

DIVERSITY EQUITY AND INCLUSION

AN AGENCY JOURNEY
TO INSIDE-OUT TRANSFORMATION

Ogilvy | Social.Lab

The past few years have seen Diversity, Equity and Inclusion (DEI) become an increasingly urgent priority for the advertising industry. Ongoing news coverage, growing discourse on social media and findings from research all continue to highlight a need for action that creates a more equitable society.

And though there is evidence of progress, our sector still has a way to go.

In 2019, Creative Belgium's inaugural Belgian Creative Industry Diversity and Inclusion Report¹ found:

- ▶ One fifth of women, a third of LGBTQIA+ people and almost half of Black, Asian and minority ethnic people have experienced or witnessed inappropriate behaviour at work
- ▶ Men are twice as likely to be in a senior role as women, with 72% of respondents reporting to a male line manager
- ▶ Only two in five employees have seen meaningful change in company policy around DEI, or feel it is an important priority for their leadership

Lack of inclusion internally at creative agencies translates into a lack of representation in the communications we produce. Also in 2019, a study by the Geena Davis Institute on Gender in Media explored diversity within Cannes Lions Festival of Creativity Film and Film Craft entries².

This report found:

- ▶ Male characters had twice the screen and speaking time as female characters
- ▶ LGBTQIA+ characters and people with disabilities were nearly invisible, only featuring in 1.8% and 2.2% of Cannes ads respectively
- ▶ White characters were more likely to be shown in smart, professional settings while people of colour were more likely to be placed in a sports context

¹ Belgian Creative Industry Diversity & Inclusion Report 2019; Creative Equals

² Unstereotype Marketing Communications Playbook 2020; Unstereotype Alliance & UN Women

Open dialogue & shared solutions

The question facing agencies is not *if* but rather *how* to embrace DEI to bring about meaningful change.

At Ogilvy Social Lab our journey is just beginning and though there's a long road ahead and challenges still to address, we recognize that our best chance at success is through transparency, collaboration and a common sense of purpose between our employees, stakeholders and the

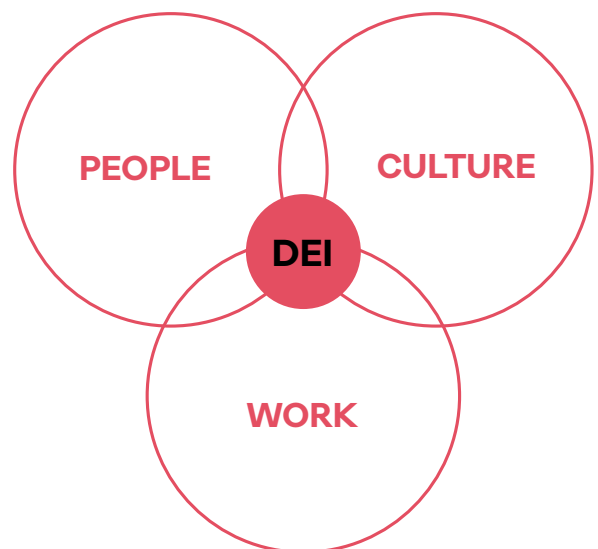
advertising community at large. Shifting the status quo is never easy or comfortable but normalizing the conversation will get us there sooner.

So, in this spirit we aim to share our own approach – where we're at right now, the actions taken and lessons learned so far - in hopes of fostering an industry culture of open dialogue, shared solutions and tangible progress.

A holistic approach to change

Too often, DEI is assigned to only one person or team within an agency. This restricts the pace of change and limits outcomes to superficial communication of well-intentioned values rather than tangible follow-through. DEI is not the mandate of Human Resources or the Talent Team alone. Every person and department can help build an inclusive working environment and contribute to positive progress.

We've implemented a framework to tackle the challenge through three domains within our business:



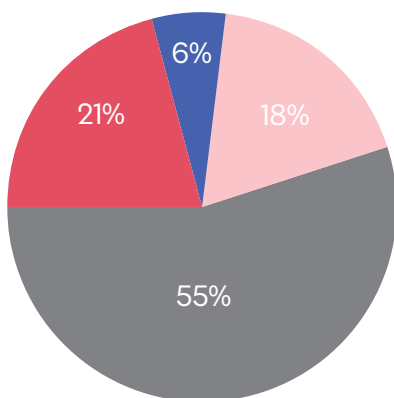
Several initiatives, either active or soon to be launched, fall within each of these. Our focus has been to start from the inside-out, and below are some highlights:

OUR PEOPLE

TALENT PIPELINE: our HR team is constantly evolving our recruitment process to diversify the talent coming into our agency. Rather than only looking to established agencies and agency feeder schools, we cast a wider net by participating in job fairs and programs aimed at diverse candidates. We also use DataPeople's Language Analytics tool to ensure that vacancy job descriptions are written with inclusive language that makes them relevant to a broader range of applicants.

STAFF DIVERSITY: as of November 2021, Ogilvy Social Lab Brussels is comprised of 130 people, 17 different nationalities and 57% women. We have improved gender representation at senior level and we also pay attention to generational composition, another driver of diversity.

STAFF DIVERSITY BY AGE:



- Baby Boomers < 1965
- Gen X 1966 - 1980
- Gen Y / Millennials 1981 - 1994
- Gen Z > 1995

INCLUSIVE WORKPLACE

POLICIES: in 2021 we launched two policies that make us accountable for a more inclusive work environment. Our Flexible Working policy empowers all staff to design schedules that make more room for family and personal commitments outside of work - a solution especially relevant for working parents. Rather than set start and finish times, staff can work hours that are more suitable for them, provided they meet essential team and output deliverables. Our Staff Health and Wellbeing policy lays out our commitments to support staff affected by physical, mental, reproductive and other health conditions.

ANNUAL EQUAL PAY ANALYSIS:

according to the WEF's 2021 Global Gender Gap report, Marketing remains an industry that has yet to achieve gender pay parity. Every year in November, all staff salaries are reviewed by our Chief People Officer and adjusted as needed to ensure fair and equal pay for women and men.

ACCELERATING WOMEN IN

LEADERSHIP: each year, promising talented women in our agency are selected for Ogilvy 30 for 30, a global network-wide leadership program that supports the career progression of rising stars through intensive coaching, sponsorship and group learning events.

OUR CULTURE

DEI STAFF WORKING GROUP:

in 2020 we formally established an internal team comprised of staff from different departments within the agency, who are committed to moving DEI forward. The group meets monthly and is responsible for supporting an inclusive company culture and working with management to implement and maintain DEI progress initiatives. Examples include our first Women's Forum - a safe space for women of the agency to share their experiences and concerns candidly - as well as conducting regular DEI induction presentations for new recruits. We also participate in a Regional DEI Board as well as in a WPP Belgium DEI forum, with the aim of sharing resources and sustaining momentum across the company group.

STAFF TRAINING: each year all staff complete a mandatory online ethics training provided by the WPP group, that promotes the upholding of company code of conduct and DEI values. In addition to this, all Managers have undergone Unconscious Bias training to guard against discriminatory management practice.

OPEN COMMUNICATION:

we encourage our staff to talk openly about topics relating to DEI. Part of an annual staff survey prompts employees to share their views on our approach anonymously. Our most recent survey saw 90% of OSL staff favorably score the Inclusion Driver question, which measures an employee's overall perception of their manager's commitment to inclusion. 87% favorably scored the Inclusion Index question, which is the achievement of a work environment in which all individuals are treated fairly and respectfully, with equal access to opportunities and resources. Our active internal company Facebook group is another forum where, in addition to regular company updates, we share educational resources and recognize awareness occasions like Pride or Mental Health week as well as religious celebrations. One of our goals for 2022 will be to activate select occasions on a bigger scale through panel discussions, guest speakers and participative staff events.

OUR WORK

INTERNAL EDUCATION DRIVE:

we are currently developing an internal campaign that aims to educate our staff on how to incorporate DEI into the work we produce. Content is based on a framework developed by the Unstereotype Alliance, an initiative convened by UN Women to eliminate harmful stereotypes in advertising, and highlights how DEI can be considered at all parts of the process from research to strategy, creative development, casting and media placement.

PRODUCING PROGRESSIVE

WORK: in 2021 we launched Mix For Boobs with NRJ, a breast cancer awareness campaign that uses

creativity to overcome the censorship of female bodies on social platforms. We were also proud to be chosen by the SPF Justice to develop a campaign to raise awareness about Domestic Violence in Belgium. As businesses across the board continue to embrace DEI, in 2022 we'll aim to partner with more of our clients on inclusive work that shifts perceptions and empowers under-represented groups.

PROMOTING DEI: we are working with partner Ogilvy offices around the world to develop an approach and playbook to help companies in communicating DEI initiatives and strategies to their stakeholders. This will launch in 2022.

WE'RE JUST GETTING STARTED

At Ogilvy Social Lab our journey with DEI is ongoing. The past few years have taught us that implementing this kind of business transformation is challenging but worthwhile work. It requires buy-in from multiple levels of the business, from committed management to engaged staff to supportive partners. It also demands investment of time and resources that are more easily allocated to other priorities and urgent deadlines.

Our conviction is that advertising and communications have a key role to play in the bigger story of business and societal change. We look forward to continuing this work and invite industry colleagues and interested parties to join us in moving forward.

GET IN TOUCH

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