

Including everyone: the advantages of a more inclusive work environment

If you can't see it, you can't be it

A report prepared by Susi Castle

Executive summary

This report will look at why inclusion is a commercial advantage, what holds different groups back and recommended solutions.

Diversity is good for the bottom line.

It will continue our legacy of investment in employee welfare, give us a competitive edge over our competitors (by mirroring our advertising partners, making us more appealing to potential employees, and reflecting society).

The better you represent society's make-up the more of an advantage you'll have in selling your product to all parts of the world around us and the more effective your products will be for your clients.

The country's BAME population of 8 million set to more than double by 2045 and half of young people don't identify as straight.¹ The world is changing around us – are we going to be part of that change?

As 67% of people consider diversity important when deciding where to work this is the time to start speaking out.² Let's talk about it so that we can build on our success and start to include everyone: our people, our partners and our industry.

Money, money, money

Financial advantages to including everyone

Let's begin with one of the most compelling reasons for improving our performance on diversity: **diversity makes business sense**. As McKinsey & Co outline:

For every +10% increase in gender diversity in senior executives, EBIT rose by +3.5%.

Companies in the top quartile for diversity are +35% more likely to have financial returns above their respective national industry medians.

No industry or company is in the top quartile on both gender diversity and ethnic and racial diversity.

The full, impressive results can be found in the appendix (Hunt, Layton, & Prince, 2015).

¹ (Joseph, 'Ads that appeal to different ethnic groups aren't just altruistic, they make commercial sense',

² (Glassdoor, 2014)

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Introduction

Diversity is increasingly discussed in society and in our own industry. We've seen some success, but we can do much more for women, BAME staff and the LGBT+ community. It will pay off in better welfare, representation and profits.

The core argument of this report is that committing to and accelerating our focus on inclusion will bring significant advantages to the wellbeing of our people and to our profitability.

This is the next step on that journey.

It's clear there are significant advantages to addressing diversity and inclusion and disadvantages to ignoring them. This report is about taking action, because diversity is a solution to a problem, not the problem itself.

***'It's important to see someone like yourself represented. You can't be what you can't see.'*³**

To provide a macro view of inclusion in business this report will address three staffing topics on a micro level: women, BAME and LGBT+ staff.⁴

To a certain extent a number of groups have been left out of this report to provoke the reader to think 'that's not enough – where am I represented?' The purpose for this is two-fold: To remind you that no-one has a perfect score in self-awareness and the ability to 'check their privilege'⁵; and to galvanise you into action;

- 'As a parent, I've benefitted from flexible working. Why doesn't this report reflect more of those experiences?'
- 'My brother is disabled – why isn't disability discussed more?'
- 'The older I get the less the workplace values me – why do people value novelty over experience?'
- 'My church is an important part of my life but I just don't feel comfortable talking about it at work.'

The recommendations of this report should be taken to cover the full spectrum of those groups covered by the Equality Act⁶ who deserve our further attention as a result of this document, but who aren't all covered in detail here.

³ (Castillo, 2014)

⁴ BAME: Black, Asian and minority ethnic; LGBT: Lesbian, gay, bisexual and transgender – see 'What...?' in the appendices.

⁵ 'Privilege is still the idea that society grants unearned rewards to certain people based on their race, gender, sexuality, etc — checking your privilege means acknowledging the role those rewards play in your life and the lives of less privileged people.' (McIntosh, 1989)

⁶ Age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation (Government Equalities Office and Equality and Human Rights Commission, 2015)

We acknowledge that these are difficult topics and we all struggle to know how to discuss them. But that doesn't mean we shouldn't try.

The advantages of diversity in advertising

Our teams will increasingly find themselves sitting across the table from forward-thinking, diverse and politically-aware brand managers who will expect to be met with their equals.

The advantages of diversity

A diverse workforce allows us to take advantage of numerous missed opportunities, as women, LGBT+ and BAME people all feel underrepresented in advertising. Brands are increasingly looking to speak to these groups – how can we keep up?

If our team doesn't represent the marketplace, nor does it represent what our partner organisations are seeking, then we will be unable to communicate effectively to large segments of the population. This report isn't about idealism; it's the cold, hard facts on the world we live in and one where 'women now drive the global economy'⁷

One infamous statistic says that 91 per cent of the 1000 women surveyed, think advertisers don't understand them.⁸

As brands increasingly wake to this reality, we could be in an excellent position to understand these opportunities. Without opening this dialogue, how many people on our teams could currently relate to Mars' explorations of disability and LGBT+ representation, Unilever's repositioning, or efforts by many well-known brands (including Tesco, Lloyds Bank, Dove, Nike, and Wells Fargo)?

45% of BAME respondents are more likely to buy from brands that champion diversity in their advertising⁹

We need to arm our people with the tools to sell on the basis that diversity is good for business, rather than meet these brand proposals with ignorance, confusion or even derision. Our teams will increasingly find themselves sitting across the table from forward-thinking, diverse and politically aware brand managers who will expect to be met with their equals.

49% of British gay and bisexual men indicated they'd be more likely to buy from brands who show LGBT+ people in their adverts¹⁰

Our industry is missing out on valuable opportunities to offer consumers what they want. How can we possibly understand what that is if we don't have members of those groups in amongst our own staff?

⁷ (Silverstein & Sayre, 2009)

⁸ (Advertising Week, 2002)

⁹ (Joseph, 2014)

¹⁰ (Stewart, 2017)

Meritocracy myth and unconscious bias

It's systems of power that hold back women and minority groups. Thinking differently and challenging the status quo are all part of making inclusion work.

If you're reading this then you're already more powerful than you may realise.

And members of the powerful majority group are often unaware of the difficulties faced by members of minority groups.

When reading the next chapters you may find yourself thinking:

- about victimhood;
- about how some people are always looking to blame others;
- about how you got to where you did today, through sheer hard work;
- about how some people just don't try hard enough.

It's completely understandable that you should think that way, but it's also important to re-examine your views. Why?

Because meritocracy is a myth

As Malcolm Gladwell highlights in *Outliers*, we all benefit (or lose out) based on our personal circumstances and our roots: *'success is the result of accumulative advantage... the systems we set up to determine who gets ahead aren't particularly efficient'* and so the more we reward the powerful 'in-group' at work, the more we remain ignorant of the potential of our employees.¹¹

For diversity and inclusion to succeed we need to recognise that despite our best efforts – in spite of our liberal views and support of women, LGBT+ and BAME members of society – we are part of a status quo that holds those groups back. And we have the power to change that.

Inclusion is at the heart of success in diversity. We will be unable to take full advantage of the benefits of diversity without addressing the need for an inclusive and welcoming workplace. For that to develop we need to examine the invisible forces that hold all of us back.

Because we all hold unconscious biases

As MEC's #BraveYourBias initiative at Advertising Week Europe highlighted, *your background, personal experiences, societal stereotypes and cultural context can have an impact on your decisions and actions without you realising.*¹²

¹¹ 'The sociologist Robert Merton famously called this phenomenon the "Matthew Effect" [...] It is those who are successful [...] who are most likely to be given the kinds of special opportunities that lead to further success. It's the rich who get the biggest tax breaks. It's the best students who get the best teaching and most attention. / 'Success is the result of what sociologists like to call "accumulative advantage." The professional hockey player starts out a little bit better than his peers. And that little difference leads to an opportunity that makes that difference a bit bigger, and that edge in turn leads to another opportunity, which makes the initially small difference bigger still—and on and on until the hockey player is a genuine outlier. But he didn't start out an outlier. He started out just a little bit better. / 'The second implication of [this] example is that the systems we set up to determine who gets ahead aren't particularly efficient.' (Gladwell, 2008)

¹² (Advertising Week Europe, 2017)(Equality Challenge Unit, n.d.)

*Most of us believe that we are ethical and unbiased.*¹³

Anyone who has read *Thinking, Fast and Slow*¹⁴ will know that a lot of our quick thinking allows us to get things done and that having to process every piece of information that comes our way at all times would stop us from achieving anything.

Unfortunately, these shortcuts lead us to think in stereotypes and often stop us from seeing the flaws in our thinking when it comes to those groups protected by the Equality Act.¹⁵

As well as recognising that meritocracy is a myth, it's up to every one of us as individuals to examine our own views (using tools such as the Harvard University Implicit Association Tests) to re-think the way we see our work environment. The more we understand our biases, the better placed we are to break down the barriers holding our employees back.

As addressed previously, there is a lot of shame and embarrassment that prevents us from discussing these themes: understanding that it is human nature to hold unconscious biases allows us to talk openly and to start offering solutions.

*The odds of limiting the constraints of biases in a group setting rise when discussion of them is widespread.*¹⁶

¹³ (Porter, 2014)

¹⁴ Daniel Kahneman, 2011

¹⁵ age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

¹⁶ Daniel Kahneman

Women staff

According to Marketing Week, media owners have the third largest gender pay gap of any UK industry, at 37%.¹⁷

Though you might be rightly proud of a strong company culture and current representation – you might be doing better than many others – a simple 50:50 gender split across the company ignores the important value signals that seniority sends to employees, partners and industry.¹⁸

Is it clear to everyone in your company that progression is open to them?

If your managers are unaware of systemic and cultural barriers (such as the meritocracy myth and unconscious biases mentioned previously), how can we empower them to help address the needs of their minority team members?

When you look at engagement figures in your company, is there a gap between how engaged men and women feel? Could there be something there in the gender differences?

Perhaps your female employees do feel represented and engaged – in which case shout this success from the rooftops and allow others to learn from those successes. However, if there are lower levels of engagement that stem from a perceived gender imbalance, what are you doing to right this situation?

In studies, men overestimate their abilities and performance, and women underestimate both. Their performances do not differ in quality.¹⁹

As long as we continue to believe in the meritocratic myth we ignore the systems we have put in place that act against women and minority groups. According to the Harvard Business Review,²⁰ the reason for women not going for promotions is likely due to bias – women need to meet more of the qualifications of the role, whereas men just need to show potential. Though it's often a lack of confidence in their own abilities that is suggested as a cause for women remaining in lower-level positions (alongside a lack of ambition or different life priorities), for Barsh

¹⁷ (Rogers, 2017)

¹⁸ Especially with reference to the numerous groups covered in the Equality Act and not represented in large numbers in your company.

¹⁹ (Kay & Shipman, 2014)

²⁰ ‘...due to bias in some work environments. Women do need to meet more of the qualifications to be hired than do their male counterparts. For instance, a McKinsey report found that men are often hired or promoted based on their potential, women for their experience and track record. If women have watched that occur in their workplaces, it makes perfect sense they'd be less likely to apply for a job for which they didn't meet the qualifications.

‘Second, girls are strongly socialized to follow the rules and in school are rewarded, again and again, for doing so. In part, girls' greater success in school (relative to boys) arguably can be attributed to their better rule following. Then in their careers, that rule-following habit has real costs, including when it comes to adhering to the guidelines about “who should apply.”’ (Mohr, 2014)

it's clear that *'of all the forces that hold women back, none are as powerful as entrenched beliefs.'*²¹

The same McKinsey research cited elsewhere in this report showed that it was a lack of role models, exclusion from informal networks and not having upper management sponsorship that held women back more than men.²²

Is this the case in your company?

Gendered pay

Though you might have a number of women in senior positions, are you certain this is reflected in equal pay?

Gendered pay isn't as simple an issue as claiming that women earn only 80 pence for every pound or 77 cents for every dollar a man earns.²³ Women aren't necessarily earning less than men for the same job – a practice that has been illegal since 1970 – but rather the issue lies in valuing 'women's work' less than 'men's', as well as holding both sexes back from working flexibly.²⁴

As the reader will be aware, women are often prevented from reaching the same heights as men, as they are still expected to be the primary caregiver to children, but no allowances are made for how the modern workplace continues to maintain working hours that keep women from continuing in their careers. Women earn less because at a certain point in their lives, the obstacles mount up, preventing them from earning and continuing at pace with men.²⁵

Are we a part of this problem? With paternity leave as well as maternity leave, flexi time and the opportunities to work on a part-time basis your company might already be quite forward-thinking. But even if you're a small company you can do so much more by voluntarily publishing your gendered pay as the government has recently legislated for companies with 250+ staff

BAME staff

London is 40% BAME.

I think that when you try to talk about racism, first there's an understanding of it that isn't accurate: good people and

²¹ *'While companies have worked hard to eliminate overt discrimination, women still face the pernicious force of mindsets that limit opportunity. Managers—male and female—continue to take viable female candidates out of the running, often on the assumption that the woman can't handle certain jobs and also discharge family obligations. In our Centered Leadership research, we found that many women, too, hold limiting beliefs that stand in their own way—such as waiting to fill in more skills or just waiting to be asked. These imbedded mindsets are often institutional as well as individual—and difficult to eradicate.'* (Barsh, n.d.)

²² *'The reasons why women choose to remain at their current level or move on to another organization—despite their unflagging confidence and desire to advance—include: lack of role models, exclusion from the informal networks and not having a sponsor in upper management to create opportunities.'* (Hunt, Layton, & Prince, 2015)

²³ (Dubner, The True Story of the Gender Pay Gap, 2016)

²⁴ *'Average pay for men is greater than that for women. The gap narrowed to 9.4% for full-time employees in 2015 [...] The gap for all employees remained unchanged at 19.2%.'*(ONS Digital, 2016) (Davidson, 2015)

²⁵ (McVeigh, 2014)

*bad people; we make it about morals. But I think that racism is a structural thing, embedded in the institutions and organisations that we expect to treat us all equally.*²⁶

The 2011 UK census showed that the population is 13.6% Black, Asian, Mixed or Other when responding on ethnicity. How does your workforce compare on those numbers?

Then when examining the numbers further, if you have a strong London presence then you'll want to think again. Considering that 40.2% of London residents are BAME²⁷ it might be too soon to pat yourselves on the back for being a positive force in industry.

It is entirely possible for every single one of us to aim higher – in fact it should be expected.

*Employees from BAME groups are significantly more likely to feel they have been overlooked for a promotion (30%) compared to white employees (23%), and this is felt highest among Asian groups (31% overall, specifically Pakistani 35%, and Indian 33%)*²⁸

The BBC is aiming for 14.2% representation of BAME staff amongst its number and has been struggling to hit that target.²⁹ Looking within the context of the media industry and the nation as a whole in most workplaces there is room for us to do more, to reach closer to that 40% London target.

The minimum we recommend aiming for is the 15% set by Campaign/IPA, and the wider industry is seeing progress towards this figure at junior levels. At senior levels 'this figure is only 4.7% in the most senior roles and 5.5% in other executive management.'³⁰

This report firmly recommends aligning yourself with Campaign's aims of 15% throughout senior ranks.

This is important because

For many people it's not until they see campaigns such as #EasterSOwhite or *Let's Talk About Race* by Chris Buck³¹ that they realise the world they live in reflects the way they look – but not the way others look.

*78% of people feel ethnicity is one of the three most relevant aspects of diversity in advertising*³²

²⁶ (Eddo-Lodge, 2017)

²⁷ (Office for National Statistics, 2012)

²⁸ (Business in the Community, 2015)

²⁹ (Martinson, 2016)

³⁰ (Magee, This is adland '17: Part two: Ethnicity, 2017)

³¹ (Harvard, 2017)

Imagine a world in which every aspirational image shows someone who looks nothing like you, a world in which success isn't for people *like you*. Where your role in the world has been decided for you and there's nothing you can do about that.

*There's a lot of talk about diversity and education at the moment. And that's all it is. Talk. The hand wringing and the panels have to stop.*³³

In the media industry we're part of that message. We can also be part of the change.

A recent Lloyds Bank Credos study found that 65% of all adults from a variety of demographics would feel more favourably about a brand that reflected diversity in its advertising.³⁴

This report began with the phrase 'if you can't see it, you can't be it' and that's as true of BAME staff in media as of women or LGBT+ staff. We need to inspire our staff to know that all it takes is hard work to reach the top – not a huge dose of luck and the right connections too. The way to do that is to improve representation in your own organisation as well as media as a whole.

*With regards to career satisfaction more than a half of all black employees (57%) reported their career development had failed to meet their expectations*³⁵

Right now could a non-white employee looking at levels of senior management in your company be forgiven for thinking that progression wasn't open to them. Does your company behave or talk that way? No, but ignorance is no defence and neither is being too afraid to talk about BAME representation.

30% of those employees who have witnessed or experienced racial harassment or bullying from managers, colleagues, customers or suppliers report it has occurred in the past year alone. ³⁶

The phrase 'check your privilege' has been covered elsewhere in this report and the article that created the term is quoted in part in the appendices,³⁷ where it includes statements that give the reader a frame of reference for considering the experiences of BAME employees. For example:

³² Compared to nationality, religion and gender. (Joseph, 'Ads that appeal to different ethnic groups aren't just altruistic, they make commercial sense', 2014)

³³ (Darbyshire, 2017)

³⁴ (Stewart, 2017)

³⁵ Versus 49% of Asian, 41% of mixed race, and 29% of white employees stating the same (Business in the Community, 2015)

³⁶ (Business in the Community, 2015)

³⁷ ('White Privilege: Unpacking the Invisible Knapsack')

'I can turn on the television or open to the front page of the paper and see people of my race widely represented.'

'When I am told about our national heritage or about "civilization," I am shown that people of my color made it what it is.'

'I can go home from most meetings of organizations I belong to feeling somewhat tied in, rather than isolated, out-of-place, outnumbered, unheard, held at a distance, or feared.'

In our capital city, home to a non-white population of 40%, what is life like for the employees in your organisation who are non-white and find themselves in internal and external meetings with no-one who looks like them? Are you doing enough to make everyone feel like they belong?

I was taught to see racism only in individual acts of meanness, not in invisible systems conferring dominance on my group.³⁸

As well as reflecting a more realistic picture of the world we live in, improving your representation of BAME employees makes commercial sense.

For example, more than half (53%) of the UK's BAME population say they prefer to purchase from brands they feel "meaningfully" represent their culture. 51% say they are more likely to purchase from those brands.

Nearly half of all respondents (48%) say they prefer and 45% are more likely to buy from brands that champion diversity in their advertising and marketing.

The country's BAME population of 8 million is set to more than double by 2045 and on average, the BAME population is younger than the rest of the UK population and more likely to use technology, spend more time online and also spend more money on their appearance.

It's time for us to improve our representation so that our products and our relationships with agencies and partners will better reflect what the market wants.³⁹

³⁸ (McIntosh, 1989)

³⁹ (Joseph, 2014)

LGBT+ staff

According to official statistics, anywhere between 1.1% and 6% of the population identify as LGBT+. How many people in your company are openly 'out'?⁴⁰

As with representation of other groups, the advantages of being more inclusive towards the LGBT+ community lie in the wellbeing of staff, their increased productivity and engagement with your company, and a better understanding of the target consumers of advertisers.

From the time I came out, I became exponentially more productive and more energetic and more motivated. I just became better at everything I did.⁴¹

For all that you might be able to celebrate a certain level of diversity in BAME staffing and the status of women in your company, is there anything to be celebrated in your LGBT+ representation? You might not currently be collecting figures on sexuality but when you think about your workforce, how visible is the LGBT+ community?

Almost two-thirds of LGBT+ graduates go back in the closet after starting their first job. This is not a fact businesses can afford to accept.⁴²

As it stands, not one creative agency appears in Stonewall's top 100 employers 2016. The Co-op, Asda, HSBC, Lloyds, Aviva and a number of universities and government agencies all feature on the list. If your clients are on there, why aren't you? In fact, not a single media organisation is on that list. You could be.

This is important because

When employees are forced to hide aspects of their sexuality – something heterosexual staff are neither implicitly or explicitly required to do – they are put at a disadvantage and forced to lie or evade in conversation and behaviour. Answering innocent questions such as 'what did you get up to at the weekend?' is stressful and a barrier to equal levels of communication between colleagues.⁴³

A YouGov survey found one in two young Brits (18–24 years old) do not identify as 100 per cent heterosexual.⁴⁴

⁴⁰ (Wikipedia, 2017)

⁴¹ (Hewlett, 2011)

⁴² (Jones, 2016)

⁴³ 'The constant need to shield professional ambition from the personal revelations that can sabotage it may partly explain why closeted LGBT+ employees feel so much more stymied in their career paths than those who are out. More than half of those in the closet, or 52%, said they felt stalled in their careers, compared with 36% for out employees (and 49% of heterosexuals).' (Hewlett, 2011)

⁴⁴ (Priddis, 2015)

If creating a workplace where people feel comfortable being themselves⁴⁵ isn't incentive enough, colleagues forced to stay alert at all times for these pitfalls are distracted and wasting valuable mental energy – energy they're not putting into their work.⁴⁶

The key determinant for revealing a minority sexual orientation was the supportiveness of the environment.⁴⁷

In compiling data for their top 100 employers list, Stonewall ask a number of questions including:

- Are lesbian, gay and bi people comfortable disclosing their sexual orientation at work?
- Are there visible lesbian, gay, bi and trans role models in the organisation?
- Are lesbian, gay, bi and trans employees supported by managers and senior managers?
- Are staff confident reporting homophobic, biphobic and transphobic bullying in the workplace?

If you were to ask your staff questions such as these, how would they respond?

As marketers, how can we connect with the UK's diverse population if we don't reflect it?⁴⁸

And as well as staff wellbeing, a lack of representation affects potential sources of revenue that are lost to advertising. According to a study that interviewed 2000 LGBT+ men:

- 52% of respondents said they didn't believe LGBT+ individuals were portrayed in advertising
- 70% 'said they believed brands had a role a part to play in challenging and progressing society's views'

In that survey '65% of all adults from a variety of demographics' 'would feel more favourably about a brand that reflected diversity in its advertising' which gives us a potent combination of people who want this issue discussed and acted upon by advertisers – and by extension, your company too.⁴⁹

⁴⁵ Happiness leads to a 12% increase in productivity; unhappiness a 10% decrease. (Revesencio, 2015) (University of Warwick, 2014)

⁴⁶ 'In general, research shows that coming out is a good thing. Decades of studies have found that openness allows gay people to develop an authentic sense of themselves and to cultivate a positive minority sexual identity.' (University of Rochester, 2011)

⁴⁷ (University of Rochester, 2011)

⁴⁸ (PrideAM, 2016)

⁴⁹ (Stewart, 2017)

Including everyone in the media industry

If the overwhelming financial evidence in favour of diversity isn't enough to sway the case for adopting a progressive policy in your company, then the efforts of our partners in the marketing, advertising and media sphere should show that this topic is not going away and that aligning ourselves with the policies of our partners will help distinguish us from our competitors who have at best, only started out in this field.

Adopting new policies will:

- most likely even now put you ahead of your competitors
- mark you as 'early-adopters' in the industry
- give you access to brands who align with these values (and won't prevent advertisers who aren't aligned from continuing to buy from you)
- give you access to talent that would otherwise be unaware of your company or sector

You'd be in excellent company

As the IPA's Tom Knox recently said in Campaign:

'McKinsey & Company's latest research found that companies in the top quartile for gender or racial diversity are more likely to have financial returns above their national industry medians.

*'Diversity of thought leads to greater innovation and creativity, as well as increased staff motivation and retention.'*⁵⁰

You'd be joining the IPA, adam&eveDDB and Campaign...

The IPA launched 'Make The Leap' in 2015, in association with Campaign and adam&eveDDB⁵¹, aiming to reach 40% female representation and 15% BAME representation in senior positions at their companies by 2020. They make the same business case that this report does: 'Diversity improves financial performance [...] There's more money to be made in diversity.'⁵²

You'd be joining Valenstein & Fatt...

You might know them as Grey, but in 2017 they 're-established' themselves as Valenstein & Fatt, in a move they described 'Against the rising tide of xenophobia, Grey London puts the name of its Jewish founders above the door and launches a 5-point diversity plan'.⁵³ More than just a stunt, they're committing to publishing data on their diversity and launching a bursary.

You'd be joining brands that include...

Tesco, Lloyds Bank, Dove, Nike, and Wells Fargo who have all run advertising campaigns designed to be more representative of the world we live in.

⁵⁰ (Magee, This is adland '17: Part two: Ethnicity, 2017)

⁵¹ Campaign's Agency of the Year 2016, #1 WARC 100 global rankings, the Gunn Report's most awarded agency in the world, Ad Age International Agency of the Year. That adam&eveDDB

⁵² (The IPA, 2015)

⁵³ (Grey London, 2017)

You'd be part of industry moves that include...

Channel 4 offering up £1m of airtime for diverse ads, the BBC aiming to reach a diversity quota of at 14.2% of their workforce and Cannes Lions' decision to prohibit work that objectifies women.⁵⁴

The industry's view:

*The business case for improving our performance on diversity is clear-cut.*⁵⁵

Tom Knox, president, IPA

The brand's view:

*We all know that if you're trying to come up with an innovative idea, having a lot of people that think the same is not going to solve the problem. I have nothing against white men – they are part of the future of advertising, they're just not the whole of it.*⁵⁶

Michele Oliver, UK vice-president of marketing at Mars Chocolate

The agency's view:

*Diversity is a reality, inclusion is a choice.*⁵⁷

Liz Jones. CEO, B2B, Dentsu Aegis Network

The critic's view:

*Heineken should remember marketing is about profit, not purpose.*⁵⁸

Mark Ritson, marketer, Marketing Week

The time is now

If you want to take advantage of this economic edge in a competitive market, you need to move now.

⁵⁴ (Martinson, 2016) (Faull, 2017) (Smiley, 2017)

⁵⁵ (Magee, This is adland '17: Part two: Ethnicity, 2017)

⁵⁶ (Gwynn, 2017)

⁵⁷ (Jones, 2016)

⁵⁸ (Ritson, Heineken should remember marketing is about profit, not purpose, 2017)

Potential difficulties

Controversy

If these topics were easy to address then you would have already put measures in place long ago.

There is no doubt that equality is a difficult and contentious issue and deciding to invest in a diverse workforce and an inclusive workplace won't please everyone.

As well as being one of the most successful adverts of 2016⁵⁹ Maltesers was also tenth in the top ten most complained about adverts of that same year.⁶⁰ There will be a backlash. Not everyone will agree with what you're doing, nor the reasons for doing so. You need to adopt this wholeheartedly so that your response to any potential backlash would be authentic, well-reasoned and looking to the long-term.

Work such as the recent Pepsi advert was rightly recognised as a hollow, cynical effort.⁶¹ If you decide to start a journey in diversity then this policy needs to come from all levels, with buy-in from many groups across the company – though you can expect, as with all efforts at levelling out inequalities that there will be some people who will not welcome these changes – and with an appreciation for the fact that results will not be immediate.

Anyone following Mark Ritson or Richard Shotton will realise that 'brand purpose' is not a shortcut to profits and new customers.⁶² Yours is profit-seeking business, not a shiny unicorn of hippy goodness; your efforts in diversity need to be concrete, measurable, brave and believable. Your clients will continue to want to see the best products at the best prices and publishing improvements in BAME representation won't magically make that happen for you. But making your entire workforce feel included, improving prospects for every person in the company – and the perception of what is or isn't possible – will improve performance, as the data bears out. And that *will* improve the service you deliver to your clients.

Decrease in social capital

One of the few proven disadvantages is 'in the short run, increases in diversity seem to be correlated with decreases in social capital.'⁶³ In fact, it has been 'observed over and over that diversity – racial, ethnic, religious, and so on – make trust more elusive.' For that reason, two of the important aims highlighted above are even more important: this must be a change that is true to your values

⁵⁹ 'At launch the chocolate brand set itself a number of targets, including a 4% growth in sales and a 10% uplift in brand affinity. Maltesers' expectations were more than exceeded – sales grew by 8.1% and brand affinity grew by 20%, which Mars VP marketing Michele Oliver told The Drum means the push is the "best, most effective for 10 years on Maltesers which means it has an excellent ROI".' (Mortimer, Maltesers' ads featuring disabled actors prove to be 'most successful' advert for the brand in 10 years, 2017)

⁶⁰ (Mortimer, 2017)

⁶¹ (Schultz, 2017)

⁶² 'Brand purpose, content marketing and the belief that millennials are looking for 'more than just a brand' are leading to brand managers creating brand visions that have nothing to do with their actual product or consumer.' (Ritson, 2015); (Shotton, 2016) (Shotton, 2017)

⁶³ (Dubner, 2016)

as a company and your staff need to continue to buy into your company as a whole, because your group identity must be strong enough to overcome initial doubts and difficulties. If your employees trust you (and your company surveys should bear that out) and believe in the company's overall purpose then this will carry them through.

Diversity, in the long-run, is a big advantage.⁶⁴

To effectively combat the friction that these new and ambitious changes could cause it's important for you to be transparent in your dialogue on diversity and aware of potential disagreements from both majority groups – who have no understanding of their advantages – and minority groups – who may feel this initiative is a stunt or an example of tokenism.

Diversity training

Bereft of inclusivity, any forward-thinking diversity drive is likely to fall flat.⁶⁵

You must act carefully when implementing these changes as even with the best of intentions your actions may have the opposite of the desired effect; simply implementing diversity training isn't enough to get people to reflect on their mindsets. Unconscious biases are insidious, and as Bohnet outlines in *What Works: gender equality by design*:

'Despite the \$7 billion spent annually by US corporations on diversity training, [...] there is a dearth of evidence to indicate it actually works; it may even backfire due to the phenomenon of 'moral licensing': the tendency for individuals to act more immorally following the completion of an act or set of behaviours they see as being morally good.

'Instead, follow a capacity-building approach termed 'unfreeze change freeze', which involves not only encouraging individuals to confront their own biases, but also, more importantly, to consider how the organisation can mitigate them through adopting new processes.'

"Diversity is a solution to a problem, not the problem itself"

⁶⁴ (Dubner, 2016)

⁶⁵ (Joseph, Aviva's Jan Gooding: Strategy of inclusion will drive outcome of diversity, 2017)

Next steps

First

- What are one or more ways in which you've had unearned disadvantage in your life?
- What are one or more ways in which you've had unearned advantage?

'Some people "get" the idea of systemic privilege and ask "But what can I do?" My answer is, you can use unearned advantage to weaken systems of unearned advantage. I see white privilege as a bank account that I did not ask for, but that I can choose to spend. People with privilege have far more power than we have been taught to realize, within the myth of meritocracy. (McIntosh, 1989)

Before you discuss this report with others, before you decide that you agree or disagree with its research, findings and recommendations and decide how to proceed, take a moment to reflect on your own journey using some of the discussion points McIntosh outlines above.

How we can make a difference

So what do people who've tried these experiments for themselves have to say? In less than a tweet:

- Do it
- Keep it simple
- Call it out – you can't be what you can't see
- Your employees are your biggest asset – do whatever it takes⁶⁶

The scene has been set; the advantages of a strong policy on diversity and inclusion are clear, the drawbacks to not committing to this policy stand out. How can you turn your desire to make a difference into tangible results?

This policy needs commitment from the very top of your management and the following are a number of suggestions on how you can make that happen. This is a mix of short-term and long-term policy suggestions, recognising that early wins are key to the overarching adoption of these changes, but that it will take years to reap the rewards of other changes.

For further recommendations and policies suggested by organisations such as the IPA or 'Creative Equals', please turn to the appendices.

Empowering all levels

Recruiting a diverse workforce in an inclusive environment will bring great benefits to your company. It's clear that using the recommendations on the following pages you need to empower as many people as possible at your company to become a part of this change, as nothing will stick if change is only encouraged amongst certain groups and at certain levels.

'A CEO's personal crusade to change behavior does not scale. A diversity program by itself, no matter how comprehensive, is no match for entrenched beliefs.

⁶⁶ (Rilee-Kelley, 2015) (Korth-McDonell, 2015) (Batthany, 2015) (Farey-Jones, 2015)

Targeting behavioral change generally leads only to an early burst of achievement followed by reversion to old ways. Our evidence points to the need for systemic, organizational change. Companies that aspire to achieve sustained diversity balance must choose to transform their cultures.’⁶⁷

Recruitment

One key aspect of diversity and inclusion that needs to be highlighted is the contribution made to and by recruitment policies. Though these don’t feature as heavily in the recommendations to come, serious thought needs to be given to where and how you source talent and how you decide who is and isn’t right for your company.

According to a Glassdoor survey ‘67% of people consider diversity important when deciding where to work’.⁶⁸

When asked who is in the best position to increase diversity in their company’s workforce, the top three responses were:

- hiring managers (at 45%)
- the CEO (at 42%)
- human resources departments (40%)
- 21% said a company’s board of directors was responsible

Interestingly, 23 per cent said employees themselves were responsible for increasing diversity, reinforcing the importance of employees as ambassadors of a company’s brand.⁶⁹

Every employee (and potential employee) has a role to play in inclusion.

On the employee side, more than half (57 percent) of respondents think their employer should be doing more to increase the diversity of its workforce.’⁷⁰

⁶⁷ (Barsh, n.d.)

⁶⁸ (Glassdoor, 2014)

⁶⁹ While three percent said President Obama was responsible (US study).

⁷⁰ (Glassdoor, 2014)

Recommendations for your company

1. Read this report and distribute it freely
2. Check out the references and educate yourselves

For some recommended reading and to start learning more on this subject, try texts such as Professor Iris Bohnet's *What Works: gender equality by design*. In the appendices is a list of sources people who want to learn more about these topics can turn to. The list isn't exhaustive and it's as much about learning new facts as it is expanding the imagination to be able to put ourselves in the shoes of those with very different experiences to our own.

3. Create a steering committee

Create a steering committee with at least two members of your senior management team, a number of high-profile, respected managers and a diverse number of employees from various departments.

This voluntary position needs to be seen as an accolade rather than a burden.

The steering committee will be responsible for turning these recommendations into action, for providing training and sourcing speakers for discussions and events.

4. Give the steering committee a budget

It's important for your company to put money behind these initiatives – if you're a sales-led business then assigning funds to such a scheme will prove that your management team is 100% behind the initiative. It will also give you access to partner organisations that are sharing knowledge in this area.

These initiatives are also likely to disproportionately touch on Human Resources and this use of personnel and resources needs to be balanced out.

5. The IPA's 10 practical steps

The steering committee can begin with the IPA's ten practical steps (available in the appendices).

6. #MakeTheLeap

Pledge to 'make the leap' with the IPA (plus Campaign and adam&eveDDB), aiming for 40% female representation and 15% BAME representation in senior positions at the company by 2020.⁷¹

7. Gender pay gap

If you're not at the 250 employee size for reporting then voluntarily commit to following the government's gender pay gap reporting, publishing information on your own website, alongside a narrative on challenges, successes and plans for long-term results.⁷²

⁷¹ (The IPA, 2015)

⁷² (Roderick, Female marketing directors earn 17% less than male peers, 2016) (ACAS, 2017)

8. Speak out

Talking publicly about your aims and openly publishing results will ensure you make yourselves accountable and keep these policies front of mind.

9. #BraveYourBias

As covered earlier in this report, and stolen brazenly from MEC's work at Advertising Week Europe, your management teams can take the Harvard University Implicit Association Tests and then encourage staff to take them too, to learn more about their unconscious biases and what can be done to combat them.

10. Apprenticeships

Develop an apprenticeship scheme with diversity at its heart. Put in place quotas that aim to help balance – recruiting people from lower socio-economic backgrounds; with different levels of education; women; disabled staff; BAME staff; LGBT+ staff.

11. Diversity discount for clients

Offering a discount or adding in extra products free would show your public commitment to diversity and inclusion and encourage your partners to adopt their own policies.

12. Empower your employees

Encourage everyone to be brave and confront behaviour that doesn't chime with your values. For example:

- Authorise employees throughout the organisation to receive complaints, so that people can report to someone they're comfortable with, as you might already do with other employee groups.
- Train people not in what not to do, but in how to be civil to colleagues, and how to speak up as a bystander — and have senior leaders attend the training sessions.
- Put in proportional consequences, so that low-grade instances can be handled with conversations instead of firings or legal action.

Appendices

The cold, hard facts

Financial advantages to including everyone

There are numerous financial advantages to improving your performance on diversity as McKinsey & Co outline:

- Companies in the top quartile for gender diversity are 15 per cent more likely to have financial returns above their respective national industry medians.
- **Companies in the top quartile for racial and ethnic diversity are 35 per cent more likely to have financial returns above their respective national industry medians.**
- Companies in the bottom quartile both for gender and for ethnicity and race are statistically less likely to achieve above-average financial returns than the average companies in the data set (that is, bottom-quartile companies are lagging rather than merely not leading).
- In the United States, there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10 per cent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 per cent.
- Racial and ethnic diversity has a stronger impact on financial performance in the United States than gender diversity, perhaps because earlier efforts to increase women's representation in the top levels of business have already yielded positive results.
- **In the United Kingdom, greater gender diversity on the senior-executive team corresponded to the highest performance uplift in our data set: for every 10 per cent increase in gender diversity, EBIT rose by 3.5 per cent.**
- The unequal performance of companies in the same industry and the same country implies that diversity is a competitive differentiator shifting market share toward more diverse companies.
- **While certain industries perform better on gender diversity and other industries on ethnic and racial diversity, no industry or company is in the top quartile on both dimensions.**

(Hunt, Layton, & Prince, 2015)

What...?

What is the Equality Act 2010?⁷³

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.⁷⁴ It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations.

The Act identifies the following protected characteristics:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

What does BAME stand for?

Black, Asian and minority ethnic.

What does LGBT+ stand for?

Lesbian, gay, bisexual, transgender. The plus aims to include groups such as those who identify as queer, questioning, intersex or asexual, as well as people who consider themselves allies to this community.

What is race?

Stated simply, race is the word used to describe the physical characteristics of a person. These characteristics can include everything from skin colour to eye colour and facial structure to hair colour. This term is physiological in nature and refers to distinct populations within the larger species. Race was once a common scientific field of study. Today, however, most scientists agree that genetic differences among races do not exist.

What is ethnicity?

Ethnicity, on the other hand, is the word used to describe the cultural identity of a person. These identities can include language, religion, nationality, ancestry, dress, and customs. The members of a particular ethnicity tend to identify with each other based on these shared cultural traits. This term is considered anthropological in nature because it is based on learned behaviours.

⁷³ (Government Equalities Office and Equality and Human Rights Commission, 2015)

⁷⁴ (Government Equalities Office and Equality and Human Rights Commission, 2010)

Difference between race and ethnicity

One example of the difference between these two terms is by examining people who share the same ethnicity. Two people can identify their ethnicity as American, yet their races may be black and white. Additionally, a person born of Asian descent who grew up in Germany may identify racially as Asian and ethnically as German. People who share the same race may also have distinct ethnicities. For example, people identifying as white may have German, Irish, or British ethnicity.⁷⁵

What is unconscious bias?

Implicit or unconscious bias happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. Our biases are influenced by our background, cultural environment and personal experiences. We may not even be aware of these views and opinions, or be aware of their full impact and implications.⁷⁶

⁷⁵ (World Atlas, 2016)

⁷⁶ (Equality Challenge Unit, n.d.)

Women's experiences

As this excerpt from the Harvard Business Review, based on interviews with **12,000 women** shows,

'Most companies have much to learn about selling to women. Despite the remarkable strides in market power and social position that they have made in the past century, they still appear to be undervalued in the marketplace and underestimated in the workplace.'

*Women feel vastly underserved.*⁷⁷

For an examination of the ways in which women feel left out of the material world, reading the Boston Consulting Group's research gives a thorough impression of the ways in which advertising still neglects women's buying power.

'In 2008 the Boston Consulting Group fielded a comprehensive study of how women felt about their work and their lives, and how they were being served by businesses. It turned out there was lots of room for improvement. More than 12,000 women, from more than 40 geographies and a variety of income levels and walks of life, responded to our survey. They answered—often with disarming candour—120 questions about their education and finances, homes and possessions, jobs and careers, activities and interests, relationships, and hopes and fears, along with their shopping behaviour and spending patterns in some three dozen categories of goods and services.⁷⁸ We also conducted hundreds of interviews and studied women working in 50 organizations in 13 fields of endeavor.'

'They have too many demands on their time and constantly juggle conflicting priorities—work, home, and family. Few companies have responded to their need for time-saving solutions or for products and services designed specifically for them.'

'It's still tough for women to find a pair of pants, buy a healthful meal, get financial advice without feeling patronized, or make the time to stay in shape. Although women control spending in most categories of consumer goods, too many businesses behave as if they had no say over purchasing decisions. Companies continue to offer them poorly conceived products and services and outdated marketing narratives that promote female stereotypes. Look at the automotive industry. Cars are designed for speed—not utility, which is what really matters to women. No SUV is built to accommodate a mother who needs to load two small children into it. Or consider a recent ad for Bounty paper towels, in which a husband and son stand by watching a spill cross the room, until Mom comes along and cheerfully cleans up the mess' (Silverstein & Sayre, 2009).

Further, according to a 2016 SheKnows survey on #Femvertising, though an overwhelming majority of the 4,000+ women (97%) and men (90%) interviewed think ads have an impact on how society views women, just 65% of men believe portraying women as sex symbols in ads is harmful, compared to 90% of women.⁷⁹

⁷⁷ (Silverstein & Sayre, 2009)

⁷⁸ Learn more about the survey here womenspeakworldwide.com

⁷⁹ (SheKnows, 2016)

Only half of the women who took the 2014 SheKnows survey considered themselves feminists, but 89 per cent felt that gender equality is a human rights issue. This isn't an issue of political alignment, wearing the right t-shirt or sending out the right press releases – our company has an almost 50/50 gender split and the opportunity to do so much more to raise diversity and inclusion.

For a look at what many women face day-to-day in the workplace and out of it, Twitter's [@EverydaySexism](#) is an excellent place to start.

White Privilege: Unpacking the Invisible Knapsack⁸⁰

1. I can if I wish arrange to be in the company of people of my race most of the time.
2. If I should need to move, I can be pretty sure of renting or purchasing housing in an area which I can afford and in which I would want to live.
3. I can be pretty sure that my neighbours in such a location will be neutral or pleasant to me.
4. I can go shopping alone most of the time, pretty well assured that I will not be followed or harassed.
5. I can turn on the television or open to the front page of the paper and see people of my race widely represented.
6. When I am told about our national heritage or about "civilization," I am shown that people of my color made it what it is.
7. I can be sure that my children will be given curricular materials that testify to the existence of their race.
8. If I want to, I can be pretty sure of finding a publisher for this piece on white privilege.
9. I can go into a music shop and count on finding the music of my race represented, into a supermarket and find the staple foods that fit with my cultural traditions, into a hairdresser's shop and find someone who can cut my hair.
10. Whether I use checks, credit cards or cash, I can count on my skin color not to work against the appearance of financial reliability.
11. I can arrange to protect my children most of the time from people who might not like them.
12. I can swear, or dress in second-hand clothes, or not answer letters, without having people attribute these choices to the bad morals, the poverty, or the illiteracy of my race.
13. I can speak in public to a powerful male group without putting my race on trial.
14. I can do well in a challenging situation without being called a credit to my race.
15. I am never asked to speak for all the people of my racial group.
16. I can remain oblivious of the language and customs of persons of color who constitute the world's majority without feeling in my culture any penalty for such oblivion.
17. I can criticize our government and talk about how much I fear its policies and behavior without being seen as a cultural outsider.
18. I can be pretty sure that if I ask to talk to "the person in charge," I will be facing a person of my race.
19. If a traffic cop pulls me over or if the IRS audits my tax return, I can be sure I haven't been singled out because of my race.
20. I can easily buy posters, postcards, picture books, greeting cards, dolls, toys, and children's magazines featuring people of my race.

⁸⁰ (McIntosh, 1989)

21. I can go home from most meetings of organizations I belong to feeling somewhat tied in, rather than isolated, out-of-place, outnumbered, unheard, held at a distance, or feared.
22. I can take a job with an affirmative action employer without having co-workers on the job suspect that I got it because of race.
23. I can choose public accommodations without fearing that people of my race cannot get in or will be mistreated in the places I have chosen.
24. I can be sure that if I need legal or medical help, my race will not work against me.
25. If my day, week, or year is going badly, I need not ask of each negative episode or situation whether it has racial overtones.
26. I can choose blemish cover or bandages in "flesh" color and have them more less match my skin.

10 Practical Steps from the IPA⁸¹

'Through our research and various consultations, we have arrived at 10 steps that every agency should be doing right now.'

1

Develop a strong and clear understanding of the business case for diversity as it's relevant to your organisation. Only then will it resonate with leaders and people across the business.

2

Develop a top down approach, with leadership commitment, and recognise this as a long term behaviour change programme; there is no quick fix.

3

Know who you are. Undertake a thorough audit of all your people in all department and all levels – gender, age, ethnicity, disability. Record and measure the data using analytics, and figure out what good looks like to you.

4

Ensure you have a balanced speaker panel for any events that you are running.

5

Hire a Creative Pioneers apprentice or a STEM intern through the IPA AdMission programme. Entry level recruitment is a great way to inject diversity into your talent pipelines.

6

Make unconscious bias training compulsory for all staff.

7

Nominate up to three diversity champions within your agencies who represent diversity in terms of race, disabilities, LBGT, women (returners, future leaders).

8

Make employees feel good about themselves by creating a sense of community through groups and networks within the company which staff self-select to join.

9

Look outside adland to learn how other industries are tackling diversity.

⁸¹ (The IPA, 2015)

10

Celebrate success – provide us with positive stories and role models to amplify the message and inspire the next generation of talent.

Recommendations for Employers⁸²

From Race at Work

1. Increase access to work experience. There is overwhelming acknowledgement that work experience is critical for gaining access into the workplace. Employers need to ensure they are giving equal access to work experience opportunities to young people from BAME backgrounds, and consider other ways of engaging with potential talent when a broad portfolio of work experience is not available.

2. Promote training and awareness of racial bias in the workplace. We recommend this is mandated during employee induction for new managers and senior management, as well as for all individuals responsible for recruitment, pay and promotion decisions. Ideally, some form of unconscious bias and cultural diversity awareness should be mandatory for all employees. This will ensure a culture of diversity and inclusion continues to be nurtured, as our research shows that racial bias affects people of all ages.

3. Communicate the business case and strategy for race diversity. McKinsey's Diversity Matters report shows that organisations with racially diverse senior teams experience 35% greater financial returns. For employers to achieve diversity at senior levels, they must review the gaps in their workforce demographics and action plan for change. This also requires understanding of the changing demographic of their customers, communities, clients and service users.

4. Set objectives for managers at every level around ensuring diversity and inclusion in their teams. These objectives should include ensuring diverse talent has equal access to training, development opportunities and progression programmes.

5. Senior leaders to recognise that racial harassment and bullying exists and take action to erase it from the workplace. Deliver a clear message from the top that this behaviour is not tolerated from managers, colleagues, clients or contractors; ensure that perpetrators are dealt with; and ensure channels for reporting of harassment and bullying are accessible and straightforward.

6. Review succession planning lists for diverse talent. If BAME people are under-represented on the list, targets should be set to increase the diversity of this pipeline and an action plan developed that focuses on the progression of existing BAME employees and a review of external recruitment processes. Targets should be short, medium and long-term to ensure momentum is sustained.

⁸² (Business in the Community, 2015)

7. Encourage and deliver mentoring. There is a high demand for mentors from the BAME workforce and job seekers. Employers should engage in reciprocal mentoring – creating their own programmes or joining existing ones like the Business in the Community Cross Organisational Mentoring Circles.

8. Leaders to act as sponsors. We need leaders to act as active sponsors, using their influence to mention the names of the BAME people when development or progression opportunities are being discussed – especially when there are no people from BAME backgrounds in the room during these conversations.

9. Identify diverse role models in their workplaces. The trend of no career role models must be reversed, as it currently sends a message to BAME people that despite their ambition there is little evidence that certain employers support equal progression. Employers should take specific action to ensure that Caribbean, Chinese and mixed race role models in the workplace are visible. Diverse role models drawn from all ethnic groups demonstrate that BAME employees are able to thrive and progress no matter their ethnicity. It is equally important when focusing on the next generation – 1 in 4 young people in primary and secondary school from a BAME background deserve to see role models ‘like them’ in all aspects of UK society.

Six Ways to Move to 50:50⁸³

1. CHAMPION JUNIORS

We lose 20-25% of our young talent before they even start. So let's pick up young talent early.

2. MOVE ALL FEMALE CREATIVES UP ONE RUNG

Keep women moving up the ladder and not 'stop' at middle management level.

3. REWRITE RECRUITMENT

Hire on potential, use gender-neutral language and ask for diverse long lists.

4. CHANGE WORKPLACE CULTURE

Break down biases, remove barriers and be gender-neutral with briefs.

5. CREATE A GENDER-NEUTRAL AWARDS STAGE

All juries should be 50:50 so work is fairly evaluated.

6. DOUBLE THE NUMBER OF FEMALE CREATIVE DIRECTORS IN LONDON

Year-on-year, we plan to put more women in leadership role

⁸³ (Creative Equals, 2017)

Creative Equals: The Charter⁸⁴

We aren't here to talk. We're help agencies make real lasting change. And, it starts with our charter. When you sign up to Creative Equals, you commit to taking on these 11 key principles within your policies, plans, actions and culture.

AGENCY CHARTER FOR CHANGE

1. We understand the advertising/marketing industry will reach its full potential with the experiences and talents of all.

2. We are behind advancing gender equality in our agency, particularly in creative departments, addressing the loss of women across the career pipeline and the absence of women at a senior creative level.

3. We commit to changing unequal gender representation across all creative disciplines (copy, art direction, design, film directors and creative technology).

4. We commit to tackling the gender pay gap at all levels.

5. We will actively redress removing the obstacles faced by women at certain points of their career development. We will give them the tools, training and support they need so we can retain them – and they can fulfil their career potential.

6. We commit to asking for asking for gender diverse CVs at all levels to make sure our agency recruitment pipeline gives women an equal chance at every level.

7. We recognise our work has a strong influence on the way women are portrayed in the media and it's our responsibility to reflect modern, contemporary girl/womanhood to create positive, aspirational images of woman.

8. We commit to making sure the female creatives we hire are put on gender diverse accounts.

9. We understand and support the fact that gender equality comes from all levels within an organisation, particularly from those in senior leadership roles.

⁸⁴ (Creative Equals, 2017)

10. We commit to making structural and cultural changes to advance gender equality to make sure women are able to work within our agency with their work/life commitments. We understand this is an agency-wide issue, not just on an individual level.

11. We understand people from all walks of life bring different experiences to our agency and shape a better, more diverse industry. We're committed to the way our agency reflects, supports and promotes a better society to live in

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My employer

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#EasterSOwhite

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Mark Runacus for helping to form the world's only advertising and marketing LGBT+ network, for providing excellent, actionable advice and for leading change in the industry through initiatives such as 'Brand Makeover'

Martin Firrell Company

Martin Firrell and his staff for creating art that provokes public conversations and asks us all to think differently.

You

Thank you for reading this report (or at least skipping ahead to this page).

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Including everyone: the advantages of a more inclusive work environment

If you can't see it, you can't be it

*'Few people have the wisdom to prefer the criticism that would do them good to the praise that deceives them.'*⁸⁵

⁸⁵ (Rochefoucauld, 1665)