A DIVERSITY REPORT FOR THE ADVERTISING/MARKETING INDUSTRY

NOVEMBER 2022
For the fifth consecutive year, the ANA/AIMM is releasing “A Diversity Report for the Advertising/Marketing Industry.” This annual benchmark tracks the gender and ethnic diversity of ANA member companies and identifies action steps to improve diversity.

Here’s our headline: Representation of women in the industry overall and in leadership positions continues to be strong, and I am happy to tell you that we are finally making strides to improve ethnic diversity.

Discussions about diversity and gender equality issues in the advertising and marketing industry have been ongoing. To accurately know the current state of diversity and gender equality and the progress we are making (or lack thereof), we must measure it.

This report is an important initiative for the Society and Sustainability priority of the ANA Growth Agenda. 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 gender representation and ethnic representation equal to the U.S. population. With equal representation, there is greater creativity and innovation as well as increased access to opportunity, which together lead to equity in income and wealth creation. That leads to purchasing power—and to market growth.

I am proud of the progress that the ANA and our various “business machines” have made to address diversity:

- The Alliance for Inclusive and Multicultural Marketing (AIMM) provides corporations with viable solutions for growth by addressing opportunities in multicultural and inclusive marketing. AIMM elevates the conversations, codifies support, and makes an impact to ensure all groups are treated fairly through its #SeeALL initiative, with a mission to ensure our screens reflect the diversity witnessed in our communities.

- SeeHer is a global coalition of marketers, media leaders, agencies, and industry influencers, united in the mission to increase the accurate portrayal of women and girls in marketing, advertising, media, and entertainment, so they see themselves as they truly are and in all their potential.

- The ANA Educational 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 how to keep this talent engaged throughout their career journey. The AEF drives more diverse talent into the industry through research, programming, and donations.

- ANA’s Engage Responsibly is a movement to drive understanding and action that will drastically reduce online hate speech by 2025.

- Finally, our work in supplier diversity has included the curation of our list of certified diverse suppliers and guidance, done in partnership with the 4A’s, to help buyers and diverse media suppliers work together.

This is a journey. We’re not where we want to be. But I am confident that the progress we’ve been making will continue and equal representation in the media and creative supply chain will indeed become a reality. The sooner, the better.
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ABOUT THE AUTHORS

ANA
The mission of the ANA (Association of National Advertisers) is to drive growth for marketing professionals, brands and businesses, the industry, and humanity. The ANA serves the marketing needs of 20,000 brands by leveraging the 12-point ANA Growth Agenda, which has been endorsed by the Global CMO Growth Council. The ANA’s membership consists of U.S. and international companies, including client-side marketers, nonprofits, fundraisers, and marketing solutions providers (data science and technology companies, ad agencies, publishers, media companies, suppliers, and vendors). The ANA creates Marketing Growth Champions by serving, educating, and advocating for more than 50,000 industry members that collectively invest more than $400 billion in marketing and advertising annually.

AIMM
The mission of ANA’s Alliance for Inclusive and Multicultural Marketing (AIMM) is to be a powerful force prioritizing diverse consumers and advancing Inclusive and Multicultural marketing to achieve business growth and equity in the marketplace. Established in 2016, AIMM brings together over 190 advertisers, ad agencies, media, data/research companies, non-profits, and trade associations, representing over 2,000 brands. AIMM members invest more than $7 billion in multicultural marketing and advertising annually. As a collective power, AIMM tackles industry-wide barriers, solutions, and growth opportunities in Multicultural and Inclusive marketing through its 7-point DEI Pledge, #SeeALL movement (a call to action to genuinely reflect consumers’ cultures, races, identities, and abilities) and the Cultural Insights Impact Measure™ (CIIM™) tool, the industry’s gold standard testing tool for gauging ads’ and shows’ cultural relevance and their impact on brands’ growth.
THE BUSINESS CASE FOR DIVERSITY

There is a strong business case for diversity, according to a series of reports from McKinsey.

- **Diversity Wins: How Inclusion Matters** (2020)
- **Delivering Through Diversity** (2018)
- **Why Diversity Matters** (2015)

McKinsey’s research has repeatedly shown that gender and ethnic diversity, inclusion, and performance go hand in hand. Between the 2015 and 2020 studies, the likelihood that diverse companies will out-earn their industry peers grew. So did the penalties for companies lacking diversity. The most diverse companies are more likely than ever to outperform less diverse peers on profitability. The latest report shows not only that the business case remains robust but also that the relationship between diversity on executive teams and the likelihood of financial outperformance has strengthened over time.

McKinsey’s research suggests that when companies invest in diversity and inclusion, they are in a better position to create more adaptive, effective teams and more likely to recognize diversity as a competitive advantage.

According to McKinsey, when leaders and companies reaffirm their commitment to diversity, they can seize the moment as they stretch for gains in five key domains where, their research suggests, diversity frequently makes a significant difference to an organization’s performance.

- **Opportunity 1: Winning the war for talent.** Organizations can ensure that they hold on to their top talent by monitoring the demographic profile of their changing workforce and ensuring that diverse talent isn’t lost.

- **Opportunity 2: Improving the quality of decision-making.** McKinsey research has demonstrated that organizations invested in diversity and inclusion bring multiple perspectives to bear on problems, thereby boosting the odds of more creative solutions.

- **Opportunity 3: Increasing customer insight and innovation.** Research also indicates that diverse teams are more innovative; they are stronger at anticipating shifts in consumer needs and consumption patterns that make new products and services possible, potentially generating a competitive edge.

- **Opportunity 4: Driving employee motivation and satisfaction.** Companies perceived as committed to diversity are about 75 percent more likely to report a pro-teamwork leadership culture.

- **Opportunity 5: Improving a company’s global image and license to operate.** Companies that seek to emphasize solidarity and purpose and reach beyond the organization to support the broader economy and society stand to gain.

Diversity does indeed win!
For the fifth consecutive year, the ANA/AIMM is releasing “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.

Discussions about diversity/gender equality issues in the advertising and marketing industry have been ongoing for some time. 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 have done so since 2018), so we are now presenting our 2022 report.

Census results confirm that the United States is more diverse and multiracial than ever. The most prevalent racial or ethnic group for the United States was the White Non-Hispanic population at 57.8 percent, but this decreased from 63.7 percent in 2010. The multicultural population increased from 36.3 percent in 2010 to 42.2 percent in 2020.

This year’s report reveals that representation of women in the industry overall and in leadership positions continues to be strong. Further, there has been an increase in the ethnic diversity of the marketing teams of ANA member companies — the most significant growth of ethnic diversity in the five-year history of this report!

### 2020 U.S. CENSUS

<table>
<thead>
<tr>
<th>Population</th>
<th>Percent Change from 2010 Census</th>
<th>Percentage of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>White (Non-Hispanic)</td>
<td>191,697,647</td>
<td>-2.6</td>
</tr>
<tr>
<td>Hispanic</td>
<td>62,080,044</td>
<td>23.0</td>
</tr>
<tr>
<td>Black (Non-Hispanic)</td>
<td>39,940,338</td>
<td>6.0</td>
</tr>
<tr>
<td>Asian (Non-Hispanic)</td>
<td>19,618,719</td>
<td>35.6</td>
</tr>
<tr>
<td>Two or More Races (Non-Hispanic)</td>
<td>13,548,983</td>
<td>127.1</td>
</tr>
<tr>
<td>American Indian/Alaska Native (Non-Hispanic)</td>
<td>2,251,699</td>
<td>0.2</td>
</tr>
<tr>
<td>Some Other Race (Non-Hispanic)</td>
<td>1,689,833</td>
<td>179.7</td>
</tr>
<tr>
<td>Hawaiian/Other Pacific Islander (Non-Hispanic)</td>
<td>622,018</td>
<td>29.2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>331,449,281</strong></td>
<td></td>
</tr>
</tbody>
</table>
This work is an important initiative for the Society and Sustainability priority of the ANA Growth Agenda, which provides a guide 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 was 42 percent diverse in the 2020 census. With equal representation, there is greater creativity and innovation as well as increased access to opportunity, which together lead to equity in income and wealth creation. That leads to purchasing power — which leads to market growth.

Just as we did in 2018, 2019, 2020, and 2021 three studies help provide an understanding of diversity at ANA member companies in 2022:

1. **ANA Board of Directors and Select Member Companies Diversity Benchmark**: Gender and ethnic diversity among the U.S.-based marketing departments of 81 ANA member companies, representing 19,966 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.

2. **ANA Overall Membership**: Gender and ethnic diversity of the overall ANA membership, representing 32,623 individuals who provided gender identity and 29,194 who provided ethnic diversity information. This analysis also includes information on sexual orientation.

3. **ANA Member CMOs**: Gender and ethnic diversity of the CMO/CMO-equivalent at 931 ANA member client-side marketer company members.
MEASURING DIVERSITY AT ANA MEMBER COMPANIES

1. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES
   DIVERSITY BENCHMARK

This 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). The study, called a “diversity benchmark,” 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? In addition, are there any unique pain points or challenges you have encountered to improve diversity?”

Eighty-one companies completed the diversity benchmark — 19 ANA board member companies and 62 other ANA member companies, representing 19,966 marketers in total. That participation was the highest in the five-year history of this project. The diversity of participants makes the 2022 respondent base more representative of ANA membership overall than any of the prior studies. There were participants with over 1,000 marketers as well as participants with under 10 marketers.

<table>
<thead>
<tr>
<th>Number of Companies</th>
<th>Number of Marketers</th>
<th>Average per Company</th>
<th>Respondent Base</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2022</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81</td>
<td>19,966</td>
<td>246</td>
<td>19 ANA board members, 62 other members</td>
</tr>
<tr>
<td><strong>2021</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>61</td>
<td>16,514</td>
<td>271</td>
<td>20 ANA board members, 41 other members</td>
</tr>
<tr>
<td><strong>2020</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>15,419</td>
<td>385</td>
<td>19 ANA board members, 21 other members</td>
</tr>
<tr>
<td><strong>2019</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>13,078</td>
<td>503</td>
<td>19 ANA board members, 7 AIMM members</td>
</tr>
<tr>
<td><strong>2018</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>9,677</td>
<td>569</td>
<td>17 ANA board members</td>
</tr>
</tbody>
</table>

The completed benchmarks were submitted to the ANA between June and October 2022, asking for data as of June 30, 2022, 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 38 members at this writing (November 2022).

- **Gender:** 20 women, 18 men
- **Ethnicity:** 23 White Non-Hispanic, 4 Hispanic, 8 African American, 3 Asian

The ANA board is 40 percent ethnically diverse, the same as reported in our 2021 study, versus 33 percent as reported in our 2020 study and 24 percent as reported in our 2019 study.

It remains a priority to maintain the diversity of the ANA board.

**Gender Identity**

**Overall**

The gender identity for the marketing departments of participating ANA member companies skews highly female: 67.5 percent female and 32.4 percent male. Female representation is now the highest it’s ever been in the five-year history of this report.

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>Non-Binary</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>67.5%</td>
<td>32.4%</td>
<td>0.1%</td>
</tr>
<tr>
<td>2021</td>
<td>63.8%</td>
<td>36.1%</td>
<td>0.1%</td>
</tr>
<tr>
<td>2020</td>
<td>62.9%</td>
<td>37.1%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>64.0%</td>
<td>36.0%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>62.7%</td>
<td>37.3%</td>
<td></td>
</tr>
</tbody>
</table>
MEASURING DIVERSITY AT ANA MEMBER COMPANIES
1. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK

By Job Level
The gender of marketing department staff skews female for every job level. Generally speaking, the higher the job level, the lower the percentage of women: 84.5 percent for admin (the lowest job level) and 55.6 percent for senior.

### 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
1. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK

**Senior Level**
The senior level was defined to study participants as “The highest level within the marketing team, likely 5 to 10 percent of total.” This level has skewed more female since the 2018 study, but leveled off since 2020.

<table>
<thead>
<tr>
<th>Year</th>
<th>Female Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>55.6%</td>
</tr>
<tr>
<td>2021</td>
<td>54.8%</td>
</tr>
<tr>
<td>2020</td>
<td>56.2%</td>
</tr>
<tr>
<td>2019</td>
<td>52.3%</td>
</tr>
<tr>
<td>2018</td>
<td>46.0%</td>
</tr>
</tbody>
</table>

**Entry-Level Professional**
The entry-level professional was defined in part as, “Usually hold junior-level professional positions that require specific skills or college degrees.”

The gender of entry-level professional staff is predominantly female at 67.8% percent, but down slightly versus the 2021 study.

Interestingly, at the end of the 2020–21 academic year, 59.5 percent of college students in the United States were women. Compared to five years prior, 1.5 million fewer students were at American universities, and 71 percent of that decline stemmed from men. **Source: The Wall Street Journal.** This macro population trend is a key driver in the increased female skew in advertising/marketing at the entry level.

<table>
<thead>
<tr>
<th>Year</th>
<th>Female Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>67.8%</td>
</tr>
<tr>
<td>2021</td>
<td>70.8%</td>
</tr>
<tr>
<td>2020</td>
<td>65.5%</td>
</tr>
<tr>
<td>2019</td>
<td>65.3%</td>
</tr>
<tr>
<td>2018</td>
<td>67.6%</td>
</tr>
</tbody>
</table>
MEASURING DIVERSITY AT ANA MEMBER COMPANIES
1. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK

Ethnicity

Overall
The overall ethnic skew of participants is more diverse than ever, at 32.3 percent. That is a significant development!

The industry is 7.2 percent African American/Black, 10.2 percent Asian, and 10.9 percent Hispanic/Latino. African American/Black and Hispanic/Latino both increased notably, yet representation for both is still significantly lower than their proportion of the U.S. population (at 12.1 percent and 18.7 percent, respectively). Asian declined yet is still significantly higher than its proportion of the U.S. population (5.9 percent).

Two new options were added in 2021: American Indian/Alaskan Native and Native Hawaiian/Pacific Islander.

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL DIVERSE</td>
<td>32.3%</td>
<td>30.8%</td>
<td>28.5%</td>
<td>27.6%</td>
<td>29.4%</td>
</tr>
<tr>
<td>African American/Black</td>
<td>7.2%</td>
<td>6.6%</td>
<td>6.5%</td>
<td>6.7%</td>
<td>6.7%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>0.4%</td>
<td>0.5%</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Asian</td>
<td>10.2%</td>
<td>11.7%</td>
<td>9.9%</td>
<td>9.8%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>10.9%</td>
<td>8.9%</td>
<td>7.7%</td>
<td>8.1%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>0.3%</td>
<td>0.3%</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>White (Non-Hispanic)</td>
<td>67.7%</td>
<td>69.2%</td>
<td>71.5%</td>
<td>72.4%</td>
<td>70.6%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>2.5%</td>
<td>2.2%</td>
<td>2.0%</td>
<td>1.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Other</td>
<td>0.8%</td>
<td>0.6%</td>
<td>2.4%</td>
<td>1.1%</td>
<td>2.2%</td>
</tr>
</tbody>
</table>
### By Job Level

For ethnicity by job level, the admin level is most diverse and senior level is least diverse. Among the “professional” levels, the entry level is most diverse. That latter finding is not a surprise given that the younger U.S. population skews more multicultural than the older U.S. population and also because corporate America’s efforts to diversify the talent pipeline have shown progress.

#### 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

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#### 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

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>ALL</th>
<th>Senior Level</th>
<th>Mid-Level/Upper End</th>
<th>Mid-Level/Lower End</th>
<th>Entry-Level Professional</th>
<th>Admin/Clerical/Support</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL DIVERSE</strong></td>
<td>32.2%</td>
<td>27.4%</td>
<td>29.4%</td>
<td>31.8%</td>
<td>34.2%</td>
<td>41.3%</td>
</tr>
<tr>
<td>African American/Black</td>
<td>7.2%</td>
<td>5.0%</td>
<td>5.4%</td>
<td>7.2%</td>
<td>8.1%</td>
<td>10.7%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>0.4%</td>
<td>0.0%</td>
<td>0.3%</td>
<td>0.4%</td>
<td>0.3%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>10.2%</td>
<td>11.1%</td>
<td>11.9%</td>
<td>9.6%</td>
<td>9.9%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>10.9%</td>
<td>8.2%</td>
<td>8.3%</td>
<td>11.1%</td>
<td>11.8%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>0.3%</td>
<td>0.0%</td>
<td>0.3%</td>
<td>0.3%</td>
<td>0.5%</td>
<td>0.5%</td>
</tr>
<tr>
<td>White (Non-Hispanic)</td>
<td>67.7%</td>
<td>72.6%</td>
<td>70.6%</td>
<td>68.2%</td>
<td>65.8%</td>
<td>58.7%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>2.5%</td>
<td>2.3%</td>
<td>1.8%</td>
<td>2.5%</td>
<td>3.0%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Other</td>
<td>0.8%</td>
<td>0.8%</td>
<td>1.4%</td>
<td>0.7%</td>
<td>0.6%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>
MEASURING DIVERSITY AT ANA MEMBER COMPANIES
1. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK

Senior Level
The senior level was defined to study participants as “The highest level within the marketing team, likely 5 to 10 percent of total.” In 2022, this level declined to 27.4 percent, but nonetheless had the second highest percentage of ethnic diversity over the five-year study period.

<table>
<thead>
<tr>
<th>Year</th>
<th>Diverse Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>27.4%</td>
</tr>
<tr>
<td>2021</td>
<td>28.5%</td>
</tr>
<tr>
<td>2020</td>
<td>26.4%</td>
</tr>
<tr>
<td>2019</td>
<td>25.4%</td>
</tr>
<tr>
<td>2018</td>
<td>26.2%</td>
</tr>
</tbody>
</table>

Entry-Level Professional
The entry-level professional was defined in part as “Usually hold junior-level professional positions that require specific skills or college degrees.” Ethnic diversity for the entry-level professional has increased in every year of the study.

<table>
<thead>
<tr>
<th>Year</th>
<th>Diverse Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>34.2%</td>
</tr>
<tr>
<td>2021</td>
<td>33.1%</td>
</tr>
<tr>
<td>2020</td>
<td>31.9%</td>
</tr>
<tr>
<td>2019</td>
<td>30.9%</td>
</tr>
<tr>
<td>2018</td>
<td>30.8%</td>
</tr>
</tbody>
</table>

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?”:

- 50 of 81 companies (62 percent) provide employees the opportunity to self-identify as being LGBTQ (versus 56 percent in 2021, 50 percent in 2020, and 58 percent in 2019).
- 67 of 81 companies (83 percent) provide employees the opportunity to self-identify as being a Person with a Disability (versus 79 percent in 2021, 84 percent in 2020, and 85 percent in 2019).
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, 2019 and June 30, 2022, 32,623 marketers responded to the gender question and 29,194 to the ethnicity question. The respondent base consists of client-side marketer members and marketing solutions provider members. In the 2021 report, 31,790 marketers responded to the gender question and 28,862 to the ethnicity question.

The ANA overall membership is overwhelmingly female and White Non-Hispanic. While representation of ethnically diverse marketers among the ANA membership overall remains low versus the general population, that diversity has improved and is at an all-time high for this study.

Gender
Among the ANA overall membership, 68.3 percent are female and 31.6 percent are male while 0.1 percent are non-binary. Those numbers are virtually unchanged over the four years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>Non-Binary</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>68.3%</td>
<td>31.6%</td>
<td>0.1%</td>
</tr>
<tr>
<td>2021</td>
<td>67.1%</td>
<td>32.9%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>67%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>68%</td>
<td>32%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>67%</td>
<td>33%</td>
<td></td>
</tr>
</tbody>
</table>
MEASURING DIVERSITY AT ANA MEMBER COMPANIES

2. ANA OVERALL MEMBERSHIP

Ethnicity
Among the ANA overall membership, 29.1 percent are diverse — an all-time high during the five-year history of this study.

70.9 percent are White Non-Hispanic, 6.5 percent are African American/Black, 10.7 percent are Asian, and 9.2 percent are Hispanic/Latino. Two new options were offered beginning in 2021, American Indian/Alaskan Native and Native Hawaiian/Pacific Islander, and results are now provided in tenths.

Reminder that demographics for the ANA overall membership are reported for a three-year rolling period. The most recent data is for the three-year period between July 1, 2019 and June 30, 2022. There is therefore a lag in the timeliness of this data.

The increase in total ethnic diversity reported in this study (+1.9 points from 27.2 percent to 29.1 percent) is directionally consistent with the increase in ethnic diversity reported in the study of the ANA Board of Directors and Select Member Companies Diversity Benchmark (+1.5 points, from 30.8 percent to 32.3 percent).

<table>
<thead>
<tr>
<th>Year</th>
<th>TOTAL DIVERSE</th>
<th>African American/Black</th>
<th>American Indian/Alaskan Native</th>
<th>Asian</th>
<th>Hispanic/Latino</th>
<th>Native Hawaiian/Pacific Islander</th>
<th>White Non-Hispanic</th>
<th>Other (including Multiracial)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>29.1%</td>
<td>6.5%</td>
<td>0.3%</td>
<td>10.7%</td>
<td>9.2%</td>
<td>0.1%</td>
<td>70.9%</td>
<td>2.3%</td>
</tr>
<tr>
<td>2021</td>
<td>27.2%</td>
<td>5.9%</td>
<td>0.2%</td>
<td>11.0%</td>
<td>8.5%</td>
<td>0.1%</td>
<td>72.8%</td>
<td>1.5%</td>
</tr>
<tr>
<td>2020</td>
<td>26%</td>
<td>6%</td>
<td>–</td>
<td>10%</td>
<td>8%</td>
<td>–</td>
<td>74%</td>
<td>2%</td>
</tr>
<tr>
<td>2019</td>
<td>25%</td>
<td>6%</td>
<td>–</td>
<td>9%</td>
<td>8%</td>
<td>–</td>
<td>75%</td>
<td>2%</td>
</tr>
<tr>
<td>2018</td>
<td>26%</td>
<td>6%</td>
<td>–</td>
<td>10%</td>
<td>8%</td>
<td>–</td>
<td>74%</td>
<td>2%</td>
</tr>
</tbody>
</table>
## MEASURING DIVERSITY AT ANA MEMBER COMPANIES

### 2. ANA OVERALL MEMBERSHIP

**Intersectionality**

For the ANA overall membership, both women and men are predominantly White Non-Hispanic. Ethnic diversity for the ANA overall membership is better across all sectors than it is for ANA member CMOs and equivalents. There is greater ethnic diversity among men than among women.

<table>
<thead>
<tr>
<th>Year</th>
<th>African American/Black</th>
<th>American Indian/Alaskan Native</th>
<th>Asian</th>
<th>Hispanic/Latino</th>
<th>Native Hawaiian/Pacific Islander</th>
<th>White Non-Hispanic</th>
<th>Other (including Multiracial)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>28.2%</td>
<td>6.6%</td>
<td>0.1%</td>
<td>9.6%</td>
<td>8.6%</td>
<td>71.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td></td>
<td>31.6%</td>
<td>5.9%</td>
<td>0.1%</td>
<td>12.3%</td>
<td>10.1%</td>
<td>68.4%</td>
<td>2.9%</td>
</tr>
<tr>
<td>2021</td>
<td>25.8%</td>
<td>6.3%</td>
<td>0.1%</td>
<td>9.8%</td>
<td>8.0%</td>
<td>74.2%</td>
<td>1.5%</td>
</tr>
<tr>
<td></td>
<td>29.3%</td>
<td>5.0%</td>
<td>0.2%</td>
<td>13.0%</td>
<td>9.4%</td>
<td>70.7%</td>
<td>1.6%</td>
</tr>
<tr>
<td>2020</td>
<td>25%</td>
<td>6%</td>
<td>—</td>
<td>9%</td>
<td>8%</td>
<td>75%</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>28%</td>
<td>5%</td>
<td>—</td>
<td>12%</td>
<td>9%</td>
<td>72%</td>
<td>2%</td>
</tr>
<tr>
<td>2019</td>
<td>24%</td>
<td>7%</td>
<td>—</td>
<td>8%</td>
<td>7%</td>
<td>76%</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>27%</td>
<td>5%</td>
<td>—</td>
<td>11%</td>
<td>9%</td>
<td>73%</td>
<td>2%</td>
</tr>
<tr>
<td>2018</td>
<td>25%</td>
<td>6%</td>
<td>—</td>
<td>10%</td>
<td>7%</td>
<td>75%</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>26%</td>
<td>4%</td>
<td>—</td>
<td>11%</td>
<td>9%</td>
<td>74%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Sexual Orientation
The ANA membership is largely heterosexual based on the responses of 22,916 members.

The “Other” category includes Anthrosexual, Asexual, Demisexual, Pansexual, and Transsexual.

<table>
<thead>
<tr>
<th>Sexual Orientation Percentage</th>
<th>Heterosexual</th>
<th>Gay/Lesbian</th>
<th>Bisexual</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>92.6%</td>
<td>4.4%</td>
<td>2.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>2021</td>
<td>94.7%</td>
<td>4.0%</td>
<td>1.2%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>
This analysis identifies the profile of the CMO/CMO-equivalent at 931 of the ANA’s client-side marketer company members as of June 30, 2022. That is an increase versus the profiles of 873 CMO/CMO-equivalents in the 2021 report.

ANA client-side marketers continue to increase female representation among CMOs and equivalents. While there remains significant work to do in attaining ethnic diversity, there has been recent progress.

**Gender**

For gender, 57.3 percent of the top marketer positions are female; that percentage has increased every year since the study began.
MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA MEMBER CMOs

**Ethnicity**

Only 14.6 percent of CMOs and equivalents are diverse, but that percentage has increased.

- African Americans/Blacks comprise 5.0 percent of ANA member company CMOs, but are 12.1 percent of the total population.
- Asians comprise 5.8 percent of ANA member company CMOs, and are 5.9 percent of the total population.
- Hispanics/Latinos comprise 3.8 percent of ANA member company CMOs, but are 18.7 percent of the total population.

<table>
<thead>
<tr>
<th></th>
<th>TOTAL DIVERSE</th>
<th>African American/ Black</th>
<th>Asian</th>
<th>Hispanic/ Latino</th>
<th>White Non-Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>14.6%</td>
<td>5.0%</td>
<td>5.8%</td>
<td>3.8%</td>
<td>85.4%</td>
</tr>
<tr>
<td>2021</td>
<td>13.7%</td>
<td>4.6%</td>
<td>5.5%</td>
<td>3.6%</td>
<td>86.3%</td>
</tr>
<tr>
<td>2020</td>
<td>12%</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
<td>88%</td>
</tr>
<tr>
<td>2019</td>
<td>12%</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
<td>88%</td>
</tr>
<tr>
<td>2018</td>
<td>13%</td>
<td>3%</td>
<td>5%</td>
<td>5%</td>
<td>87%</td>
</tr>
</tbody>
</table>

Note: Please use the above data directionally only, given the limited number of ethnic classifications provided.
### Intersectionality

This report also provides data on intersectionality — the overlap of gender and ethnicity. ANA female CMOs and equivalents are overwhelmingly White Non-Hispanic, as are ANA male CMOs and equivalents.

<table>
<thead>
<tr>
<th></th>
<th>African American/Black</th>
<th>Asian</th>
<th>Hispanic/Latino</th>
<th>White Non-Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>6.2%</td>
<td>6.0%</td>
<td>3.0%</td>
<td>84.9%</td>
</tr>
<tr>
<td></td>
<td>3.5%</td>
<td>5.5%</td>
<td>4.8%</td>
<td>86.2%</td>
</tr>
<tr>
<td>2021</td>
<td>3.3%</td>
<td>5.6%</td>
<td>4.7%</td>
<td>86.4%</td>
</tr>
<tr>
<td></td>
<td>5.7%</td>
<td>5.5%</td>
<td>2.6%</td>
<td>86.2%</td>
</tr>
<tr>
<td>2020</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
<td>88%</td>
</tr>
<tr>
<td>2019</td>
<td>4%</td>
<td>5%</td>
<td>2%</td>
<td>89%</td>
</tr>
<tr>
<td></td>
<td>2%</td>
<td>5%</td>
<td>6%</td>
<td>87%</td>
</tr>
<tr>
<td>2018</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>2%</td>
<td>5%</td>
<td>6%</td>
<td>87%</td>
</tr>
</tbody>
</table>

Note: Please use the above data directionally only, given the limited number of ethnic classifications provided.
KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

Respondents to the ANA Diversity Benchmark were asked the open-ended question, “Are there any key action steps or practices that have helped your company improve diversity within the marketing department? In addition, are there any unique pain points or challenges you have encountered to improve diversity?”

Representative feedback (with the specific verbatim comments) has been grouped under the following broad areas:

- **Strategic Framework for DEI**
- **Talent Recruitment**
- **Talent Retention**
- **External Engagement**
- **Multicultural Marketing and Brand Recognition**
- **Unique Pain Points or Challenges**

**STRATEGIC FRAMEWORK FOR DEI**

- To foster an inclusive, supportive, open, challenging, and innovative work environment.
- To listen to associates, help identify needs of equity and inclusion, and provide direction for the company; council includes associates from varied genders, races, geographic locales, and job functions.
- To focus DEI efforts in the company across areas including supplier diversity, the creation of diversity BRG groups, and community outreach.
- A Diversity & Inclusion council — specifically for the marketing organization — meets regularly with executive sponsors, talent acquisition, talent, and marketing team representatives to identify programmatic approaches to attract, retain, and develop diverse talent.
- The Executive Diversity Council sets enterprise diversity goals.

**Set Goals**

- We have made, and continue to make, progress regarding DEI by setting clear goals to measure our progress and hold ourselves accountable to building a company where the best talent wants to work and where people of all races, genders, sexual orientations, disability statuses, veteran statuses, or ethnicities can reach their full potential.
- We’ve established talent goals for many team leaders. Senior leaders are accountable for ensuring outside hires are at least as diverse as the local market, if not more so.
- The creation of a plan with a set of clear, measurable goals designed to address a long-term commitment to improving equity and accountability across the entire marketing ecosystem. The plan measures progress within the company and its agency partners against four key areas:
KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

(1) increasing diversity and equity across the creative supply chain (2) building an inclusive work environment and retaining diverse talent (3) fighting racism and eliminating bias in advertising, content, and media (4) ensuring the development of responsible content policies.

- Senior leaders are held accountable for building diversity in their organizations with specific representation targets.
- Intentionally sharing our diversity metrics on a quarterly basis with marketing officers to keep top of mind when staffing their organization.
- Created expectation that every U.S. marketing employee has a diversity goal as part of their yearly goal setting.
- We measure: (a) percentage of representation on the company board (b) percentage of representation by employee category (c) pay equity — the ratio of compensation by employee category.
- All leaders are required to have at least one D&I goal as part of their annual performance goals.

TALENT RECRUITMENT

Ensure a Diverse Slate of Candidates
- There has been a hiring process implemented that requires a certain percentage of all candidates brought through screening are from minority groups.
- On a regular basis, we partner with human resources and ensure job openings have a diverse candidate slate as part of the recruiting process.
- Ninety-six percent of our external requisitions for manager level and above positions had a diverse slate, helping us to increase the number of women and ethnic minorities in the company.
- We continually make sure we have a diverse slate of candidates.
- We also have a diverse interview panel policy.

Relax Degree Requirements
- Updated job descriptions mostly to remove degree requirements to make them more inclusive.
- Removed MBA requirements from job descriptions.
- Creating an entry-level marketing position that does not require an MBA, which opens up our pipeline to more talent and diversity.

Employee Referrals
- Referral campaigns encourage employees to refer candidates from their network.
- We’ve activated our current diverse employees for an employee referral program to leverage their networks for referrals.
KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

Internships
• Marketing is driving a strong summer internship program year over year, focused on diverse talent attraction, experience, and conversion as early professionals for the company.
• This year, our interns will be eligible to apply to a retail management training program after they graduate. It will involve a series of entry-level rotations through three departments in our company before placement. We believe that combined with our focus on intern diversity we will have better trained new grads who will have longer careers with us.
• In May 2022, Verizon and its partners celebrated five successful years of Verizon’s adfellows program, which fosters the next generation of diverse marketing leaders through rotations within client and agency marketing teams that provide real-world experience for various career paths in marketing. Positions are fully paid, and cover living expenses, to ensure accessibility. To date, the program boasts a 98 percent placement rate into full-time marketing positions and a 95 percent retention rate within the industry.
• Our internship programs are at the high school, undergraduate, and graduate levels. We are finding it critical to begin to build a pipeline of diverse talent in key disciplines earlier.
• We love the MADE internship! (from the ANA Educational Foundation).

College Recruiting/Relationships
• Intentional recruiting at colleges with a strong and diverse presence and reaching that talent early in their job explorations.
• Partnerships with diverse student organizations at our established partner schools.
• Established relationships with alumnae communities from both Howard University and Spelman College. These relationships allow us to engage more intentionally with diverse talent across the professional landscape. We host different virtual and in-person events to educate and engage with diverse candidates from these organizations.
• We will continue to leverage the success of partnerships with HBCUs and Hispanic Serving Institutions for hiring.

Other Recruiting
• We have established a sourcing team who is focused on passive candidate engagement.
• Proactive diversity sourcing for open roles, and diverse interviewer panel.
• Virtual and in-person career fairs.
TALENT RETENTION

Executive Sponsorship and Mentorship

• We take steps to ensure senior leader sponsorship is in place to coach and develop from day one. We proactively 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.

• Promoting mentorship across the marketing organization as a means to develop diverse talent and close opportunity areas faster.

• Programs are in place to help retain and promote diverse talent. One program drives advocacy for internal Black talent by creating 1:1 solutions through sponsorship and mentorship with senior leaders. A program for the Latino community focuses on creating advancement opportunities for Latino corporate employees while encouraging them to leverage their mentor or sponsor for meetings each month. There are additional sponsorship and mentorship programs for female and LGBTQIA+ employees.

• We regularly review our internal talent during talent planning sessions. This is an opportunity for our leaders to review their own teams to identify employees who have high potential or are ready for their next role, and then discuss with other leaders during calibration sessions to provide visibility across the function and to make all leaders aware of our rising stars. During these discussions, we specifically focus on mobility of diverse talent and ensure we are providing the resources needed, including executive sponsorship and mentorship, for our diverse employees to be ready for their next role. By promoting and cultivating the diverse talent we already have to be ready for the next career step, it improves our employee retention but also our POC representation at higher levels in the organization.

Training — Formal

• Ongoing corporate employee diversity training.

• We launched an e-learning series on Unconscious Bias, which was a required learning across the marketing and PR teams. This program educates leaders on ways they may have an unconscious bias when interviewing or promoting employees, how to recognize it, and how to combat it.

• Developed programs to educate associates, raise awareness on issues, and integrate them into hiring/orientation, and formed ongoing training, interaction, and feedback. Goal is a diverse, equitable, and inclusive workplace that drives higher associate retention and increased associate performance.

• Encouraging employee DEI events such as Pride Month and inclusion and diversity awareness talks.

• Initiated a 12-month Inclusive Leadership Program that is being cascaded through each of our leaders over the next two years.

• Ran a three-day Racial Equity Training for the entire organization.

• Marketing has championed LGBTQIA+ training and consulting for the organization, held workshops on trans and gender-nonconforming best practices.
KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

• Launched a new training called Inclusive Marketing. This training is designed to address unconscious bias, intent vs. impact, performative action, and a variety of other topics that are critical for marketers as they develop products, ad campaigns, and communication strategies that are inclusive across race, ethnicity, gender, orientation, disability, and veteran status.

• Implemented mandatory training for all employees as it relates to microaggressions and unconscious bias.

• Inclusive hiring training for all leaders, quarterly function-wide D&I related trainings, and partnering with Employee Resource Groups (ERGs) for recruitment effort.

• As part of the company’s effort to foster a welcoming, safe, and inclusive environment for all staff, we created an internal initiative to recognize and allow staff who identify as part of the LGBTQIA+, veteran, and disabled communities to be counted as an important part of our diverse employee population. The goal of this initiative is to ensure inclusivity of all voices as we develop our culture and to elevate the importance of inclusivity with our staff.

Training — Informal

• Celebrate a variety of cultural holidays with educational information, shared stories, and employee spotlights.

• We helped develop a “Time for Listening” leader guide to help leaders host listening sessions with their teams. We have an ongoing commitment for many of our Heritage Months, including BLM, AAPI, Hispanic, and Indigenous, in which we bring in Nielsen to do a deep dive into the consumer, further educating our marketers on shifting trends resulting from societal trends and current social justice issues.

• Our marketing department hosts courageous conversations, participates in cultural learnings, and reinforces anti-discrimination, anti-racism, and anti-harassment policies.

• Carved out space in existing meetings to incorporate time for bite-sized diversity learning and discussion.

ERGs/BRGs

• We have Employee Resource Groups (ERGs) which are voluntary groups employees can join to discuss topics relevant to various demographics, such as women, LGBTQIA+, Black/African American, veterans, and people with disabilities; they help further our inclusive culture and create a sense of community.

• These groups meet regularly and host guest speakers, social events, and charitable events to help make our diverse employees feel more connected.

• Business Resources Groups (BRGs) create a culture of inclusion and help bridge gaps between corporate and field/store associates.

• The marketing department is actively engaged with each of our nine Employee Resource Groups through membership and often leans on these groups for counsel on marketing practices.
KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

• Brand teams leverage our ERGs to share new products, concepts, and ad campaigns to get perspectives from a diverse group of internal consumers to help adjust or further nuance their plans.

• Partner with Employee Resource Groups on diversity recruiting events.

• Regardless of identification, we have asked senior leaders across marketing to take leadership roles in our firm’s affinity groups.

Pay Equity

• We continue to make progress on our fair pay commitment, and earlier this year, we began publishing market ranges for each role in the company.

• As an entire organization, we are in the midst of a pay equity study (expected results in the fall with specific actions to follow).

• We’ve performed analysis on pay equity and informed the organization on the outcomes of that analysis which showed that we did not have a pay equity issue in the organization either from a gender or race/ethnicity perspective.

Miscellaneous

• We have added the option to share pronouns on signature lines and when interacting/communicating with others.

• Parental leave (now not specific to gender).

EXTERNAL ENGAGEMENT

Supplier Diversity

• Initiated annual supplier diversity data collection, starting with marketing and product development, so we can continue to work with like-minded organizations that are also committed to DEI.

• Ensuring diverse representation in marketing creative and supplier base.

• In 2021, the company spent a significant portion of its marketing budgets with diverse-owned video production companies, experiential production companies, and print companies.

Partnerships

Respondents note that they have partnered with a number of diversity-focused industry organizations and engaged traditionally minority-based educational institutions to help drive talent acquisition and retention of diverse candidates and employees, respectively.

• **Black Professionals in Tech Network**: Bridges the network gap between Black talent and career opportunities across North America.
KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

• **Braven**: A mentorship organization that pairs employees with low-income and first-generation college students.
• **ColorComm**: The nation's leading women's platform addressing diversity and inclusion across the communications, marketing, advertising, media, and digital industries.
• **Color of Change**: A civil rights advocacy group.
• **Gender and Diversity KPI Alliance**: A group of DEI advocates, corporations, academics, and trade organizations that support the adoption and use of a set of key performance indicators to measure gender and other types of diversity in their organizations.
• **Fairygodboss**: The largest online career community for women to find jobs, advice, and support.
• **Forte**: Launches women into fulfilling, significant careers through access to business education, professional development, and a community of successful women.
• **Handshake**: Created to ensure that all college students have equal access to meaningful careers.
• **HirePurpose**: A job platform that helps transitioning military service members connect with potential employers.
• **Jopwell**: A career advancement platform for Black, Latinx, and Native American professionals.
• **National Black MBA Organization**: A non-profit organization dedicated to the enhancement and development of educational and economic empowerment for African Americans.
• **National Sales Network**: A not-for-profit membership organization which has the objective of meeting the professional and developmental needs of sales and sales management professionals and individuals.
• **OneTen**: Mission is to hire, promote and advance one million Black individuals who do not have a four-year degree into family-sustaining careers over the next 10 years.
• **Out and Equal**: The premier organization working exclusively on LGBTQ workplace equality.
• **Professional Diversity Network**: Assists employers with the implementation of their DEI initiatives by matching them with job seekers who are People of Color, LGBTQ+, Veterans, People with Disabilities, and other groups who are looking for a workplace that caters to their diverse and inclusive needs.
• **Right to Be**: To build a world free of harassment; formerly Hollaback.
• **SeekOut**: A diversity sourcing tool that provides a comprehensive database of profiles, AI search, and personalized messaging to engage diverse talent pools for open positions.
• **Talent Without Frontiers**: A global recruitment firm with an expertise in diversity talent solutions.
• **The Trevor Project**: Focused on suicide prevention efforts among lesbian, gay, bisexual, transgender, queer, and questioning youth.
• **The Consortium**: DEI MBA recruiting.
• **The Leadership Consortium**: Helps organizations create the conditions for all leaders to accelerate and thrive.
MULTICULTURAL MARKETING AND BRAND RECOGNITION

Advertising and External Communications

- We have shifted many of our advertising and promotional efforts to feature or speak to a more diverse audience, not only for customer acquisition but also for attracting talent.

- We have initiated a steering committee to accelerate our D&I efforts through our brand communications, engaging our creative and media partners throughout the process.

- We have recently increased our investment in our multicultural marketing organization, adding three regional leadership roles that work closely with our field sales and marketing teams, in coordination with our national brand and multicultural teams.

- Exceeded in our goal of 50 percent or more diverse representation of talent, creators, and experts across our consumer-facing materials for the last 18 months.

- We serve a substantial Hispanic/Latinx market and have engaged agencies with this specialty to improve our effectiveness in serving this market.

- We prioritize selecting models, voiceover talent, etc. who match the diversity of the communities we serve.

- Ensure inclusive representation on our agency teams, which we see as an extension of our company.

- Established an in-house content review board which evaluates creative and acts as a sounding board.

- We require multicultural representation on our agency teams, whom we view as an extension of our marketing department.

- We partner with Hispanic media companies and chefs (this is a food company) to bring diverse perspectives and understanding to our team.

- Ensure our marketing represents the diversity of our customer base.

- We commit to making better strides in representation and transparency, to hold our partners and agencies to the same standards.

- Bringing on two new multicultural agencies to broaden the set of consumers we reach.

- Externally scorecarding with KPIs and diversity scorecards/metrics with agency partners and our suppliers.

- A number of our brands have DEI as a weekly or bi-weekly agenda item to ensure they are being authentic in any products/programs related to diverse communities.

- We include diversity of team members as a key criteria for recent agency AOR pitch process. We continually monitor our social media, influencers, and other content output for diversity in casting, and increasingly for production/director talent. We recently committed to focusing on female directors and photographers as our first choice.
CHALLENGES OR UNIQUE PAIN POINTS

There were many responses who identified the geographic location of the company as a challenge:

- Candidates must sit in California or Chicago for our marketing roles. This limits candidate population.
- Rural location makes it difficult to recruit and retain younger and more diverse candidates. Hybrid work schedule (two days home, three days office) has helped ease the commute for those who may want to live in more suburban or urban areas.
- Overall challenges specific to marketing prior to the pandemic was a limited candidate pool. Since implementing a remote workforce we have been able to cast a wider net for talent, allowing for a more diverse talent pool that we were not able to realize with hiring being limited to our HQ area.
- As a business that isn't full remote and located in a rural area, diversity is hard to come by.
- The unique pain point we encounter to improve diversity is our location in a rural area. This is our number one challenge in attracting diverse candidates. We have found the primary feedback from candidates, particularly with diverse candidates, is that they love our brands and are engaged in the opportunity, but do not want to relocate to our area. We are addressing this by being unconstrained by location as we continue our focus on remote working opportunities.
- A recent move of our marketing department to a bigger metro area (Dallas-Fort Worth) has helped substantially in the recruitment of diverse talent.

Compensation requirements for diverse candidates was also noted multiple times.

- Can’t meet compensation expectations to attract diverse applicants to our jobs.
- Pain points are essentially the lack of a depth of creative diverse multicultural talent, and those who are there are extremely well-compensated, so it precludes employment offers to some.
- Factors that drive retention such as career paths, development, etc. are often swamped by the impact of compensation differentials from not only competitors in the industry but all other industries looking for marketing talent — particularly diverse talent — and willing to pay premiums up to 50 to 70 percent of current compensation.

Other challenges noted:

- As most companies nowadays, the Great Resignation is affecting our ability to retain talent, as opportunities open up across the industry and outside the industry.
- Lack of formal development for leaders to build capabilities around inclusive leadership.
- Need to build more intentional partnerships with diverse organizations in our communities to open avenues to attract and recruit talent.
- Lack of formal mentorship program to help provide guidance, coaching, and exposure for high-potential/high-performing diverse talent.
- Being the employer of choice for diverse talent in markets where diversity is limited and highly sought after.
Finally, there has been significant progress in increasing ethnic diversity in the advertising/marketing industry.

The overall ethnic skew of the marketing/advertising industry is more diverse than ever, at 32.3 percent, according to the ANA board of directors and select member companies diversity benchmark.

The data from the ANA board of directors and select member companies diversity benchmark is the best measure for current diversity as it is done at a single, recent point in time — June 30, 2022 for this year’s study — so this is a “real time” metric.

The overall ethnic skew of the marketing/advertising industry is 10.2 percent Asian, 10.9 percent Hispanic/Latino, and 7.2 percent African American/Black. The latter two groups both made nice progress in the past year but are still nonetheless underrepresented versus the general population.
CONCLUSIONS/RECOMMENDED ACTIONS

Two studies provide a measure of ethnicity for the top marketing jobs:

• In the study of ANA board of directors and select member companies, the senior level is defined to study participants as “The highest level within the marketing team, likely 5 to 10 percent of total.” In 2022, this level declined to 27.4 percent (from 28.5 percent) but nonetheless had the second highest percentage of ethnic diversity over the five-year study period.

• In the study of ANA member CMOs, there was 14.6 percent ethnic diversity (up from 13.7 percent), the highest in the five-year study period.

African American/Black and Hispanic/Latino are under-represented in the top marketing jobs in both studies.

Among entry-level professionals, 34.2 percent are now diverse — the highest level in the history of this report.

Despite the progress, there is still work to be done. While the study of the ANA board of directors and select member companies diversity benchmark shows 32.3 percent ethnic diversity, that is below the 42.2 percent diversity of the total U.S. population. Ethnic diversity in the advertising/marketing industry remains particularly poor for the senior-most level as well as for the African American/Black and Hispanic/Latino segments. The qualitative feedback received on key action steps that have helped improve diversity within the marketing department should be strongly considered. That addresses areas including building a strategic framework for DEI, talent recruitment, talent retention, external engagement, and multicultural marketing.

For gender, female representation at the senior leadership level is 55.6 percent according to the ANA board of directors and select member companies diversity benchmark and 57.3 percent in the analysis of the ANA member CMOs.

Women comprise the majority of the marketing industry’s workforce: 67.5 percent according to the ANA board of directors and select member companies diversity benchmark and 68.3 percent in the analysis of the ANA overall membership. Per the former study, the gender of entry-level professional staff is heavily female (67.8 percent). As pointed out in prior reports, for true equality the industry needs to recruit more young men to enter (and remain in) the advertising/marketing industry to reflect a more balanced gender representation.

A focus of the ANA Global CMO Growth Council is to “use marketing to promote equity and inclusion to achieve a better world for humanity and more growth and value for business.” It further specifies:

• “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. 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.”
CONCLUSIONS/RECOMMENDED ACTIONS

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.

However, to get 81 participants, we needed to contact more than 350 companies with personal one-to-one outreach, 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 declining because of “corporate policy.” All submissions are seen by only one senior-level executive at the 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 increase participation in 2023, and we’ll make that call to the industry in second quarter 2023.

In the meantime, companies which did not complete the ANA/AIMM “diversity benchmark” in 2022 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.

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

The ANA Global CMO Growth Council, the ANA DE&I Forum, and the Alliance for Inclusive and Multicultural Marketing will all hold discussions throughout the upcoming year to further promote diversity, equity, and inclusion.

“We need to continue reminding ourselves that it is a journey when we feel we are not making progress fast enough.”

— Study Participant

### Table: Number of Companies and Number of Marketers

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*Citi is an ANA member company taking a leadership position on gender equality and diversity. Citi has given ANA permission to share some of the work they are doing in the following case study.*
A Diversity Report for the Advertising/Marketing Industry

Our workforce of more than 220,000 colleagues around the globe reflects the diverse backgrounds and perspectives of our clients and customers. This is why we strive to ensure equity and inclusion are embedded in everything we do. Across the firm, there is tremendous momentum to build on our efforts to create a more diverse, equitable, and inclusive culture — from pay equity to new aspirational representation goals to diverse candidate slates and interview panels to our decades-long engagement with Historically Black Colleges and Universities (HBCUs). We believe in setting clear goals to measure our progress and holding ourselves accountable to building a company where the best talent wants to work, and where people of any race, gender equity, sexual orientation, disability status, veteran status, or ethnicity can reach their full potential.

Our approach to diversity, equity, and inclusion (DEI) isn’t limited to broadening the representation of those working within the top levels of our firm and creating a more inclusive environment. We also look at diversity holistically, thinking of ways we can improve our support for our suppliers, clients, and customers, and the communities we serve.

As we continue to build on our DEI efforts, we are committed to sharing our progress on initiatives to provide equal opportunities for all people, and support a culture of diversity, equity, and inclusion in the workplace. We saw an opportunity to increase representation, particularly of Black employees in the U.S. and women globally. We needed to be transparent and develop an array of initiatives intended to ensure we have diverse talent in leadership roles, and build a diverse talent pipeline. These efforts are foundational to our culture and the growth of our business. Whatever your background, culture, or experience, there is a role for diverse talent at Citi to bring who you are and thrive.

CASE STUDY: FOR THE LOVE OF PROGRESS

Who We Are

Citi is more than a bank. We are a dynamic, global organization fueled by talented individuals across a myriad of roles in banking, marketing, data analytics, tech development, and so much more. We are committed to building a workplace where our people can bring their authentic selves to work — because our organization is at its best when our colleagues share their unique perspectives, backgrounds, and experiences.

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Pay Equity
We continue to disclose our adjusted and unadjusted (or “raw”) pay gaps for both women and U.S. minorities to hold ourselves accountable for making progress. The adjusted pay gap is a true measure of pay equity, or “like for like,” that compares the compensation of women to men and U.S. minorities to non-minorities when adjusting for factors such as job function, title/level, and geography. The raw gap measures the difference in median compensation when we don’t adjust for any of the aforementioned factors. The existence of our raw pay gap reflects a need to increase representation of women and U.S. minorities in senior and higher-paying roles. Our latest results, released in early 2022, found that, on an adjusted basis, women globally are paid on average more than 99 percent of what men are paid at Citi, and that there was no statistically significant difference in adjusted compensation for U.S. minorities and non-minorities. Following the review, appropriate pay adjustments were made as part of Citi’s 2021 compensation cycle.

Citi’s 2021 raw gap analysis for Citi employees showed that the median pay for women globally is 74 percent of the median for men, similar to 2020 and up from 73 percent in 2019 and 71 percent in 2018; the median pay for U.S. minorities was more than 96 percent of the median for non-minorities, which is up from just under 94 percent in 2020, 94 percent in 2019, and 93 percent in 2018. Continuing to reduce our raw pay gap requires that we increase representation of women and U.S. minorities in senior roles across the firm. These pay equity reviews represent a “moment in time” snapshot of our employee base, which is constantly changing as people move in and out of the firm, as colleagues are promoted, and as market dynamics change. We’re continuing to improve how we recruit and develop talent and to use data more effectively to help us increase diversity at more senior levels at Citi. Our philosophy is that every member of Citi’s team is responsible for progress in making Citi an even more inclusive and equitable workplace.

Gender parity has been exacerbated by the pandemic, according to the Global Gender Gap Report 2022, and it will take another 132 years for the world to close the global gender gap. Compounding crises further affect women’s workforce outcomes, and the risk of global gender parity backsliding intensifies. Citi collaborated with The Female Quotient, a women-owned business dedicated to advancing equality in the workplace, to develop a free digital tool that provides companies a snapshot of their raw pay gap. We view it as a way to promote further equity across all types of companies worldwide and see it as a concrete measure to increase diversity more broadly. For more information, visit The Female Quotient’s Advancing Equality Calculator™.

Representation Goals
In 2018, we set aspirational representation goals to increase female leadership globally and Black leadership in the United States at the firm by the end of 2021. We are pleased to share that Citi exceeded these goals. Globally, we increased representation at the Assistant Vice President to Managing Director levels for women to 40.6 percent (up from 37 percent in 2018), and in the United States we increased Black representation for those same job levels to 8.1 percent (up from 6 percent in 2018). Additionally, when we include colleagues in the United States who self-identify as two or more races, Black representation at the same job levels increased to 9.1 percent.

Our diverse workforce continues to reflect macro demographic changes in the world, so it is important that we continue to adapt the way we do business. That’s why we are proud to share our new and expanded diversity representation...
goals for additional markets and underrepresented groups. Here’s what we have planned. These goals build on the great progress we’ve seen with our DEI initiatives. The representation goals we aspire to achieve are set for 2025, and self-identification data was critical to developing these new goals. We established these goals by evaluating historical and future opportunity trends for hiring, promotion, attrition, and external market data. As more of our colleagues choose to participate in the self-identification process, we will be able to use that additional data to refine our goals. We’ll continue making DEI a priority because it’s necessary for everyone in the firm to succeed.

Recruit, Retain, and Promote
We are committed to continuing to build a team that is inclusive and representative of our customers and clients. To make progress, we have been improving the way we bring new colleagues into Citi, including accelerating the use of diverse slates in our recruiting and deepening our capabilities to measure our success.

In 2021, we expanded the use of diverse slates in our recruiting to have at least two women and/or U.S. minorities in our interviews for U.S. hires and at least two women in our interviews for global hires. These include candidates at various senior levels, from Assistant Vice President to Managing Director. As of December, nearly 75 percent of roles that were posted globally included a diverse slate of candidates with at least two women and/or two U.S. minorities. In 2021, we launched a Diversity Sourcing team in the United States to consistently identify diverse talent in the marketplace and accelerate our hiring of diverse talent.

We have also expanded engagement with external partners, including diversity professional organizations. These relationships have enhanced our ability to attract and hire mid- to senior-level talent demonstrating Citi’s inclusive culture.
Campus Recruiting: Our campus recruiting program is another important way for us to diversify our employee base.

Our Citi® University Partnerships in Innovation & Discovery (CUPID) Program enables us to accelerate innovation projects across Citi by engaging diverse students and developing a robust, diverse pipeline of talent from leading universities.

In 2021, we held our third annual HBCU Innovation and Leadership Symposium, which brought together 42 first- and second-year students from 15 HBCUs for an introductory virtual experience focused on helping them understand financial services, gain technical skills, and kick off the career-planning process. While we would like the students to consider the possibility of a future with Citi, our primary goal is to provide them with helpful tools on their path to professional success, without regard for industry or profession.

Our Sophomore Leadership Program provides hands-on work experience, mentorship, peer networking, and necessary skills over a 10-week summer internship to provide a pipeline into our full-time analyst programs. We continue to partner with Jopwell, MLT, SEO, and WayUp, U.S.-based recruiting platforms that attract diverse students, enabling our recruiters to communicate and engage with students to promote job opportunities.

Developing Diverse Talent: We provide a range of internal development and rotational programs for leaders at all levels, and we continue to develop our learning programs to meet new needs. Hiring, promoting, and retaining more women and racial/ethnic minorities in senior, high-paying roles is critical to our success — and key to helping solve the two-pronged issue of representation and pay equity. Career development is one of our top priorities, and we promote from within to continue developing our existing talent. In 2021, 41 percent of open positions at Citi were filled with internal candidates.

Citi Personal Banking & Wealth Management and our Risk and Controls group each piloted advocacy programs for underrepresented talent in 2021, pairing participants with senior leaders to offer career advice and support. Black Leaders for Tomorrow, an initiative within the Institutional Clients Group, also offers an Advocacy program for Black directors. More than 600 Black employees each year participate in one of five programs offered through Black Leaders for Tomorrow.

Our Role-Based Assessment Program, meanwhile, focuses on building a robust succession plan for our Black and female leaders. The career development program includes executive assessment and coaching. In 2021, 31 high-performing Black and female Managing Directors and Directors were selected for the program.

In Latin America, our Women’s Virtual Development Program continues to be one of our most valued in the region, with more than 1,600 participants in 2021. Across Asia Pacific, 780 participants joined one of four programs supporting women as they transition to more senior roles. And in Europe, as part of our “reverse mentoring” program, we paired senior leaders from the region with junior mentors from the LGBTQ+ community. The goal of the program, which was subsequently rolled out in Latin America, Asia Pacific, and the United States, is to educate senior mentees about the lived experience of their LGBTQ+ colleagues.

To support our colleagues with disabilities, we made enhancements to our tools and resources to build a more inclusive workplace, including a strong team of doctors, digital accessibility

CASE STUDY: FOR THE LOVE OF PROGRESS
experts, and accommodations specialists.

The Global Consumer Technology team launched a collaboration with Neurodiverse Solutions (formerly Autism2Work), and in May 2021, the team added five contractors who have autism spectrum disorder, or ASD, to the Global Consumer Bank ATM team based in our Florence, Kentucky ATM Lab. After seeing such strong results in just six months, the Neurodiverse Solutions program has expanded across Citi with 12 contractors and plans to grow the team to 50 contractors by the end of 2022.

Citi recently began a partnership with Disability:IN, a global nonprofit resource for disability inclusion. Disability:IN partners with over 400 companies worldwide with the vision to create an inclusive global economy where people with disabilities participate fully and meaningfully.

**Action for Racial Equity**

Announced in September 2020, Citi’s [Action for Racial Equity](#) is a comprehensive approach to 1) provide greater access to banking and credit in communities of color, 2) increase investment in Black-owned businesses, 3) expand affordable housing and homeownership among Black Americans, and 4) advance anti-racist practices in its company and the financial services industry. As part of this effort, Citi has:

- Worked with advertising agency partners that comprise the largest portion of Citi’s marketing spend to increase diverse representation of agency teams, including senior leadership, and to help ensure diversity in Citi marketing materials.
- Collaborated with Getty Images to develop [Diversity, Equity, & Inclusion Imagery Toolkits](#) across 10 countries. The toolkits provide marketers, communicators, and creatives with country-specific data and insights that capture cultural and regional nuances, as well as actionable insights to create authentic and multi-faceted depictions of people in marketing and communications.

**What’s Next**

Our commitment doesn’t stop here, and we recognize there’s still work to do to build a more diverse, equitable, and inclusive firm. Measurement and transparency are important components of the work Citi is doing to advance DEI, both at our bank and through our work to support our communities and society more broadly. We will build and expand on our aspirational representation goals in the future and will continue to be transparent while holding ourselves accountable. We recognize there’s a lot more work to do, but we’re excited for the progress made and what’s to come in the future.
HISTORICAL MEMBER CASE STUDIES

Prior editions of this report featured strong case studies from select study participants.

- **2021**: Ferrara, Kimberly-Clark
- **2020**: General Mills, Mastercard
- **2019**: IBM, Nestlé
- **2018**: HP, Verizon

Much of the information shared in those case studies is still highly relevant today. We have assembled those case studies in a compendium at [ana.net/diversitycasestudies](http://ana.net/diversitycasestudies).
APPENDIX: ADDITIONAL RESOURCES

Additional resources from ANA that focus on diversity are provided by the ANA Educational Foundation, AIMM, Engage Responsibly, and SeeHer, as well as ANA’s work in supplier diversity.

ANA Educational Foundation (AEF)
The ANA Educational 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 how to keep this talent engaged throughout their career journey. The AEF drives more diverse talent into the industry through research, programming, and donations.

Research
Since 2018, the AEF 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.”

Most recently, the AEF published a study titled “My Voice Matters: Linking Inclusion to Business Growth,” which it will continue to develop in collaboration with the ANA Global Growth Council, #SeeHer, and AIMM. In addition to this inclusion research, the AEF will continue its Disconnect Series, which will focus on diversity by segment — Black, Asian, Hispanic, LGBTQ+, People with Disabilities — as a way to identify gaps and then solutions for each group.

Moving forward, the AEF plans to focus on different underrepresented groups every year using the same disconnect construct:

• 2022: Focus on Black Talent
• 2023: Focus on Asian Talent
• 2024: Focus on Hispanic Talent
• 2025: Focus on LGBTQ+ Talent
• 2026: Focus on Disabled Talent

Core Programming
The AEF delivers core programs with diversity at the heart of each:

• Visiting Professor Program: Opportunity for professors to become immersed in industry practice where more than half come from diverse backgrounds.
• Campus Speakers Program: Opportunity for professors to request speakers to give guest lectures, with close to 300 visits annually and more than half coming from diverse backgrounds.
• MADE Program: Considered the common app for students to apply to an internship, the program has scaled to 2,500 applications, with more than half coming from diverse backgrounds.
Give the Gift of ANA Membership
To help bridge academia and industry, companies can donate an ANA membership directly to a university of their choice. More than 30 memberships have been donated to Historically Black Colleges and Universities (HBCUs), where there is an opportunity to drive more Black talent into the marketing and advertising industry. In addition, companies have donated to Hispanic Serving Institutes (HSIs) and Minority Serving Institutes (MSIs) looking to attract the next generation of diverse talent.
AIMM

The Ana’s Alliance for Inclusive and Multicultural Marketing (AIMM) was established in 2016 to provide corporations with viable solutions for growth by addressing opportunities in multicultural and inclusive marketing. Over the last six years, AIMM has tackled cultural and societal issues from Black Lives Matter to anti-Asian hate crimes to threats against the LGBTQ+ community. AIMM elevates the conversations, codifies support, and makes an impact to ensure all groups are treated fairly through its #SeeALL initiative with a mission to ensure our screens reflect the diversity witnessed in our communities.

As the leading voice of multicultural and inclusive marketing and DEIB, AIMM has been able to align the interest of Asian-American, Black, general, Hispanic and Indigenous communities, and the LGBTQ+ and People with Disabilities markets. This extraordinary working group of industry leaders is transforming the way multicultural and inclusive marketing is seen and understood via a massive industry-wide reboot — the largest ever. Beyond simply identifying where growth potential lies, AIMM shows its members (and the industry) how to maximize this potential toward positive bottom-line impact. AIMM is the leading authority on this issue.

To date, AIMM has tackled the most pressing issues affecting our industry, including systemic racism and institutional bias, maximization of DEI and marketing, minority media and supplier diversity, data transparency/accuracy, cultural integration/understanding, accurate cultural representation (#SeeALL), and research and measurement advances to represent diverse segments.

In 2021–22, AIMM created a series of important tools for both marketers and DEI executives to use to understand where their companies stand compared to their competitors, as well as to help guide them to achieving equity for all:

- DEI/Marketing Action Plan and Scorecard
- DEI/Marketing Self-Assessment Tool
- DEI/Marketing Maturity Model
- Eight Strategies for Recruiting a Diverse Workforce
- Top 100+ Strategic Partnerships for Social Impact
- AAPI Toolkit to Combat Hate
- AAPI Fact Pack
- AA/Black Fact Pack
- LGBTQ Fact Pack
- Hispanic Fact Pack
- Able/People with Disabilities Fact Pack
- Native American Fact Pack
- AIMM’s Power Up: A CMO’s Guide for Modern Marketing Leaders

APPENDIX: ADDITIONAL RESOURCES
Through its partnership with the Cultural Inclusion Accelerator’s work on CIIM™ (Cultural Insights Impact Measure, an industry-leading metric that identifies the impact and effectiveness of cultural insights and programming, with over one million ad evaluations conducted to date and over 700 programs/movies tested), the Alliance has helped prove that culture matters more than we ever thought possible. In fact, culture and the persuasiveness it generates are responsible for over 66 percent of a campaign’s success.

All this work helps support the message for the advertising, marketing, and entertainment industries to #SeeALL. For this to happen, we must see each, understand every segment, listen to all perspectives, be open to change, effect it, embrace it, and encourage it. It’s time to #SeeALL.
Engage Responsibly

ANA Engage Responsibly is a movement to drive understanding and action that drastically reduces online hate speech by 2025. With 40 percent of Americans having experienced online hate due to race, religion, or sexual orientation*, we all need to play a role in stopping its spread. That’s why Engage Responsibly takes an all-in approach, harnessing the collective power of businesses, social media platforms, individuals, and NGOs, empowering everyone to be part of the solution for combating online hate, with a focus on education and tools for small to medium-sized businesses (SMBs) and individuals.

Built for Impact
Engage Responsibly is led by the Association of National Advertisers in collaboration with the Global Alliance for Responsible Media (GARM) and capability contributors Alliance for Multicultural Marketing (AIMM), the Brand Safety Institute, Ogilvy, and founder Pernod Ricard, which donated the initiative to the ANA to scale it. In March 2022, more than 90 major companies pledged to Engage Responsibly, driving awareness and commitment in advance of bringing the initiative to SMBs and individuals later in 2022. Furthermore, Engage Responsibly has robust measurement in place to benchmark scale and impact.

Scale to Deliver Positive Societal Change
Engage Responsibly is designed to educate and empower consumers and businesses of all sizes, including harnessing the unique power of SMBs. As the largest business segment on social media, SMBs are a fragmented but expansive collective, poised to have tremendous impact. Engage Responsibly will scale to SMBs and consumers through partnership with the Better Business Bureau to bring the effort to its network of six million SMBs, including 400,000 accredited businesses; launching a business and consumer campaign, developed by Ogilvy, at the beginning of 2023 to drive awareness and engagement; and partnerships with additional organizations aligned to our mission of stopping online hate speech.

Driving Understanding and Action with Education and Tools
Engage Responsibly provides resources that democratize responsible media practices, the same ones that large corporations use, offering them as a turnkey, no-cost solution to SMBs and individuals. Engage Responsibly’s curriculum includes video education modules in English and Spanish and closed-caption capability for accessibility. Education covers actions you can take to stop online hate, including how to report online hate speech on the major platforms, protecting online presence with technology, using counterspeech, and inviting others into the Engage Responsibly movement.

*Source: Anti-Defamation League
SeeHer

SeeHer is a global coalition of over 100 committed marketers, media companies, agencies, and industry influencers, representing over 7,250 brands, united in the mission to increase the representation and accurate portrayal of women and girls in marketing, advertising, media, and entertainment, to reflect culture and transform society. Led by the ANA, in partnership with The Female Quotient, SeeHer launched in June 2016 in Washington, D.C. at the United State of Women conference. In just six years, SeeHer has become the industry’s leading global voice for gender equality in advertising and media.

To help marketers benchmark success, in 2016 SeeHer spearheaded the development of the Gender Equality Measure (GEM®), the first research methodology that quantifies gender bias in ads and programming. GEM® has quickly become the global measurement standard for identifying gender bias, used in 14 markets around the world, representing 87 percent of worldwide ad spend. GEM® has scored more than 300,000 ads, amassing the largest global database of ads measured for gender bias, and has generated over 1 million data points in support of the accurate portrayal of women and girls in media and marketing. GEM® testing has evolved to reflect multicultural inclusion to ensure that an intersectional lens is applied.

Women influence 85 percent of all purchase decisions; globally, women control $31.5 trillion in consumer spending. Study after study shows that sales lift, ROI, and brand reputation rise dramatically across all global markets when ads and content accurately portray women and girls. The same advantages are seen when ads run in programming free of bias.

In its proprietary GEM® Lift sales attribution study conducted with IRI Worldwide, SeeHer has validated the correlation between high GEM® scores and incremental sales of 200 to 500 percent. Subsequent studies with IRI Worldwide have shown that when looked at from gender, race and ethnicity, and language lenses, there were double-digit increases in incremental sales. SeeHer has also partnered with Ipsos to determine key thematic drivers of high GEM® scores, determining that ads showing women actively pursuing their own goals predictively increase GEM® scores.

Eighty-one percent of consumers agree that media is critical in shaping gender roles, yet only 25 percent of women believe that media portrays them accurately. This is more pronounced among younger generations, with only 15 percent of gen Z consumers agreeing that media portrays them accurately. In addition, over half of female gen Z consumers are more likely to purchase from brands that are committed to inclusion and diversity.

SeeHer developed #WriteHerRight Guides designed to encourage content creators to address potential blind spots and unconscious biases and integrate more authentic depictions of women into their work. SeeHer has created the #WriteHerRight for Black Female Characters in collaboration with OWN and #WriteHerRight for Latina Characters in collaboration with NBCUniversal Telemundo. The Guides feature insights and key questions to illuminate the immense opportunity that lies in genuine representation and thoughtful storytelling. The #WriteHerRight for API Female Characters Guide will be released in Q4 2022.

Gender and intersectional equality in advertising and media are imperatives. It’s good for society and it’s good for business.
Supplier Diversity
Over the past year there has been an increased commitment from marketers and agencies to support diverse suppliers — businesses owned by groups historically left out of or under-represented in their supply chain. Supplier diversity is a proactive business practice which encourages the use of women-owned, ethnic/minority-owned, veteran-owned, LGBTQ-owned, disability-owned, and small businesses as suppliers. Diverse suppliers in the advertising/marketing industry are in agencies, media companies, production companies, and research suppliers. The following provides an aggregation of ANA resources focused on supplier diversity.

Benchmark Surveys
“The Power of Supplier Diversity” (2020) provides an understanding of the overall incidence of supplier diversity programs as well as benefits, challenges, spend, goals, measurement, influence, and more. “The Growth of Supplier Diversity” (2021) provides a deep dive into supplier diversity in marketing/advertising.

Certified Diverse Suppliers Resource List
The ANA/AIMM have curated a list of diverse suppliers that work in our industry and have been certified (primarily from NMSDC, WBENC, NGLCC, NVBDC, and Disability:IN). The list was first issued in July 2020 and is updated on a regular basis. The current list has approximately 430 suppliers.

Helping Buyers and Diverse Media Suppliers Work Together
The purpose of this guidance is to help buyers (agencies and marketers) and diverse media suppliers improve their ways of working together. This work was created by a cross-industry collaboration. The 4A’s, the ANA, and AIMM, with input from our respective members, drafted the initial guidelines. We then reached out to diverse suppliers for input and improvement. While this guidance was developed with diverse media suppliers specifically in mind, much of it is also relevant for diverse suppliers in marketing/advertising overall. There are two sets of guidelines, one for buyers and the other for diverse media suppliers.

Supplier Diversity Fairs
We have hosted a number of supplier diversity fairs to provide forums for ANA client-side marketers to “get to know” diverse suppliers. Typically, these are three-hour virtual events that provide 12 to 15 diverse suppliers 10 minutes each to discuss their capabilities. Segments covered have included Asian-owned companies, Black-owned media companies, diverse-owned production companies, Hispanic-owned media companies, LGBT-owned companies, and women-owned companies.

2022 Survey of Diverse Suppliers
In the past couple of years, there have been increased conversations in the marketing/advertising industry about supporting diverse suppliers. The purpose of this brief survey (fielded in early October 2022) was to get a sense if things have really changed and if so, how they have changed. A key findings is that there is a gap within the marketing/advertising community between the “interest” in and actual “investment” support of diverse suppliers — investment is not as strong as interest.

Details at ana.net/supplierdiversity.
A DIVERSITY REPORT FOR THE ADVERTISING/MARKETING INDUSTRY