



A DIVERSITY REPORT FOR THE ADVERTISING/ MARKETING INDUSTRY

NOVEMBER 2020



A LETTER FROM THE ANA'S CHAIRMAN OF THE BOARD

For the third year in a row, the ANA is publishing a benchmark report on the diversity of the marketing teams of its client-side members.

Discussions about diversity in the advertising and marketing industry have been ongoing for some time. To accurately know the current state of diversity — gender, race, and ethnicity — and the progress we are making (or lack thereof), we must measure it. As the saying goes, “You can’t manage what you can’t measure.”

How do we get there? Start in our own companies. Measure, diagnose, and take action. At P&G, we have nearly achieved our aspiration of gender equality in the management ranks. And we’re making strong progress, but still have more work to do to achieve our aspiration of racial and ethnic representation equal to the U.S. population. The goals are well-known, accountability is clear, we’re continually making interventions throughout our ecosystem at every level to achieve them, and we will not stop.

Outside our walls, we want to work with agencies, production crews, and media providers with diverse workforces. We can’t dictate who they hire, but P&G preferred providers are those who advance equality. Our agency partners have made strong progress with women but have much more to do with racial and ethnic representation. In production crews, we’re near our 50 percent goal of female directors in the U.S., but we don’t yet have a measure on multicultural directors, so it’s clear we have more to do.

Our aspiration means every link in the chain, at every level, reflects equal gender representation: 50 percent women, 50 percent men. This means racial and ethnic representation equal to the U.S. population — 13 percent Black, 18 percent Hispanic, 6 percent Asian-Pacific, 2 percent Native American — for a combined 40 percent multicultural. When we achieve this level of equality, evidence consistently points to better innovation, better problem-solving, and more growth. Equal representation builds greater access to opportunity. Equal representation leads to equity in income and wealth creation. That leads to more purchasing power — which leads to market growth.

This study reports on the gender and ethnic representation of the marketing teams at 40 ANA member company participants. We are appreciative of the companies that provided their data, and encourage others to do so in future reports, confidentially, of course.

We also encourage other industry trade associations to collect and publicly report the diversity data for their members — for agencies (4A’s), media companies (VAB), and production companies (AICP).

We ALL have a lot of work to do, but together, we will not relent until we achieve true equality in the advertising and marketing industry.

A handwritten signature in black ink, reading 'Marc S. Pritchard'. The signature is written in a cursive, flowing style.

Marc Pritchard
Chief Brand Officer, Procter & Gamble
Chairman, ANA Board of Directors

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ABOUT THE AUTHORS



ANA

The [ANA](#) (Association of National Advertisers)'s mission is to drive growth for marketing professionals, for brands and businesses, and for the industry. Growth is foundational for all participants in the ecosystem. The ANA seeks to align those interests by leveraging the 12-point ANA Growth Agenda, which has been endorsed and embraced by the ANA Board of Directors and the Global CMO Growth Council. The ANA's membership consists of over 1,400 domestic and international companies, including more than 900 client-side marketers and nonprofit fundraisers and 500 marketing solutions providers (data science and technology companies, ad agencies, publishers, media companies, suppliers, and vendors). Collectively, ANA member companies represent 20,000 brands, engage 50,000 industry professionals, and invest more than \$400 billion in marketing and advertising annually.



AIMM

The [ANA's Alliance for Inclusive and Multicultural Marketing](#) (AIMM) was established in 2016 with the mission to create a powerful voice that elevates multicultural and inclusive marketing to promote business growth in an increasingly diverse marketplace. Comprised of senior-level client-side marketers, media/publishers, research and data companies, advertising agencies, and trade associations, AIMM brings together the collective voice of the general, Hispanic, African-American, Asian-American, LGBTQ+, and People with Disabilities markets. AIMM provides resources and information that allow marketers to better understand how to target multicultural and inclusive segments so that they can in turn make more informed decisions about their investments, priorities, and growth opportunities.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

In November [2018](#) ANA/AIMM released our initial “A Diversity Report for the Advertising/Marketing Industry.” This is an annual benchmark to track the gender and ethnic diversity of ANA member companies and identify action steps to improve diversity. We repeated the report in [2019](#) and now again in 2020.

Discussions about diversity/gender equality issues in the advertising and marketing industry have been ongoing for some time. But to accurately know the current state of diversity/gender equality and the progress we are making (or lack thereof), we must measure it. The ANA/AIMM is committed to such a public measurement annually and we are now back with our 2020 report — which is more robust than ever before.

This work is an important initiative for the Society and Sustainability priority of the [ANA Growth Agenda](#), which provides a compass for the industry to leverage marketing as a sustainable growth driver. A specific mandate for the Society and Sustainability working group is **to achieve equal representation in the media and creative supply chain**. This includes marketers, agencies, production crews, and media providers that create, distribute, and monetize advertising, programs, and content. This means that at every link in the chain, at every level, we aspire to achieve equal gender representation and ethnic representation equal to the U.S. population; for ethnicity that is now 40 percent multicultural. With equal representation, there is greater creativity and innovation as well as increased access to opportunity, which lead to equity in income and wealth creation. That leads to purchasing power — which leads to market growth.

Just as we did in 2018 and 2019, in 2020 three studies help provide an understanding of diversity at ANA member companies:

- 1. ANA Member CMOs:** Gender and ethnic diversity of the CMO/CMO-equivalent at 870 ANA member client-side marketer company members.
- 2. ANA Overall Membership:** Gender and ethnic diversity of the overall ANA membership, representing 30,940 individuals who provided gender identity and 27,974 who provided ethnic diversity information.
- 3. ANA Board of Director and Other Member Company Marketing Departments:** Gender and ethnic diversity among the U.S.-based marketing departments of 40 ANA board and other member companies, representing 15,419 marketers in total. This analysis includes information on sexual orientation and disabilities. There is also learning on key action steps that have helped improve diversity within marketing departments.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

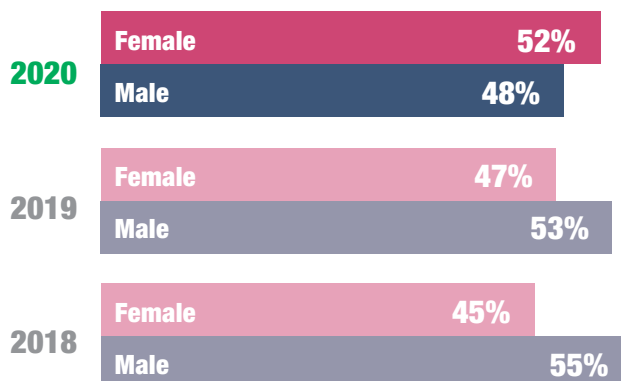
1. ANA MEMBER CMOs

This analysis identifies the profile of the CMO/CMO-equivalent at 870 of the ANA's client-side marketer company members as of June 2020.

ANA client-side marketers continue to make strong progress in achieving female equality among CMOs and equivalents, but in stark contrast, there remains significant work to do in attaining ethnic diversity.

Gender

For gender, 52 percent of the top marketer positions are female; that percentage increased between 2018 and 2019 and then again between 2019 and 2020.



Ethnicity

Only 12 percent of CMOs and equivalents are diverse, unchanged from last year.

- African-Americans/Blacks comprise 3 percent of ANA member company CMOs, but are approximately 13 percent of the total population.
- Asians comprise 5 percent of ANA member company CMOs, and are 6 percent of the total population.
- Hispanics/Latinos comprise 4 percent of ANA member company CMOs, but are 18 percent of the total population.

	Caucasian	African-American/Black	Asian	Hispanic
2020	88%	3%	5%	4%
2019	88%	3%	5%	4%
2018	87%	3%	5%	5%

[Population estimates per the United States Census Bureau.](#)

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

1. ANA MEMBER CMOs

Intersectionality

For the first time, this report provides intersectionality data — the overlap of gender and ethnicity. ANA female CMOs and equivalents are overwhelmingly Caucasian, as are ANA male CMOs and equivalents.

		■ Female ■ Male			
		Caucasian	African-American/Black	Asian	Hispanic
2020	Female	88%	4%	5%	3%
	Male	88%	3%	5%	4%
2019	Female	89%	4%	5%	2%
	Male	87%	2%	5%	6%
2018	Female	88%	4%	5%	3%
	Male	87%	2%	5%	6%

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

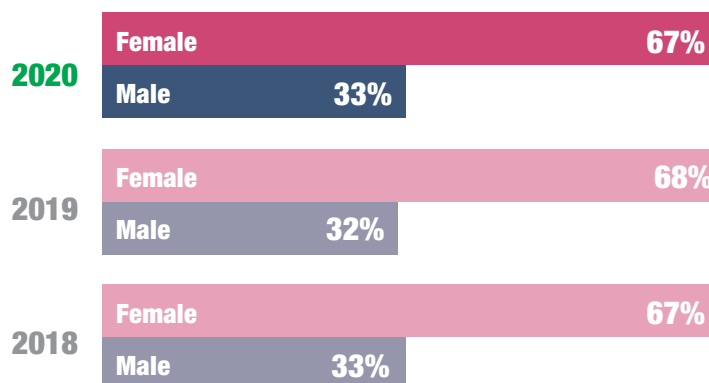
2. ANA OVERALL MEMBERSHIP

The ANA asks member company individuals who create accounts to voluntarily and anonymously answer questions to identify their gender and ethnicity. For the three-year period between July 1, 2017 and June 30, 2020, 30,940 marketers responded to the gender question and 27,974 to the ethnicity question. The respondent base consists of client-side marketer members as well as marketing solutions provider members.

The ANA overall membership is overwhelmingly female and white. There is a higher percentage of women and greater ethnic diversity among the ANA overall membership than among CMOs at ANA member companies. But representation of ethnic marketers among the ANA overall remains low.

Gender

Among the ANA overall membership, 67 percent are female and 33 percent are male. Those numbers are virtually unchanged over the three years.



Ethnicity

Among the ANA overall membership, 74 percent are Caucasian, 6 percent are African-American/Black, 10 percent are Asian, 8 percent are Hispanic, and 2 percent are Other. Those numbers are also virtually unchanged versus the prior reports.

	Caucasian	African-American/Black	Asian	Hispanic	Other
2020	74%	6%	10%	8%	2%
2019	75%	6%	9%	8%	2%
2018	74%	6%	10%	8%	2%

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

2. ANA OVERALL MEMBERSHIP

Intersectionality

For the ANA overall membership, both females and males are predominantly Caucasian. Ethnic diversity for the ANA overall membership is better across all sectors than it is for ANA member CMOs and equivalents.

		Caucasian	African-American/Black	Asian	Hispanic	Other
2020	Female	75%	6%	9%	8%	2%
	Male	72%	5%	12%	9%	2%
2019	Female	76%	7%	8%	7%	2%
	Male	73%	5%	11%	9%	2%
2018	Female	75%	6%	10%	7%	2%
	Male	74%	4%	11%	9%	2%

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA BOARD OF DIRECTORS AND MEMBER COMPANIES DIVERSITY SCORECARD

A third study measured gender and ethnic diversity among the U.S.-based marketing departments of ANA board member companies and other member companies (all client-side marketers). This study, called a “diversity scorecard,” had four questions:

- **Gender identity:** Broken out by five different job levels. Job level descriptions and job title examples were provided to help with consistency among respondents.
- **Ethnicity:** Also broken out by five different job levels.
- **Orientation/Ability:** “Do your employees have the opportunity to self-identify as being either LGBTQ or a Person with a Disability?”
- **Open-ended question:** “Are there any key action steps that have helped your company improve diversity within the marketing department?”

Forty companies completed the diversity scorecard — 19 ANA board member companies and 21 other ANA member companies, representing 15,419 marketers in total. That participation was the highest in the three-year history of this project.

	Number of Companies	Number of Marketers
2020	40	15,419
2019	26	13,078
2018	17	9,677

This year’s participants included a mix of large, mid-size, and smaller companies — better representative of ANA membership overall compared with the prior studies.

The completed scorecards were submitted to the ANA between July and October 2020, asking for data as of June 30, 2020, or as close to that timing as possible. Individual company metrics have been kept confidential and “rolled up” to report aggregate results.

The ANA Board of Directors

The ANA remains committed to having a diverse board, and considers factors including gender, ethnicity, industry category, and region. The ANA board of directors has 43 members at this writing (November 2020).

- **Gender:** 23 women, 20 men
- **Ethnicity:** 29 Caucasian, 5 Hispanic, 5 African-American, 4 Asian

The ANA board is now 33 percent ethnically diverse, versus 24 percent as reported in our 2019 study.

It remains a priority to further increase the ethnic diversity of the ANA board.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA BOARD OF DIRECTORS AND MEMBER COMPANIES DIVERSITY SCORECARD

Gender Identity

The gender identity for the marketing departments of participating ANA board and other member companies skews highly female: 63 percent female and 37 percent male.

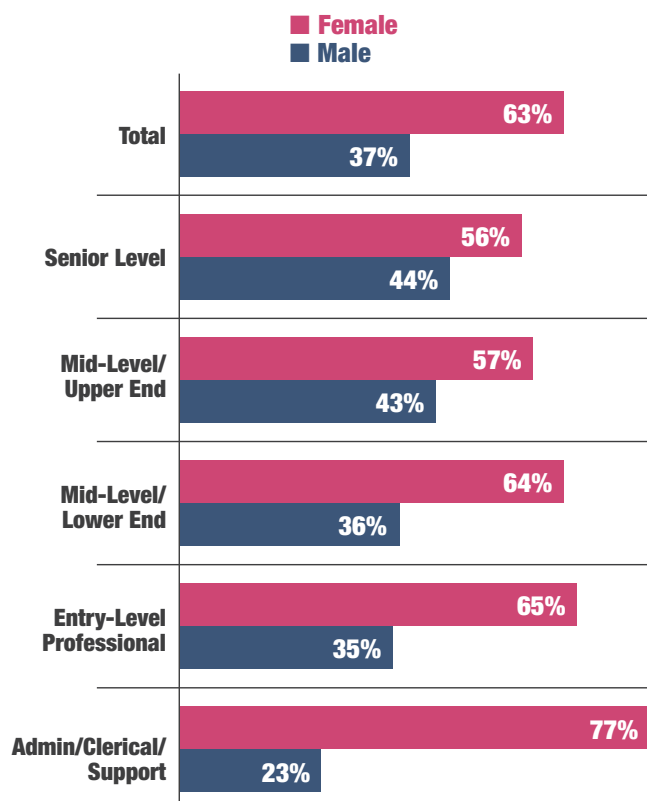
- This is consistent with the results of the 2019 and 2018 studies. The female/male skew was 64/36 in 2019 and 63/37 in 2018.
- According to the results in the ANA Overall Membership report (page 8), the skew was 67/33 female/male.

At the senior level, the gender balance of participating ANA board and other member companies now skews more female: 56 percent female and 44 percent male.

- The female skew at the senior level increased from 2018 (46/54) to 2019 (52/48) and then again in 2020 (56/44).
- This is consistent with the results among CMOs and equivalents (page 6), where the senior level skew is now 52 percent female for CMOs/CMO-equivalents, and that skew also increased from 2018 to 2019 and then again from 2019 to 2020.

All job levels skew female — senior level, mid-level upper end, mid-level lower end, entry-level professional, and admin/clerical/support. And there is great consistency across the three years.

As noted in the 2019 report, it is unclear why male entry-level professionals and mid-level lower end marketers do not participate equally in the industry. The ANA will actively pursue insights into this trend.



Senior Level

This category is reserved for the highest level within the marketing team, likely 5 to 10 percent of total. Includes individuals who plan, direct, and formulate strategy.

Job title examples: Division President, General Manager, Managing Director, Chief Marketing Officer, Chief Brand Officer, Other “Chief” Officer, Executive VP, Senior VP, Vice President

Mid-Level/Upper End

Individuals in this category take direction from those at the senior level. This job category includes managers at the group, regional, or divisional level of the marketing team. Generally has at least two direct reports.

Job title examples: Assistant VP, Director, Category Manager/Leader, Group Product Manager, Country Manager, National Manager

Mid-Level/Lower End

May lead first-line employees (entry and professional staff) or work primarily independently over a function or process. Job minimally requires college degree or experience of a comparable background.

Job title examples: Advertising Manager, Brand Manager, Business Manager, Marketing Manager, Media Manager, Product Manager, Sales Manager, Manager, Supervisor

Entry-Level Professional

Usually hold junior-level professional positions that require specific skills or college degrees. Generally has no supervisory responsibility over others.

Job title examples: Associate Manager (Advertising, Brand, Business, Product), Account Executive

Admin/Clerical/Support

Includes all clerical and/or administrative support staff who typically work under close supervision.

Job title examples: Coordinator, Administrator, Assistant, Associate

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA BOARD OF DIRECTORS AND MEMBER COMPANIES DIVERSITY SCORECARD

Ethnicity

The ethnicity in the marketing departments of participating ANA board and other member companies overall is 29 percent multicultural in 2020 and 71 percent White (Non-Hispanic), consistent with past studies.

Multicultural Percentage	
2020	29%
2019	28%
2018	30%

Broken down by segment, in 2020 marketing departments overall are 7 percent African-American/Black, 10 percent Asian, 8 percent Hispanic/Latino, 2 percent Multiracial, and 2 percent Other/Not Listed. Senior-level employees at participating board and other member companies are generally less diverse than other levels.

	African-American/Black	Asian	Hispanic/Latino	White (Non-Hispanic)	Multi-racial	Other/Not Listed
TOTAL	7%	10%	8%	71%	2%	2%
Senior-Level	5%	8%	8%	73%	2%	4%
Mid-Level/Upper End	5%	10%	7%	73%	2%	3%
Mid-Level/Lower End	6%	10%	7%	72%	2%	2%
Entry-Level Professional	9%	10%	9%	68%	2%	2%
Admin/Clerical/Support	12%	8%	8%	67%	3%	2%

Some numbers may not add up to 100 percent due to rounding.

Note: Ethnicity percentages have been adjusted slightly for 2018 and 2019. One three-year participant in this study had grouped those who did not reply into the “Other/Not Listed” category, which led to the inflation of that category as a result. In our adjustment we have now backed those numbers out for 2018 and 2019.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA BOARD OF DIRECTORS AND MEMBER COMPANIES DIVERSITY SCORECARD

The ethnic composition for the marketing departments of participating ANA board and other member companies is consistent with that of the ANA Overall Membership report. (We recognize that the ethnicity categories were not exactly identical between the two studies.)

	African-American/Black	Asian	Hispanic/Latino	White (Non-Hispanic)	Other
40 ANA Board and Other Member Companies*	7%	10%	8%	71%	4%
ANA Overall Membership**	6%	10%	8%	74%	2%

*40 companies totaling 15,419 marketers; ethnicity information was provided for 15,021 marketers.

**The ANA asks member company individuals who create accounts to voluntarily and anonymously answer questions to identify their gender and ethnicity. For the three-year period between July 1, 2017 and June 30, 2020, 27,974 marketers responded to the ethnicity question. The respondent base consists of client-side marketer members as well as marketing solutions provider members.

It is important to note that compared to the overall U.S. population (per the census), ethnic diversity is lagging, especially for African-American/Black and Hispanic/Latino.

- African-Americans/Blacks comprise 7 percent of the marketers at participating ANA board and other member companies and 6 percent of the ANA overall membership, but are approximately 13 percent of the total population.
- Hispanics/Latinos comprise 8 percent of the marketers at participating ANA board and other member companies and 8 percent of the ANA overall membership, but are approximately 18 percent of the total population.
- Meanwhile, Asians comprise 10 percent of the marketers at participating ANA board and other member companies and 10 percent of the ANA overall membership while representing about 6 percent of the total population.

Population estimates per the United States Census Bureau.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA BOARD OF DIRECTORS AND MEMBER COMPANIES DIVERSITY SCORECARD

LGBTQ and Disabilities

In answer to the question “Do your employees have the opportunity to self-identify as being either LGBTQ or a Person with a Disability?”:

- 19 of 38 companies which answered (50 percent) provide employees the opportunity to self-identify as being LGBTQ (versus 58 percent in the 2019 report).
- 32 of 38 companies which answered (84 percent) provide employees the opportunity to self-identify as being a Person with a Disability (versus 85 percent in the 2019 report).

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

Respondents were asked the open-ended question, “Are there any key action steps that have helped your company improve diversity within the marketing department?” Representative feedback has been grouped under the following broad areas:

- **Talent Recruitment**
- **Retention**
- **External**

TALENT RECRUITMENT

Diversity in Recruiting

- Ensuring a diverse candidate pool for each role being filled.
- We hold ourselves accountable for ensuring a diverse candidate pool for every job opening, including internships and contractor/freelance roles.
- Focus on diverse interview panels, and ensure diverse candidates are interviewed for all open roles.
- Two years ago, we adopted the Rooney Rule in our recruiting practice. We will interview at least one diverse candidate per role, if not more.
- Marketing Talent Acquisition team focused on recruiting women and diverse talent externally, specifically for executive leadership.

Board and Senior-Level Accountability

- Each open position at director level and above is reviewed with our Leadership Committee before a hiring decision is made (inclusive of all departments within the company).
- Our progress on diverse hiring is reviewed on a regular basis with our Board of Directors.
- Senior leaders are held accountable for building diversity in their organizations with specific representation targets.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

Set Goals and Track Progress

- Increase the diverse talent pipeline for executive, mid-level, and entry-level marketing positions with a goal of 40 percent multicultural representation; our marketing talent must accurately reflect the consumers we serve.
- Quarterly diversity scorecard measuring progress toward meeting goals for women and people of color.

Employee Referrals

- We have seen a lot of benefits in our diversity hires with the promotion of our employee referral bonus. Much of the diverse talent that we have brought on over the last year or so has been directly from employee referrals.
- More focus on internal recommendations from our diverse teammates for open positions.

College Recruiting/HBCUs

- Leverage relationships with HBCUs for future talent and recruitment.
- Intentional recruiting at campuses with strong and diverse presence to reach these students early in their job explorations.
- Increase number of people of color on core school recruiting teams.

Internships

- Creating specific internship programs for diverse students.
- We have shifted our internship programs to have a heavier emphasis on diversity. By partnering with AEF's MADE, for instance, we've been able to bring in fantastic and well-qualified fresh grads.
- Target number of diversity intern/full-time offers; conversion rate of interns to FT.

Location

- Allowing for remote work instead of having to be based in our HQ city has helped us include non-local diverse talent.
- Opening up offices outside of San Francisco (where we are headquartered) has helped.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

RETENTION

D&I Councils, Committees, Teams

- Diversity & Inclusion council drives the culture of diversity and inclusion to retain our diverse talent for the marketing organization. It meets regularly with executive sponsors, talent acquisition, talent, and marketing representatives to identify approaches to attract, retain, and develop diverse talent.
- We have assembled a Diversity Action Committee for the marketing organization. This committee is comprised of all levels, working on action plans to make progress in representation, advancement, retention, and inclusivity within marketing.
- We have spearheaded a People Inclusion Council to improve the culture in our function.

Sponsorship and Mentorship

- More deliberate sponsorship and mentorship of diverse talent to ensure internal success and mobility.
- Most leaders have engaged in a mentorship (and/or reverse mentorship) to gain insights and feedback from individuals who look different than themselves.
- Doubling down on mentoring/sponsorship programs to pair individuals with leaders and career days throughout various locations for continued internal placement and career progression.
- As our diverse talents grow in their careers with our company, we take steps to ensure senior leader sponsorship is in place to coach and develop them from day one.
- A leadership-sponsored group of women in the marketing function was formed in 2018, with the mission of supporting the development of women specifically in the marketing function and with a focus on understanding the special challenges that all women, and especially women of color, face in the workplace.

Ongoing Training and Development

- Review of development plans for diverse employees, with bi-annual recommendations for improvement.
- Identified opportunities for nomination of high-potential women and URM to exclusive developmental opportunities such as executive presentation and communication workshops with High Lantern, Own the Room, and The Marketing Academy.
- We are taking proactive steps to plan intentional assignments in a way that accelerates the growth of the talent and moves our diverse talent to destination roles at a rapid pace.
- Have made continuous DE&I learning part of the Professional Development Plan for every leader.

ERGs

- Created 11 Employee Resource Groups, including Working Parents, Black Employees, Asian/Pacific Islander Employees, Latino/Hispanic Employees, LGBTQI+ Employees, etc.
- Affinity networks are aimed at creating a sense of community.
- We're tapping more into our ERGs for recruiting, development, and community.
- Encourage the involvement and perspective of allies to ERG group members.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

Unconscious Bias Training

- We continued our journey to tackle our unconscious biases that could negatively affect inclusion and our ability to retain a diverse workforce. We launched e-learning training in August 2019 focused on addressing unconscious bias designed to help employees better understand and mitigate unconscious bias within and outside of the workplace. As of November 2019, 85 percent of employees have completed the training.
- Held multiple sessions to increase awareness and educate the marketing function on unconscious bias and its impact in the workplace.

Field Trips

- Recognizing that change begins with awareness, we invested in educating every member of management (mid-managers through executive level) through an immersive facilitated experience in Montgomery, Alabama.
- Field trips (and discussion afterwards) to visit facilities such as the National Civil Rights Museum, Slave Haven Underground Railroad Museum, and Center for Civil and Human Rights.
- Centralized effort to remove questionable historic names, signs, and monuments from all facilities.

Discussion Forums

- Hold forums and town halls to encourage conversation about D&I.
- Open and honest conversations with small groups on BLM and beyond.
- Within marketing, we extended the enterprise initiatives through division and departmental conversations.
- Taking a bold stand on our commitment to end systemic racism and recognize the racial bias that Black people face every day; multi-layered approach to connect with internal audiences (as well as external) to work toward the end of bias and racism.
- All marketers and all employees are encouraged to take the Pledge: to not remain silent, to continue to better understand the under-represented minority experience, to fully embrace race and ethnicity with empathy, to demonstrate equality through action, to speak out, to be an up-stander in every environment, to be an ally.
- Inclusion Contacts: We know that small actions often make a big difference. To help drive inclusion every day, Inclusion Contacts are available to all employees. Generally used at the beginning of a meeting, these contacts create space for team members to share personal stories, experiences, and perspectives, or may be used to educate and inform teams about events, celebrations, and holidays. With an expanding library, currently with more than 100 topics, we foster discussions in meetings around the company, building empathy and understanding every day.
- Periodic ethnic celebrations, presentations, and forums dedicated to cultural awareness and appreciation.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

EXTERNAL

Partnerships

Respondents partner with a broad array of organizations to recruit for diverse talent in marketing.

- [Consortium for Graduate Study in Management](#)
- [Fairygodboss](#)
- [Grace Hopper](#)
- [Jopwell](#)
- [JumpStart](#)
- [Management Leadership for Tomorrow](#)
- [Mogul](#)
- [National Organization on Disability](#)
- [NSBE](#)
- [Reaching Out MBA](#)

Agencies/Supplier Diversity

- As we commit to making better strides in representation and transparency, we will hold our partners and agencies to the same standards.
- Align agency partners to company goals and make that a criterion for serving our business.
- Increase diversity representation in marketing supply chain — suppliers, media companies, and content creators.

External Brand Communications

- We take responsibility for representing all audiences equitably and authentically in our creative work product. Our work is shaped by our expert team, who, along with strategic partners, seek to educate and guide our work, striving to deliver culturally authentic, accurate, and relevant representations of our audiences.
- Comprehensive review of all our creative to ensure that we reflect an accurate portrayal of society.
- Ensuring all brand imagery has at least 50 percent representation of different gender identities, ethnicities, and able-bodiedness.
- Ensure that our advertising and events are not near or around discriminatory content.
- Job posting videos with intentional blend of genders and ethnicities.

Multicultural Marketing

- Allocate appropriate multicultural investment for each brand.
- Plans have dedicated multicultural focus. We drive growth for our brands through seeing every consumer in our consumer touchpoints and media choices and ensuring that all ethnicities are recognized and valued.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

In the meantime, other current AIMM and ANA initiatives that focus on gender and ethnic diversity are outlined below.

AIMM

The AIMM Commitment to Equality, Inclusion & Systemic Change is a [pledge](#) to hold ourselves accountable for promises made to rid our industry of systemic racism and institutional bias. The pledge has seven areas of focus to be addressed to provide equity to all individuals, regardless of race, ethnicity, sexual orientation, gender identity, ability, religion, age, or culture.

- Achieve representation that better reflects our country's demographics throughout the industry: marketers, agencies, media companies, and production companies.
- Conduct courageous conversations and work with Employee Resource Groups to understand the systemic inequities throughout the industry.
- Accelerate the use of AIMM's #SeeALL campaign to eliminate bias through the accurate portrayal of race, identity, and culture in advertising and media programs.
- Increase spending in multicultural marketing so that the percentage is commensurate with the representation of the multicultural people we serve.
- Demand the accuracy of multicultural and inclusive data from measurement service providers.
- Continue to work until we achieve an equitable creative supply chain through strategic investment in businesses that are owned or run by multicultural suppliers.
- Double down on cross-industry partnerships to enable a higher degree of engagement with and understanding of diverse communities.

AIMM's [CIIM](#) (Cultural Insights Impact Measure™) is a metric that identifies the impact and effectiveness of cultural insights in ads and programming and how these have the potential to affect sales lift. Created in partnership with AIMM member companies, CIIM evaluates advertising creative in various categories. Ad-level dashboards provide marketers with effectiveness KPIs as well as cultural relevance attributes and CIIM scores for White Non-Hispanic, Hispanic English, African-American/Black, and Total Market. Augments are available for Hispanic Spanish, Asian-native languages, LGBTQ people, and People with Disabilities. Scores attributed to creative and programming are based on a 200 index, with the intent of gauging the extent to which culture may lift brand growth against an overall industry norm. CIIM research has found that cultural relevance is a key driver of brand affinity, purchase intent, and content likeability. Since inception, CIIM has tested nearly 400 ads across nearly 125 brands as well as over 200 programs.

To commemorate the first anniversary of the #SeeALL movement, AIMM shifted its attention from Madison Avenue to Hollywood, with a message that highlighted the need for greater representation and cultural connections in programming. The Alliance published a [letter](#) in the *Hollywood Reporter* and produced spots that featured actress Jamie Chung, actor Daniel Dae Kim, actress/designer Isis King, actor/composer/producer/playwright Lin-Manuel Miranda, actor/singer Billy Porter, and actress Nicole Scherzinger. The spots were launched during this year's Emmy's and ran a dozen times in New York and Los Angeles.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

ANA Education Foundation

The [ANA Education Foundation](#) (AEF) is the bridge connecting the marketing, advertising, and academic communities. To truly embrace diversity, specifically racial diversity, the industry must examine the overall construct of talent mobility when entering the industry and keeping this talent engaged through their career journey. Since 2018, the ANA Educational Foundation has conducted an annual study on the disconnects across academia, industry, and talent, specifically new hires and undergraduate students. The first study focused on **general talent**; the second on **diverse talent**, specifically through the lens of racial diversity; and the third on **analytics talent**.

Collectively, they highlight the systemic entry-level disconnects that exist within the marketing and advertising ecosystem, which is captured in the report [“The Structural Racial Diversity Disconnect in Entry-Level Hiring in the Marketing and Advertising Industry.”](#) The AEF is working with different industry trade bodies — AIMM, the 4A’s, the IAB, AAF, and Verizon Ad Fellows — to look at how the entire ecosystem can tackle the systemic racial diversity disconnect together with a proposed action plan to be revealed in early 2021.

SeeHer

In 2016, the ANA launched [SeeHer](#), a coalition of committed marketers and media leaders united in the mission to accurately portray women and girls in marketing, advertising, media, and entertainment so they see themselves as they truly are and in all their potential. In just four years, SeeHer has become the industry’s leading global voice for gender equality in advertising and media.

To help marketers benchmark success, SeeHer developed the Gender Equality Measure (GEM®). GEM is the first research methodology that quantifies gender bias in ads and programming. GEM has become the global measurement standard, used in 14 markets around the world representing 87 percent of worldwide ad spend. GEM has scored more than 140,000 ads and has captured the top 500 GEM positive Nielsen and SeeHer member-selected programming. IRI conducted several attribution analyses and validated the correlation between positive GEM scores and incremental sales of 200 to 500 percent.

Women influence 85 percent of all purchase decisions and have expressed their passions around accurate representation in advertising and media. Study after study shows that sales lift, ROI, and brand reputation rise dramatically when ads and content accurately portray women and girls. The same advantages are seen when ads run in programming free of bias. Recent proprietary research conducted by SeeHer and Dentsu, [“Perceptions of Progress: The State of Women’s Equality in the U.S.”](#) has highlighted the fact that consumers expect brands to help resolve gender inequality in their lifetime.

The UN has warned that the coronavirus pandemic could have devastating social and economic consequences for women and girls that could reverse the limited progress made toward gender equality over the last 25 years. During this unprecedented time, we cannot lose ground on progress made toward gender and intersectional equality in advertising and media. Such equality is good for society and it’s good for business.

CONCLUSIONS/RECOMMENDED ACTIONS

As was the case in both our 2018 and 2019 studies, the data collected in the three 2020 reports is incredibly consistent.

At the senior leadership level, female representation is now likely at an all-time high. In fact, according to one of our data points, based on ANA board and other member companies, 56 percent of senior-level marketers are now female. And in the analysis of the CMO/CMO equivalent at ANA marketer company members, female representation is now 52 percent. In both cases, female senior-level marketer representation increased since last year's study.

Women comprise the majority of the marketing industry's workforce — 63 percent according to the ANA board and other member study and 67 percent in the analysis of the ANA overall membership. Both figures are increases since last year.

All job levels skew female in the ANA board and other member company study. Entry-level professional and mid-level lower-end marketers are both almost two-thirds female. The industry needs to better understand why more young men are not entering (or remaining in) the marketing industry. The ANA will actively pursue insights into this trend.

Ethnic diversity remains poor from the senior level on down, especially for African-American/Black and Hispanic/Latino. The qualitative feedback received on key action steps that have helped improve diversity within the marketing department should be strongly considered.

With “Driving Growth” at its core, the ANA Global CMO Growth Summit on Marketing Leadership held on October 19, 2020 brought the largest gathering of CMOs together to take collective action on accelerating economic growth and advancing societal good. One of the specific actions noted was to “use marketing to promote equality and inclusion to achieve a better world for humanity and more growth and value for business” and one key way of doing so is to “achieve equal representation in the media and creative supply chain.” As Marc Pritchard noted in his letter which opened this report:

- “Our aspiration means every link in the chain, at every level, reflects equal gender representation: 50 percent women, 50 percent men. This means racial and ethnic representation equal to the U.S. population — 13 percent Black, 18 percent Hispanic, 6 percent Asian-Pacific, 2 percent Native American — for a combined 40 percent multicultural. When we achieve this level of equality, evidence consistently points to better innovation, better problem-solving, and more growth. Equal representation builds greater access to opportunity. Equal representation leads to equity in income and wealth creation. That leads to more purchasing power — which leads to market growth.”

As stated in our introduction, to accurately know the current state of diversity/gender equality and the progress we are making (or lack thereof), we must measure it. The ANA/AIMM is committed to such a public measurement annually. We have increased participation from ANA board and other member companies every year. In 2018, 17 such companies participated, representing 9,677 marketers. In 2019

CONCLUSIONS/RECOMMENDED ACTIONS

there were 26 companies, representing 13,078 marketers. In 2020 there are 40 companies, representing 15,419 marketers. However, to get participation from 40 companies, we needed to contact well over 100, and in many cases had to follow up multiple times to get a response. We need more companies to participate in future studies and not be afraid of doing so or hide behind “legal barriers.” All submissions are seen by only one senior-level executive at ANA and no judgements are made. Data is kept confidential and anonymous and aggregated with all submissions for this final report. It’s our objective to substantially increase participation in 2021, and we’ll make that call to the industry in second quarter 2021.

In the meantime, companies which did not complete the ANA/AIMM “diversity scorecard” in 2020 are encouraged to do so independently and benchmark the gender and ethnic composition of their marketing workforce against the industry. That template can be downloaded [here](#). You can’t manage what you don’t measure.

Marketers should proactively ask their suppliers about their diversity. We saw in the qualitative comments on key action steps to improve diversity that some marketers align agency and other partners to their company goals and make that a criterion for serving their business. Once your partners establish their baseline, let them know your expectations for diversity and check in regularly to monitor progress.

Marketers should also use the ANA/AIMM list of [Certified Diverse Suppliers for Marketing/Advertising](#) as a resource for identifying diverse suppliers. We are currently working on a second resource list of suppliers which over-index in serving multicultural audiences but are not owned by certified diverse suppliers.

To measure equal representation in the media and creative supply chain, we encourage our sister industry trade associations to collect and publicly report the diversity data for their members — for agencies (4A’s), media companies (VAB), and production companies (AICP).

The ANA Global CMO Growth Council and ANA Multicultural Marketing & Diversity Committee will hold forums throughout the upcoming year to promote equality and inclusion.

General Mills and Mastercard are two ANA member companies which are taking leadership positions on gender equality and diversity. Both have given the ANA permission to share some of the work that they are doing.

CASE STUDY

CREATING A CULTURE OF INCLUSION AND BELONGING



“For General Mills, success means deeply understanding the lives of our increasingly diverse consumers — something that’s only possible with the insight born from a workforce of many perspectives, ideas, and backgrounds.”

— Jeff Harmening, General Mills Chairman and CEO

The operating environment in 2020 created both challenge and opportunity for General Mills. In this time of uncertainty regarding personal health, the economic outlook, and access to food, General Mills, more than ever, is dedicated to making food the world loves — and needs.

The events that have occurred throughout this year have reinforced the importance of our ongoing work to build a culture of belonging. Our people are the true heart of the company, and we are focused on creating an environment where all employees feel they can share their unique perspectives and ideas and know they will be treated with respect.

That begins with a commitment to foster courageous conversations and to take courageous actions.

At General Mills, diversity and inclusion are not just the right things to do; they are essential for the growth of our company. We actively foster a culture that acknowledges, respects, and values all dimensions of diversity, including gender, race, sexual orientation, ability, backgrounds, and beliefs.

To drive our business forward we strive to be unafraid of truly embracing and encouraging the exchange of ideas, in a safe and respectful environment.



Our Approach

Our global inclusion framework focuses on four areas that will drive growth for the company: workforce inclusion, cultural inclusion, consumer inclusion, and societal inclusion.

We are committed to building upon our global inclusion strategy to enable greater levels of engagement with our employees around the world and drive growth with consumers and customers. This holistic approach to inclusion in all its forms is a driving force for how we lead, develop, and grow as individuals and as a company.

CREATING A CULTURE OF INCLUSION AND BELONGING

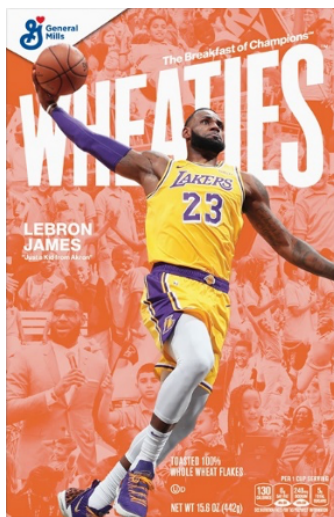
Our Actions

We've developed several initiatives intended to create an inclusive culture that encourages all employees to share their unique perspectives and ideas in a safe and respectful environment.

Consumer Inclusion

Our brands and products consider the needs of an increasingly diverse consumer and customer base around the world while creating consumer messages that are respectful of that diversity.

In 2019, General Mills was a proud signatory to the Association of National Advertisers Alliance for Inclusive and Multicultural Marketing's #SeeALL campaign. The #SeeALL campaign is an industry-wide movement to increase accurate representation of multicultural and inclusive segments in ads and programming.



And our loved and trusted brands continue to participate in the conversation. For example, Wheaties, "The Breakfast of Champions," has redefined what it means to be a Champion and to champion, reserving the coveted cover of the Wheaties box for athletes who are

using their sports platform for something greater. For example, both Serena Williams and LeBron James adorned the box in 2020. Uniquely, alongside James on the box is a collage of kids and families from the LeBron James Family Foundation's transformational I PROMISE program in Akron, Ohio that serves the district's most at-risk students and their entire families. Gushers, the popular fruit

snack brand, stepped up to elevate Black teen voices during the summer of 2020 by teaming up with four TikTok creators and turning their posts into fundraisers. Matching likes for dollars, Gushers donated \$400,000 to the NAACP Youth and College Division, further incentivizing viewers to support muted voices and empowering Black teens in harnessing their voices for change.

Courageous Conversations

Since 2016, General Mills has hosted Courageous Conversations to bring employees together to have candid discussions in a safe and supportive setting about important issues affecting our work and our lives. The conversations are designed to build empathy, productive discourse, and employee engagement.

The discussions begin with a keynote speaker, followed by small group dialogues, each led by a trained General Mills facilitator. During a conversation, employees learn from experts, each focused on a specific topic, such as Islamophobia, transgender inclusion, and unconscious bias.

These conversations take place globally in a variety of formats and settings, from large gatherings to smaller team interactions. In 2019, we expanded the initiative to production facilities, sales business centers, and online conversations, and routinely have more than 1,000 employees registered for each event. As a result of the pandemic, Courageous Conversations became virtual-only sessions, with conversations on mental health, well-being, and COVID-19.

The killing of George Floyd in our hometown of Minneapolis, Minnesota also created the immediate need for a much broader conversation around the complex picture of systemic inequality that Black people face in America. To date, this was our most well-attended Courageous Conversation, with more than 3,000 employees participating.

CREATING A CULTURE OF INCLUSION AND BELONGING

The conversation also led to a Day of Courageous Action, which was created with the intent that employees could make a positive change in their community and further their allyship journey. All General Mills employees were encouraged to take part in a way that was meaningful to them, whether it be volunteering in their community, donating to a nonprofit, or having courageous conversations with their friends and family.

Allyship

Creating communities where every person is valued, where every life is valued, is the foundation of achieving this culture of belonging.

Allyship is a journey of authentically supporting individuals and communities who have been marginalized or overlooked. We believe that to ally is to take intentional action, like listening to, learning from, and uplifting those around you to ensure all voices are heard and respected.

In 2019, General Mills created the REAL Allyship framework (Reflect, Empathize, Act, and Learn) to help employees apply the principles of effective allyship all the time, no matter the situation.

While the framework and resources were originally created for General Mills internal use, we quickly realized that our external partners and peers could benefit from joining our journey.

We've shared our proprietary resources publicly on generalmills.com/allyship for all to Reflect, Empathize, Act, and Learn. In addition to the REAL framework, the public-facing allyship content includes interactive e-modules and a facilitated workshop where participants are given the opportunity to dive deep into topics of microaggressions and unconscious bias while working in small groups.

Our Commitment to Racial Equity:

While the issue of systemic racism runs deep and wide, General Mills has committed to focus our efforts in the United States where our expertise is most powerful:

- 1. Equitable Food Access**
We will direct our philanthropy to work locally and nationally with food banks and anti-hunger organizations to address food insecurity that disproportionately affects communities of color.
- 2. Equity in Education**
Box Tops will build on its legacy of giving nearly \$1 billion to schools, with a renewed focus on creating greater equity in education for kids of color so they can reach their full potential.
- 3. Equity in Representation**
We will address representation and access opportunities at General Mills by doubling the representation of our Black managers, increasing our minority representation to 25 percent, and doubling our spend with minority-owned suppliers.

We need to realize that the change needed is bigger than us, but that it's our responsibility to ask, "What can we do to help?" We need to invite others to join us. That is why we joined and are helping lead the Minnesota Corporate and Community Coalition.

Working with others, we can help take bold and leading actions to combat racism and social inequity, and ensure our community is a place where all can flourish.

CASE STUDY

MASTERCARD'S COMMITMENT TO INCLUSION AND DIVERSITY IS HOW WE DEFINE AND DRIVE OUR CULTURE OF DECENCY



“I’m excited about this work and about what we will accomplish together to ensure Mastercard is a place where all feel welcome.”



—Raja Rajamannar, WFA President and Chief Marketing and Communications Officer of Mastercard

At Mastercard, inclusion and diversity are in our DNA. They’re the foundation for our hiring practices, the pillars of our marketing programs, the objective we passionately seek to deliver in all aspects of our business.

As a global company, the diversity and skill sets of our people underpin everything we do. This is how we define and drive the culture of decency that makes us a place where the best people want to work.

When we create meaningful connections, inspire acceptance, and cultivate a culture where we all belong, we are a better team who makes better decisions, drives innovation, and delivers better business results.

Education and awareness: Through training and development opportunities, all employees are encouraged to build an understanding of inclusion as a mindset, not just something we say. Through our business resource groups, we develop mutual respect and emphasize the strength in our differences.

Employee equality: Our Global Inclusion and Diversity team is a business partner resource designed to support people-first initiatives across Mastercard. Our practices and commitment to inclusion support employees by ensuring they

feel valued, respected, and welcomed to explore their greatest potential.

Global responsibility and leadership: As a global technology company in the payments industry, we understand that we have the distinct opportunity to lead by example and help close the wealth and opportunity gaps across the globe.

Our Beliefs at Mastercard

Embracing colleagues who look, act, and, most importantly, think differently makes us stronger as teams, as a company, and as members of society. It’s how we guard against our blind spots and see the longer path to opportunity ahead.

- **Diversity:** Our differences make us stronger. New ideas are sparked and innovation flourishes when people gather to share their perspective. None of us are a carbon copy of each other. Therefore, we are all diverse.
- **Inclusion:** We go deep to understand the barriers of diversity so that people at all levels are represented and the programs are in place to tear down those barriers.
- **Belonging:** Inclusion and diversity aren’t terms on a checklist — they are a mindset. Our culture of acceptance leads to our winning culture of decency, in the spirit of sparking and fueling the passion we have for our work and for one another.

MASTERCARD'S COMMITMENT TO INCLUSION AND DIVERSITY IS HOW WE DEFINE AND DRIVE OUR CULTURE OF DECENCY

The World Needs More Diversity

It's clear that diversity representation remains a top issue in workplaces across the globe. At Mastercard, we have taken huge steps toward increasing the diversity representation of our workforce across borders, cultures, and languages. These programs are the cornerstones of our culture and how we strive to provide equal opportunities at all levels of our business.

Recruitment: Mastercard partners with leading business organizations, universities, and events to seek out exceptional recruits and encourage them to join Mastercard. One of our objectives is to have diverse candidate slates for all positions.

Return to Work Program: Our global return to work program gives experienced mid-career professionals an opportunity to re-enter the workplace. For these returners, we provide experience, tools, and support to ease their path back to working life.

Career Development: We provide resources and tools to help our employees broaden their skills, gain new experiences, create opportunities for themselves, and support their goals to increase the diversity representation in our succession planning and talent pipeline.

Women Who Lead: We provide women with the skills needed to advance their career goals at Mastercard. This includes workshops, career planning, and formal discussions identifying any gender equality gaps at our senior management levels. In fact, our Integrated Marketing and Communications leadership team itself is 70 percent female at its upper management levels.

Business Resource Groups: More than half of Mastercard employees are a part of a Business Resource Group (BRG), self-governed groups that are comprised of individuals who come together based on similar interests or experiences. Our

nine BRGs act as internal business consultants to provide consumer segmentation, research, cultural insights, and access to networks.

Pay Equity: Equality is one of the foundational cores of our commitment to building an inclusive, high-performing culture at the company, so we remain dedicated to practices designed to ensure there is equal pay for equal work.

The Way We Operate

We believe that creating a culture of diversity and inclusiveness takes more than a verbal commitment. It takes action. Our Global Inclusion and Diversity team is an important division at Mastercard, with a focus on creating meaningful connections that inspire acceptance and cultivate a culture of belonging.

Our commitment to inclusion and diversity spans beyond the borders of our business. We are deeply committed to supplier diversity. This helps us provide diverse and small businesses with the opportunity to participate in our procurement activities. We also expect that our suppliers share our core diversity and inclusion values and further promote the same culture within their own organizations.

We have pledged \$500 million over the next five years to help close the racial wealth and opportunity gap for Black communities as we strive to build an economy that works hard for everyone, everywhere. This includes ideas that expand city programs to support Black communities and ways to provide affordable financial tools and services, and offer capital and resources, for Black-owned businesses.

We continue to work toward our goal of connecting 1 billion people to the digital economy by 2025. This has been particularly highlighted as a global need due to the COVID-19 pandemic, which sees a disproportionate amount of people in vulnerable populations become further negatively impacted by not being connected to what's needed.

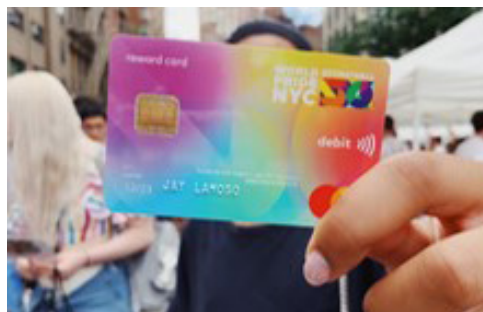
MASTERCARD'S COMMITMENT TO INCLUSION AND DIVERSITY IS HOW WE DEFINE AND DRIVE OUR CULTURE OF DECENCY

Marketing Initiatives Designed to Promote Inclusion and Diversity

In collaboration with our PRIDE BRG, two of our key marketing campaigns in 2019 publicly addressed the need, desire, and passion we have for promoting equality. In 2020, we have also continued our commitment to address gender equality through our marketing and business efforts.

- 1. The True Name Initiative.** For many in the LGBTQIA+ community, the name on their card doesn't reflect their true identity. This initiative addresses this challenge head-on by allowing for people's chosen names to appear on the front of their cards. This is inclusive. This is supportive. This is how we embrace all communities at Mastercard.
- 2. Acceptance Street.** To commemorate the 50th anniversary of Stonewall, on the history-rich corner of Christopher Street and Gay Street in New York City, we reinforced our support of the LGBTQIA+ community by developing an all-inclusive street sign installation. Acceptance Street is a literal sign of support, developed to recognize the entirety of the LGBTQIA+ community and emphasize the importance of supporting inclusiveness for all.
- 3. Gender Equality.** In 2020, we committed to provide 25 million female entrepreneurs with solutions to help them expand their businesses, as well as integrating 50 million micro and small businesses into the global economy. We continue to drive gender balance through our marketing efforts, partnerships, and sponsorship properties.

We are committed to our world: To the world we serve, to the world we are exploring, to the people in this world. We want to make sure that we are a leading global example of what it means to celebrate diversity, ensure inclusion, and create a culture of decency. We believe that there's a lot of work to be done, and we are excited to be living in a time and place that promotes what we are so passionate about. We continue to focus on the inclusive pillars that make our business a top place to work.





**A DIVERSITY
REPORT FOR THE
ADVERTISING/
MARKETING INDUSTRY**