOR REVIEWS](#) TOO.



# WANT TO WORK WITH US?

IF YOU'D LIKE TO JOIN OUR TEAM ~ OR YOU KNOW A FRIEND WHO WOULD ~ BROWSE OUR CURRENT JOB VACANCIES.

IF YOU'RE LIKE TO KNOW MORE ABOUT THE CULTURE AT N21, CLICK ON THE CALENDARS BELOW TO BOOK IN SOME TIME WITH:



**NEIL ROBBINS**  
CEO



**REBECCA MCDONALD**  
PEOPLE AND DEVELOPMENT  
ASSOCIATE DIRECTOR



**DAMIAN HALL**  
COO

ALTERNATIVELY, READ OUR GUIDANCE ON THE NEXT PAGE TO LEARN MORE ABOUT HOW WE HIRE TALENTED PEOPLE.

WANT TO WORK WITH US?



# HOW WE HIRE AND ONBOARD TALENTED PEOPLE

We're not a perfect fit for everyone, just like there are some amazing people who aren't a great fit for us.

We're looking for people who are going to elevate N21. We want proactive people who are eager to progress their careers, who seek new and better ways of doing things.

We have a very simple recruitment process. First, you'll be invited to a pre-screen with a member of the People team and if you demonstrate the attributes we're looking for, you'll be invited to an interview at one of our offices. We'll also ask to complete a Clarity4d profile so we can get to know you even better.

If you're successful and you accept the job, you will be given an onboarding plan, with full details of what your first few weeks in the business will look like. You will also be given a buddy in the business to help you to answer any of those first few month questions that all new starters have.