

#INCLUSIVE100

Progress Through **Measurement**

The #Inclusive100 consortium meets four times a year to share best practices that result in greater inclusion and diversity in the workforce. **This document summarizes several successful ideas and activations that have proven effective in creating meaningful, measurable results.**



Kinesso

Intentional Investments - Kinesso

Having made some important progress through ad-hoc, people-first service initiatives and grassroots advocacy, Kinesso made a promise to itself in 2017 to **accelerate inclusivity and diversity across the organization**. It established the **'Impact' employee resource group** which has programmed bold conversations and events focused on social justice, safe spaces,

and education. Impact's most recent initiative – The Redirect – was designed to help advertisers push their ad spend to businesses owned and operated by people of color through a curated list of representative inventory. This simple, turnkey initiative enabled Kinesso and its clients to counter racism and support marginalized communities, all the while leveraging addressable tactics that complement existing campaign set-ups and parameters. Kinesso also made a commitment to have its staff mirror the general population – and that expressed intention has led to an **employee population that is 47% female and 46% BIPOC (Black, Indigenous and People of Color)**. The company is still working toward having 50% of its staff women, and increasing the Black talent pool by 50%. By holding its leadership team personally accountable to DEI through incentives, transparent feedback and conversations, those goals are within reach.

Dentsu's Drumbeat of Fearless Conversations

Dentsu has taken a series of bold steps to accelerate their DEI strategy within the Americas. Now under the helm of Chief Equity Officer Christena Pyle, the organization **focuses on five major pillars: Transparency & Accountability, Understanding & Awareness, Education & Continuous Learning, Representation & Sponsorship, and Community & Client Impact.**

Dentsu was one of the first in the industry to publicly disclose their ethnicity data. They held a ground-breaking open forum in June for all Americas employees with Dr. Kellie Carter-Jackson of Wellesley College, leading a candid discussion on systemic racism and trauma with over 5,000 attendees. Dentsu continues to facilitate difficult and forward-thinking conversations which include Insights and Lessons Learned from John Lewis: Good Trouble with film co-producer Erika Alexander, a Women's Equality Day panel focused on voting rights and the continued progress required for equality for all women, and Bridging the Gap between Minorities and Law Enforcement with Major Matt McCord of the Tulsa, Oklahoma police department. Coupled with anti-racism training and client/partnership efforts to drive equity and social impact, these ongoing discussions create a learning journey for all dentsu employees.





Adobe

Adobe For All: The Power of Stories

Adobe's diversity and inclusion vision – [Adobe For All](#) – proved invaluable to the company in 2020 after the Covid-19 pandemic sent the workforce home, and subsequent battles against racial injustice amplified people's feelings of frustration and isolation. Unable to convene as a live community, Adobe quickly introduced **Adobe For All "Coffee Breaks," with the goal of building inclusion and empathy through storytelling.** The Coffee Breaks are 30-minute, weekly live interviews during which Katie Juran, Senior Director of Diversity & Inclusion, interviews Adobe leaders from across the organization. The storytellers have ranged from members of the C-Suite to regional and functional leaders. Guests have openly shared a wide variety of life experiences, including the experience of growing up a racial/ethnic minority; homelessness and socioeconomic challenges; military service; LGBTQ+ identity; health challenges and disability; immigration and language barriers; and many more. The sessions are held internally every Friday at 10 am Pacific time via Adobe's web conferencing system, with playback available for employees in other time zones. Since the program began in March 2020, there have been **more than 20,500 employee engagements with the Adobe For All Coffee Breaks.** The organizers have tips to share for other companies that want to adopt the idea, including timing (30 minute limit that includes 10 minutes of Q&A), and preparation (scripts should be avoided so the interviewer and speaker should spend time in advance to agree on open territories/topics for discussion). The Adobe team is happy to answer questions, just send them to diversity@adobe.com.

BCW's Destination Inclusion: a 21 Day Journey

BCW's I.D.E.A. (Inclusion; Diversity; Equity; Accessibility) team transformed the month of September 2020 into a **21-day Destination Inclusion journey.**

The team designed a **global immersion program dedicated to learning, understanding, and respecting cultural differences and becoming more intentionally inclusive.**

Every week in September, employees explored different inclusion topics – Personal Culture & Communication Styles, Power & Privilege, Allyship & Upstanding, and Subtle Acts of Exclusion – that were addressed through a variety of programming, including:



- A weekly mini-course for learning, self-reflection and greater understanding, complete with a source guide to dive deeper into that week's topic.
- Weekly e-newsletter that included video interviews of Executive Board Leadership sharing personal learnings and perspective on the theme.
- Regionally focused virtual 'Community Conversations' that dug into personal, team and client examples.
- A 21-Day Challenge featuring daily micro-actions for individual and team inclusion journeys. Actions ranged from sharing your pronouns and culture maps to a power & privilege individual assessment.
- Reflection discussions across BCW's intranet and Microsoft Teams platforms to explore and discuss the micro-actions.
- Personal Culture Map assessments to guide and compare individual understanding of cultural preferences (e.g. communication styles).
- Creative interpretations of the topics were shared, including a Destination Inclusion music playlist, visual images, and comics on responding to micro-inequities.
- Personal Perspective articles were shared by the newsletter editors and numerous BCW executives and colleagues on LinkedIn and social media. The #BCW21DayJourney encouraged our external community to join into the initiative.

This program resulted in **more than 1,370 people participating in the conversations, 85% of them stating the journey had successfully influenced their POV, and 90% stating they would recommend it to a friend.**



Unilever: Leading Change From the Top

“Between the public health and economic impact of COVID-19 and the social and political unrest that continues to divide our country, what is needed now more than ever is a movement of unity,” said Fabian Garcia, President of Unilever North America. **Diversity & inclusion is a top priority for Unilever** and as part of the company’s commitment to ensure the diversity of its workforce fully reflects the communities they serve, the company builds activation plans and measures progress against their vision. **A network of 100 D&I Champions helps power the DEI agenda**, the Unilever Leadership Executive team checks progress against regional and market-level stretch targets every month, and a **Global Diversity Board reviews updates three times a year to**

ensure progress. Unilever has declared specific goals such as having 50% of managerial roles across Unilever’s global business represented by women, a goal achieved in 2020 ahead of target. In the U.S., 42% of Unilever’s Leadership Team identify as people of color, with 17% percent identifying as Black. Among U.S. corporate employees, 30% identify as people of color, 8% identifying as Black, and more than 50% identify as women. In addition, Unilever offers Cultural Immersion sessions in the U.S., which take a candidly deep look into the complexities, shared experience, and worldview of underrepresented communities. The sessions also explore key concepts such as understanding and responding to stereotypes, the challenges of cultural appropriation, and analyzing the intent versus impact of common messaging and missed opportunities for connecting with the communities today. **Unilever is committed to building an inclusive culture and a more diverse workforce, dedicated to fostering a culture that denounces racism and intolerance and promotes diversity and equal opportunity.** From un-stereotyping the organization, to maternal wellbeing programs, to flexible working hours and more, Unilever is a study in CEO commitment, goal setting, accountability, and measurable actions.

Horizon Media is Creating Sustainable Change through Inclusive Impact

At Horizon Media, diversity, equity and inclusion (DEI) is not just part of our DNA, it is our DNA. **DEI practices will be integrated in every aspect of our business as a shared responsibility for all employees.** This level of intention was charged by the DEI team in partnership with our CEO which resulted in the creation of impact teams to help implement our DEI strategy. In close collaboration with the DEI team, **the impact teams are led by executive leadership and comprised of 158 employee volunteers of all levels, backgrounds, offices, and departments** to truly represent the diversity of thought and experience within the agency.



The effect of our efforts will take time to reflect in the data, but change is already becoming evident -- the responsibilities of DEI have expanded to all employees, agency engagement in DEI programming has increased exponentially; and our culture of belonging is influencing decisions ranging from hiring practices to new business pitches. For instance, our hiring managers are reframing what “best person for the job” means and are now hyper-focused on hiring for aptitude instead of “culture fit”, a bias filled term. The collective buy-in and accountability driven by the executive leadership team and owned throughout the agency presents opportunity for these impact teams to lead Horizon toward **creating sustainable change in a way our agency, and even industry has never seen before.**



GroupM Externships Deliver Virtual Progress

When Covid-19 sent workforces home in 2020, most summer internships were also paused or eliminated. GroupM took a different approach. Recognizing that Black Americans and LatinX communities were significantly underrepresented in the ad industry (9% and 7% respectively),

GroupM **launched an Externship that indexed highly on those populations**, and they created an 11-week virtual series of live webinars and workshops that focused on various media touchpoints. Through two weekly sessions, externs were taught by GroupM talent the ins-and-outs of media planning, video buying, shopper, out of home, analytics, paid search, paid social, digital investment, programmatic, and new business. Every student was assigned a GroupM Buddy to serve as a mentor for the duration of the program, **and of 138 registrants and 70 participants, 95 percent of the people who participated in the program were people of color (89% of those involved were Black or Latinx)**. The externs earned a powerful proof-point for their LinkedIn profile and resumes, as well as a GroupM Media Externship Certificate of Completion. **Four of them earned full-time positioned.** The vast majority of externs and buddies have said they would do it again, and in the words of one extern, "The GroupM team did a fantastic job turning what could have been an upsetting summer into a great learning experience! The externship covered so many bases in the media industry, while also allowing me to network with industry professionals and other externs. I would recommend this program 10/10 times."