

She
Runs
It.

Diversity
Best
Practices

#INCLUSIVE100

Progress Through
Measurement

Using data to create a more inclusive industry

#Inclusive100

For two years, a group of fearless companies has pursued measurable progress toward a more inclusive and diverse workforce. The companies that comprise #Inclusive100 have embraced the mission to *transform the conversation about inclusion and diversity into meaningful, measurable, scalable action* by participating in the Diversity Best Practices (DBP) Inclusion Index application (see next page), engaging in roundtable conversations to confront challenges and break through barriers, and “walking the talk” with inclusive corporate policies and practices.

In 2019, the consortium adopted the moniker #Inclusive100 for the following reasons:

- The perfect DBP metric is 100 – a lofty but universal goal
- The group hopes to have 100 participants join the #Inclusive100 movement at least doubling the number of participants by this time next year
- Participating companies strive to engage 100% of their workforce in the #Inclusive100 mission

Year Two results from the DBP Index reinforce what the #Inclusive100 members knew to be true when they joined: much work is needed to make the advertising, media and tech industries more reflective of the consumer population. The results, while sobering, also begin to illuminate a clear path to greater inclusion and diversity. The data is doing precisely what the consortium members intended.

Read on to learn more

Now in its third year, the Diversity Best Practices (DBP) Inclusion Index continues to help organizations understand gaps in demographic representation and create a roadmap to drive internal change to find D&I solutions to close the gaps. This year, the number of participants increased by more than 17 percent, with 148 organizations sharing their data and 14 organizations were represented in the Advertising/Media/Tech sector.



Participants are scored in three areas: **Best Practices** in the recruitment, retention and advancement of people from under-represented groups—women, racial/ethnic minorities, people with disabilities, and LGBTQ people; creating an **Inclusive Culture** through leadership accountability, communication, and employee engagement; and **Transparency** and improvement in year-to-year **Demographic Diversity**. When this index was started three years ago, the purpose was to challenge organizations to raise the bar and drive change. In the past, organizations received credit for sharing their demographic data with us, regardless of what that data showed. Now, the bar has been raised and some points are awarded for sharing data, with more points awarded for having diversity in senior levels and in areas of hiring and promotion.

An index, unlike a list, does not have a set number of organizations to recognize. Instead, a threshold percentage is set at which point any participant with that percentage or better qualifies for the index.

Notable this year is the increasing prevalence of organizations using best practices to recruit (diverse interview slates), retain (making employee resource groups (ERG) strong partners) and advance (mentoring and sponsoring) women and people of color. Holding managers accountable for D&I results is still a struggle, particularly when involving compensation. While Index, Leading Index and Top 10% organizations show more success in holding managers accountable, at the very top of corporate hierarchies, the results continue to be disappointing.

We Measure....Because it Matters



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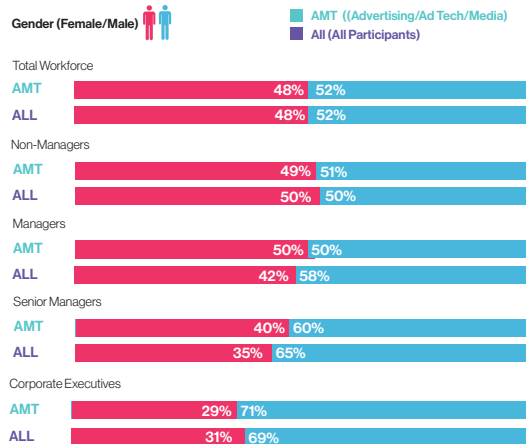
The Numbers Are Troubling

The second annual DBP Inclusion Index for the Advertising, Media and Tech industry delivered some disappointing – although not unexpected – insights.

In terms of gender, the industry is relatively balanced (49% female/51% male) as an entry-level workforce, but the number of women continues to stubbornly decline with every level of seniority.

While the data suggest that the industry is moving in the wrong direction in terms of inclusion and diversity, the very purpose of #Inclusive100 is to get a definitive and data-based understanding of the trends, as well as potential solutions. The participants are actively working to move the needle in a more positive direction in 2020, and the index points to some actions that work.

** Over 124 organizations participated in the 2018 cross-industry DBP Inclusion Index. At least 12 organizations were included in each of the industry reports for Advertising, Media and Tech (AMT).*



WHITE by Gender (female | male)

Total Workforce:
 AMT: 33% | 37% All: 27% | 34%

Non-Managers
 AMT: 32% | 36% All: 27% | 32%

Managers
 AMT: 39% | 35% All: 29% | 41%

Senior Managers
 AMT: 32% | 47% All: 26% | 48%

Corporate Executives
 AMT: 24% | 52% All: 24% | 54%

The drop off for women of color remains particularly steep, with the exception of a slight uptick in the number of Asian women reaching the C-Suite (4% in 2019 versus 1% in 2018)

Black by Gender (female | male)

Total Workforce:
 AMT: 5% | 4% All: 8% | 5%

Non-Managers
 AMT: 6% | 6% All: 9% | 6%

Managers
 AMT: 2% | 2% All: 4% | 3%

Senior Managers
 AMT: 2% | 1% All: 2% | 2%

Corporate Executives
 AMT: 1% | 1% All: 1% | 2%

Latinx by Gender (female | male)

Total Workforce:
 AMT: 3% | 4% All: 6% | 6%

Non-Managers
 AMT: 4% | 4% All: 7% | 6%

Managers
 AMT: 3% | 3% All: 3% | 4%

Senior Managers
 AMT: 1% | 3% All: 2% | 3%

Corporate Executives
 AMT: 0.3% | 2% All: 1% | 3%

Asian by Gender (female | male)

Total Workforce:
 AMT: 5% | 6% All: 5% | 6%

Non-Managers
 AMT: 5% | 4% All: 5% | 4%

Managers
 AMT: 6% | 9% All: 5% | 9%

Senior Managers
 AMT: 4% | 8% All: 4% | 8%

Corporate Executives
 AMT: 4% | 14% All: 4% | 10%

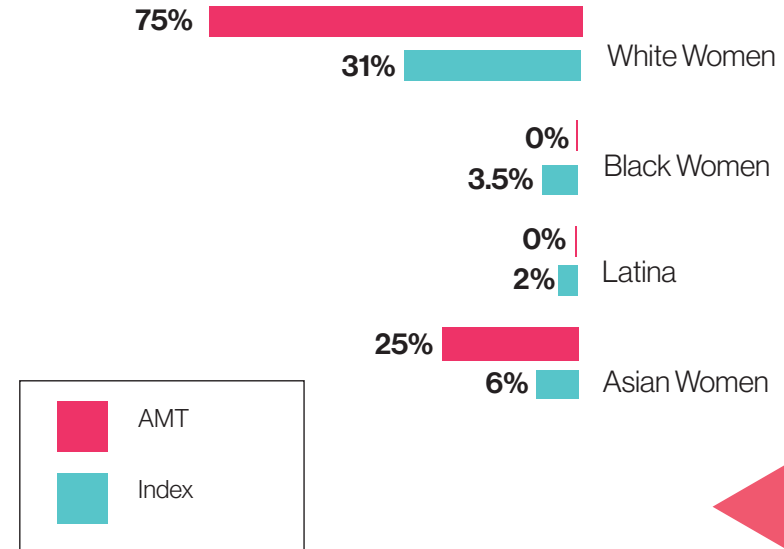
Accountable = Promotable

There is an undeniable correlation between C-suite and P&L responsibility. People who are accountable to revenue and budgets are generally the ones who are promoted and advanced in a company. If a company fails to place women and people of color into clients-facing, revenue-generating roles, the leadership pipeline becomes intractably homogeneous.

The chart on the right conveys a reasonably good story for white women in that 75% of all promotions in 2019 are going to white women with P&L oversight. But similar promotions for women of color have improved only imperceptibly – approximately 1% -- year over year.

Now that we know the problem, it's time to fix it. ▶▶

P&L responsibility promoted in the last year



Lifting and Launching

Some of the most successful tactics for accelerating inclusion and diversity in the workforce are actually not difficult to activate.

▶ Formal Sponsorship,

Pairing rising stars with senior leaders who can provide feedback, navigate political climates and advocate for the employee when he or she is not in the room helps diverse talent feel less lost inside a company. The right sponsor, thoughtfully identified, can serve as compass and an anchor. These relationships are easy to introduce and produce measurable results.

▶ Engagement surveys

When designed with cultural sensitivity, employee surveys have proven to be an effective and relatively simple-to-activate inclusion tool. They make employees feel they are part of a larger community and that their opinions and ideas matter.

Similar to goal setting, sponsorship programs, succession planning and engagement surveys work best when they are championed by the CEO and enthusiastically encouraged by senior leadership.

	AMT	Index
Do you offer Formal Sponsorship Programs?	14%	56%
Corporate Executives participate in formal sponsorship programs?	31%	61%
Do you conduct regular surveys on diversity and inclusion?	64%	96%
Do you communicate survey results to:		
Managers?	57%	93%
Non-Managers?	57%	82%

The CEO Solution

One of the most obvious and repeatable lessons illuminated by the data is the need for D&I commitment to start at the top of an organization. If CEOs are not audibly committed and visibly involved in setting goals, modeling behavior and influencing progress, the needle will not move.

Meet regularly with diversity executive to review diversity goals and performance

21% AMT | **93% Index**

Sets enterprise-wide D&I objectives

21% AMT | **73% Index**

Embeds D&I into the business growth strategy

36% AMT | **88% Index**

Makes public reports and declarations of support for D&I to all employees

50% AMT | **99% Index**

Communicate support for D&I through internal (and external) website

43% AMT | **100% Index**

CEO at the Center

The inclusive actions and voice of the CEO are pivotal to progress. Change is driven from the top. If the CEO is not modeling, influencing and owning the goal, the needle won't move.

Success is Intentional

While changing an industry is a monumental task, moving the needle on inclusion can pivot on something as simple as setting goals for a company and declaring the intention to achieve them. Only 7 percent of #Inclusive100 companies currently set an annual goal for inclusion and diversity, compared to 57% of the highly indexed companies that participate in the DBP Index.

Holding managers accountable to those goals is another essential step. Fortunately, that needle is moving in a good direction, with 14% of companies practicing this initiative in 2019 compared to 8% in 2018.

The Q4 2019 and 2020 roundtable conversations will focus on shared best practices around goal setting, accountability and performance feedback.

Goal Setting - % change goals

7% AMT | **57% Index**

Managers are held accountable for their management of D&I in performance reviews. Primarily participation in initiatives, activities and interview panels

14% AMT | **75% Index**

primarily employee satisfaction, activities

Slated to Win

Inclusive Succession Planning is an obvious and successful approach for a company to take toward greater inclusion and diversity. But unless it's mandated by senior executives, succession planning defaults to a conversation about "usual suspects." Here the data are moving in the wrong direction. This year only 21% of #Inclusive100 companies and 61% of indexed companies required diverse succession planning slates, while last year those numbers were 50% and 92% respectively. The consortium is actively looking for success stories that can be modeled and will make those a core component of future roundtable discussions.

Do you Require a Diverse Succession Planning Slate?

AMT

21%

Only track gender

Index

61%



A League of Our Own

Employee resource groups (ERGs), are smart and effective ... not to mention relatively easy to activate. Curiously, in 2019 the percentage of companies offering ERGs to employees decreased from 58% to 43%, yet the percentage of companies with executive ERG sponsorship rose from 50% to 71%. When both of these numbers rise in harmony, companies will get closer to the 100 Index score. More importantly, companies will enjoy the benefits of more diverse talent opting to stay in the company and the industry.

Does your company have an internal diversity council?

AMT

43%

Index

90%

Do your ERG's have executive sponsors?

71%

99%

Inclusion is Doable

L'ORÉAL
USA

Leaders Who Mandate and Model Get Results

Several years ago Global Chairman and CEO Jean-Paul Agon established a mission for all L'Oréal subsidiaries to create greater gender balance and pay equity (women comprise 70% of the workforce but previously had lower representation at the top). Frédéric Rozé, President and CEO of L'Oréal USA, took on

the challenge to make gender balance and pay equity top priorities across the company. In addition to making a public commitment, Rozé and his Strategic Committee did the following:

- Developed and implemented an Inclusive Leadership program in partnership with The Harvard Kennedy School for all senior leaders.
- Conducted two wage gap analyses: an internal regression tool and an external tool to validate our model and to identify any areas of opportunity.
- Formed Think Tanks (employee resource groups) to focus on the advancement, retention and continued engagement of women and men at L'Oréal USA.
- Launched an annual Equity Day for leaders at L'Oréal USA. Hosted by the CEO and sponsored by L'Oréal For Women, the day features internal and external speakers discussing topics related to equity.

As a result of these and several other initiatives, L'Oreal's 68-member Executive Committee is now at gender parity. Six years ago, women represented 31% of the Executive Committee. Today that number exceeds 50%.

FULLSCREEN

Women's Herstory Month: Creating Dialogue

Fullscreen celebrated Women's Herstory Month with a 4-part series of panels covering connection, community, and storytelling. The panels were hosted in the New York City and Playa Vista offices and included internal employees as well as bold women in the industry, like Sharifa Austin from Universal Music Group; Angélica S. Gutiérrez, from Loyola Marymount University; and Nikki Bethel from

HBO. The panels were coupled with hands-on workshops teaching employees how to recognize and tackle imposter syndrome, utilize assertive communication to further build negotiation skills, and how to be an effective advocate. The panels and workshops were deliberately opened to all genders across the organization so that knowledge and interaction was fostered amongst all 400 employees. Since launching the initiative, the company has recorded a noticeable uptick in female employees raising their hand to make their voice heard on panels, workshops, and in employee resource group leadership. Male employees are also taking more frequent action to become better advocates for their female counterparts.

Training for Inclusion

This year Fullscreen launched their first ever unconscious bias training – “Becoming an Inclusive Leader” – to over 100 new managers across the organization. The company targeted new managers to instill in them the tools they would need to consciously recognize bias and tackle it head-on. It covered typical bias occurrences in the workplace, including managing employees from different backgrounds, performance management, hiring decisions, and general day-to-day interactions with direct reports and other employees. The in-house team that developed the training did extensive research to create a final product that was influenced by unconscious bias trainings from the greater WarnerMedia business, Korn Ferry, and CultureAmp. The sessions utilized group activities, paired activities, and individual exercises to offer each employee a variety of ways to interact with the content. New managers were able to see where they currently stood on the inclusive leader scale and were equipped with a toolkit to assist them in avoiding future bias and becoming a more effective, inclusive leader.



VMLY&R

Brave questions. Safe Spaces.

VMLY&R produced and evolved a program designed to create an open and inclusive working environment. Brave Questions Safe Spaces is a speaker series that cultivates candid

conversation and open dialogue about issues that matter to staff. The series has been amplified by an internal poster campaign that encourages people to talk to each other and work through bias thinking and behavior. Staffers are featured in the posters and urged to post on social. Featured speakers have included Kevin Willmott, the screenwriter for the movie Blackkklansman, and more recently Lindsey Roy who talked about her journey from able bodied to differently abled. After listening to the speakers share their stories, employees are encouraged to ask questions and share experiences. Speakers were secured through employee connections and relationships so hefty speaker fees were avoided.

Podcasting Equity and Inclusion

VMLY&R uses podcasts to give voice to and build awareness of diverse employee populations. One such podcast series is called **Women Around the World** and is led by **CMO Beth Wade**, who wanted to connect with women across her network and talk to them about their experiences and the nuances of the roles they fill. Women from different disciplines, geographies and backgrounds are interviewed weekly by Beth (who travels with mobile recording equipment), and the podcasts are distributed via the company newsletter to all employees globally. The series creates exposure for female leaders as well as the diverse and talented mix of women of the world within the VMLY&R network. Beth discusses with the women their cultural challenges and unique perspectives from various life-stages.

Building the Pipeline



PUBLICIS GROUPE

Publicis Media has created a Multicultural Talent Pipeline (MCTP) as an immersive, educational experience designed to produce a more diverse workforce. MCTP is a two-day event hosted at the Publicis Northyards campus in Atlanta with representatives from Publicis Media and Publicis Groupe agencies and Clients. During the program, students and professors have the opportunity to engage with over 40 industry leaders, recruiters, members from our PM Inclusion Council and Business Resource Groups, and partake in a career fair. We receive support we from our partners including Univision,

Facebook, Entravision, Verizon, adfellow, LBI Media, and H Code. Over 500 students from the company's university and industry partners have attended the MCTP since its inception in 2009. In 2018, they hosted 117 students from 26 universities around the US. Last year over a quarter of MCTP attendees received offers from Publicis Media or one of its partner companies. From those 2018 attendees, 43 high potential candidates selected for our entry-level programs across Publicis Media. This year Publicis Media is anticipating 150 students and professors from over 70 partners.

Leo Burnett

Create Greater Than

"We are Citizens of an empathetic and inclusive culture where people and creativity flourish." This is a Leo Burnett Group cultural mantra that works in harmony with a principle they call HumanKind. It respects people and responds to their intuitive thirst for imagination and connection. It drives the belief that creativity has the power to transform human behavior. Leo Burnett has adopted the idea that conversations create change and "Create Greater Than" is our cultural rallying call for the agency to spark change.

This belief sparked **Create Greater Than Friday**, an event series meant to provoke conversations. The series consists of two parts: presentations from employees on a range of topics to help equip coworkers with the tools needed to be a more empathetic ally, and facilitated small group conversations to help staffers process, use and activate those presentations. The objective is for each event to inspire the agency to think about how they can foster an empathetic and inclusive environment in the agency. Since launching in March 2019 sessions have focused on such topics as Manbassadors, body image, stigmas of sexual orientation representation in media, code switching and ageism to name a few.

The Every Day

On September 4th Leo Burnett Group paused its regular workday to give all employees the chance to engage with thought leaders and industry experts and immerse themselves in topics centered on 4 areas; race, gender, age and power and privilege. Titled The Every Day, the day-long experience featured a full day of speakers, discussions and workshops to learn about the Burnett community's varied and game-changing everyday experiences. The goal of The Every Day was to acknowledge and celebrate the wide array of individual similarities and differences and encourage the staff to challenge their thinking, share their experiences and deepen their empathy with each other. Facilitators cultivated conversations and incited actions to lead to a stronger culture and better work.





Inclusive Policies at Dentsu

To make all new parents feel part of Dentsu Aegis Network's inclusive culture, the company enhanced its Parental Leave Policy in 2018. The policy is available to all new parents who are entitled to take up to 16 weeks of paid leave (without using any vacation time) within one year of the birth, adoption and/or fostering of a child. This time may be divided and taken on two separate occasions within the first year of the welcoming the child or as one solid block of time, to allow the policy to flex for individual needs. The company also has a Caregiver Leave policy that entitles employees up to 6 weeks of paid leave to care for a family member. There is no minimum tenure requirement to take full advantage of either policy. To further enhance the benefits of providing all new parents extended leave, Dentsu partnered with the 4As to design a virtual coaching program called Parents@Agencies. The program works to prepare both parents and their managers for a successful return to agency life, promoting a healthy balance between family and business demands. By going beyond focusing solely on Moms and "traditional" families, this program further encourages the inclusive environment that agency talent (and the advertising industry in general) are seeking. Since launching the new Parental Leave policy in January 2018, Dentsu has seen its people take advantage of the flexibility the policy offers and received positive feedback related to benefits and work/life balance, resulting in increased talent engagement.

group^m Walk the Talk

Walk the Talk is an award-winning equality movement impacting the lives of ~2,000 women across GroupM and WPP. Exploring barriers women often face in their careers, participants in this two-day immersive program participate in workshops and educational experiences that allow them to focus on their personal ambitions and arm themselves with tools to take on their 'bigger game.' Walk the Talk recognizes that, to achieve our potential, we must attend to every aspect of our lives. It is deliberately named to cut through the industry noise about equality and to demonstrate our movement is about action. Of participants, 96% would recommend taking part in Walk the Talk to their senior female peers and nearly as many (92%) feel more connected and supported by their peers within the region. Participants also experienced a 30% promotion rate within nine months of the GroupM program, because the program trains them to advocate for themselves and sharpen their narratives.



#INCLUSIVE100

For more information visit please visit sherunsit.org
and click on [#Inclusive100](https://twitter.com/Inclusive100)

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